



FYR Macedonia

Gender Mainstreaming Strategy

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Pursuant to Resolution 817 of the United Nations Security Council, the United Nations provisionally refers to the country for all its purposes as “the former Yugoslav Republic of (FYR) Macedonia”.

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Reference Material: The UNDP FYR Macedonia Gender Capacity Assessment Report by Professor Ayse Gunes-Ayata and Jasminka Friscik (March 2007)

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1. INTRODUCTION

1.1 Rationale for a Gender Mainstreaming Strategy

Gender mainstreaming is a strategy for making women's and men's concerns and experiences an integral dimension of design, implementation, monitoring and evaluation of policies and programmes in all areas of UNDP's work. Gender mainstreaming efforts in programming need to be supported by gender mainstreaming in general operations and administration. The two main goals of gender mainstreaming are:

- to improve the gender equality situation in the country, and
- to enhance effective and efficient delivery of UNDP's development assistance through strategic attention to the most vulnerable men and women

These are mutually-reinforcing goals: First, effective development assistance means that gender equality must be addressed. Not only is this a key human rights imperative, but leading-edge research has proven that gender inequalities have serious political, economic and social consequences, not only for women (who most often are the direct target of inequalities) but also for men, families, economies and societies more generally. Secondly, addressing the specific needs of the most vulnerable women and men means that assistance is being targeted where it will have the largest impact. Gender mainstreaming is therefore not an "added burden" for development practitioners, but a useful strategy for improving the quality of assistance that is delivered. Nor is gender mainstreaming a "stand-alone" endeavour that represents a separate set of activities or projects; it is rather a "layer" of specifically focused attention used to guide and tweak those activities already being undertaken.

For these reasons, UNDP has made gender mainstreaming a corporate priority.¹

At the same time, the Capacity Assessment Survey of UNDP FYR Macedonia and its main development partners undertaken by A. Ayata in February 2007 indicates that there is a strong rationale for adopting a gender mainstreaming strategy specifically. While the country has built a solid foundation for enhancing gender equality, certain challenges remain that hinder both the full enjoyment of equal rights as well as the overall development potential of the country.

The positive foundation for gender equality in the country includes:

- The constitution of the country clearly advocates for gender equality, among other equal rights provisions such as race and religion;
- The country is a party to the Convention of Elimination of All Kind of Discrimination against Women and the Government has established a National Machinery towards this purpose under Ministry of Labor and Social Policy;
- FYR Macedonia boasts a strong NGO sector that is committed to gender issues;
- FYR Macedonia has passed a Gender Equality Law and, in accordance with this Law, is on its way to extending gender equality commissions to local administrations;
- The country's Electoral Code is currently under review, which currently includes a 30% gender quota (although this is currently under review, and the quota may be deleted or weakened). The number of women MPs dramatically increased in the last elections.

Yet, despite this important progress, indicators of gender inequalities still persist. These include:

¹ See UNDP Corporate Gender Strategy and Action Plan (2005)

- Lower school completion and literacy rates for girls, particularly among certain ethnic populations;
- Lower economic activity among women and labour market segregation, which could lead to economic inflexibility;
- Particular challenges for rural women;
- Challenges related to political participation of women, including proxy voting;
- Pervasive gender-based violence and documented instances of trafficking in women.

Moreover, trends across Central, Eastern and South-Eastern Europe show that despite positive steps forward in legislation, the fast pace of change in these societies has led to human insecurity that has often exacerbated gender inequalities. This phenomenon often takes the form of increased social and economic vulnerability of women, particularly amongst the already most-vulnerable groups. These inequalities are often hidden and discrimination is indirect. Among the most vulnerable groups, men too are facing incredible challenges related to social exclusion and health. Most often, such challenges cannot be addressed by legislation alone. The only way to move towards full de facto gender equality and to ensure that the benefits of development reach the most vulnerable men and women is to adopt a mainstreaming approach. While some targeted interventions for women are required in the country, only by gender mainstreaming can indirect discrimination and the social exclusion of certain women and men be addressed at its roots.

1.2 Objectives of the Gender Mainstreaming Strategy

This Gender Mainstreaming strategy is an umbrella document that maps UNDP FYR Macedonia's objectives and plans for achieving the above stated-goals and addressing the above-stated challenges. This strategy has three principal aims:

1. To provide a concise **strategic analysis** of existing gender mainstreaming capacities in the UNDP FYR Macedonia office in order to identify existing challenges and opportunities for successful implementation of gender mainstreaming;
2. To serve as a **platform for action** in gender mainstreaming in the country office that provides guidance in terms of outlining key inputs and activities necessary for gender mainstreaming, as well as expected outputs, outcomes and impacts of UNDP's gender mainstreaming efforts. This Strategy is *not* a utopian "wish list" of every possible gender-related intervention that UNDP might undertake; it is rather a strategic map of key activities and approaches that will provide the basis for successful mainstreaming. It focuses on UNDP's existing opportunities and identifies key challenges that UNDP is well-positioned to address. Furthermore, it must again be stressed that this platform for action is **not a stand-alone initiative**, but represents an additional "layer" of programming that should overlay already on-going activities in order to *systematize, accent and maximize* gender-related efforts and impacts;
3. To serve as a **platform for interaction** – that is, a framework for collaboration – between the various stakeholders in these gender mainstreaming efforts. As such, this strategy can also be used as the basis for advocacy and awareness-raising of gender issues among UNDP's partners.

2. STRATEGIC ANALYSIS OF GENDER MAINSTREAMING CHALLENGES AND OPPORTUNITIES

2.1 Challenges and Opportunities among Key Stakeholders

Successful gender mainstreaming requires cooperation and support from all of UNDP's key stakeholders.

National Level: The country's Government has a strong commitment to legislation on gender. A very important law recently adopted by the parliament – Gender Equality Law – provides a strong mandate for gender mainstreaming. Other important partners at the national level who will be important partners in UNDP's gender mainstreaming efforts include:

- **The Committee on Equal Opportunities for Women in the Parliament:** The chair is an enthusiastic supporter of gender equality. There is cross-party solidarity on gender issues and they are also supported by men. Five designated priority intervention areas are women in workplace, healthcare, domestic violence, education and children's rights.
- **The Unit for Promotion of Gender Equality under the Ministry of Labour and Social Policy:** This Unit is committed but has few resources. At present they are preparing a new National Gender Action Plan.
- **Line Ministries:** While capacities need to be enhanced, there is little direct resistance to gender. Anticipated EU Accession and the gender equality mandate of the European Union should be considered important entry points for enhancing line ministry capacity and commitment.

Local government: Gender committees are planned within all local administrations. They are mandated to write local action plans, implement specific projects, integrate gender into local strategies and plans and respond to specific needs coming from women. However, many municipalities have not formed functional committees, due not least to scarce resources.

Civil society and NGOs: Although gender expertise in civil society is sparse, there is an active women's NGO core. UNDP already works with locally-based gender-oriented NGOs as main stakeholders in local development projects. Unfortunately, there are no gender studies programme in any of the universities, and there is only one think tank that incorporates academic and quasi academic gender research into its activities. NGOs see UNDP as a credible and potential partner and would like to see UNDP take a more proactive role in promoting gender equality and gender mainstreaming.

All of the above stakeholders are important as executing and implementing partners, sources of information, advocacy partners, and target beneficiaries of gender mainstreaming capacity building activities. Additionally, other important sources of information and advocacy partners are:

International Donors: For the country, European Union membership is a high level priority. Every institution in the country is geared towards this aim. All the international donors have argued that gender issues have important leverage when they are aligned with the EU integration road map, and the European Commission office in Skopje is therefore a key player and partner. OSCE and USAID are two other important partners in gender work in the country.

UN Country Team: UNDP should coordinate with other UN agencies in FYR Macedonia, and with UNIFEM, UNFPA and UNICEF in particular.

2.2 Challenges and Opportunities with the UNDP Country Office

In order to successfully implement gender mainstreaming in the UNDP Country Office, the following **challenges and missed opportunities** should be addressed:

- Staff and consultants may have **misunderstandings about the goals and objectives of gender mainstreaming**, and what it entails;
- **Time pressures** and **heavy workloads** may deter programme and project staff from taking on something that appears to be an extra burden;
- There is no system of **incentives or recognition** for positive gender mainstreaming work that would encourage staff to put more effort into gender mainstreaming, and no serious accountability for failing to do so;
- Gender mainstreaming efforts and successes are **not made sufficiently visible** in project documentation. This represents both a problem for reporting, but also a missed opportunity for advocacy and awareness-raising among stakeholders;
- Not enough advantage is taken of the opportunity to highlight and analyze the impact of gender inequalities on development issues in **major UNDP publications**;
- The CO's **communication strategy** does not sufficiently highlight the importance of gender issues to development, or the CO's successes in gender mainstreaming;
- Until recently, there has been **no uniform approach** to integrating gender concerns or ensuring gender sensitivity in **project design and implementation**. This has previously included no uniform demand for gender analysis (at any depth or level) during project development and review, and no uniform demand for reporting on gender mainstreaming throughout the project cycle and at its closure;
- "Official" **in-house expertise** on gender mainstreaming is scarce;
- **Expertise among other stakeholders** should be strengthened, and systems should be established to tap into this expertise on a regular basis;
- Missed opportunities for **liaising with each other** (within and outside of one's thematic cluster) to improve gender sensitivity in project, and little regular liaising with Gender Focal Point or Theme Group.

At the same time, a positive foundation already exists for addressing these challenges. These entry points and positive opportunities include:

- Gender mainstreaming is a primary **UNDP mandate**;
- The recent CO **Gender mainstreaming training initiative** (July 2007) has done much to address challenges relating to misunderstandings about the theory and practice of gender mainstreaming. Deeper understanding of gender mainstreaming can be encouraged through ongoing learning opportunities. Furthermore, the CO staff expresses no deep-seeded resistance to gender mainstreaming, and rather an eagerness to learn and strengthen the impact of their activities;
- A good number of **ongoing and pipeline initiatives** are already engaged in various levels of gender analysis and are integrating gender concerns in innovative ways. These efforts just need to be made more systematic and visible;
- The CO already has a good structure in place for systematic implementation and coordination of gender related initiatives. This structure includes a committed and competent **Gender Focal Point** and a **Gender Theme Group** that meets on a regular basis;
- A **baseline needs assessment** for gender mainstreaming has already been undertaken in the form of a CO Questionnaire. These results can be called upon for the formulation of further appropriate and targeted learning opportunities and the development of systems and mechanisms to increase coordination and systematic implementation of gender mainstreaming;
- The recent **Capacity Assessment Survey** (February 2007) undertaken by international consultant A. Ayata provides detailed analysis of potential entry points for strengthening attention to gender equality throughout UNDP FYR Macedonia's programme and operations;
- The recent creation (July 2007) of two **programme/project templates** (LPAC and Annual Reporting forms) is an excellent example of new initiatives for improving systematic knowledge management of gender mainstreaming in the CO (see Annex 2 and Annex 3);

- A strong **UN Country Team** which includes UNIFEM, UNFPA, UNICEF and a Human Rights Theme Group provides a solid base for information sharing and coordination of gender mainstreaming activities among the UN Country Team;
- At present there is a very **good gender balance** within management and project staff, and ongoing efforts by human resources are attempting to improve ethnic balance in the CO as well;
- The CO displays a **positive interpersonal working culture** that is respectful and tolerant. There is attention to work-life policies, although these are not always easy to implement. Staff are aware of harassment policies and no negative reports or incidents are documented.

In light of the above, UNDP FYR Macedonia is well-positioned to successfully implement gender mainstreaming in a comprehensive, systematic and meaningful way. A plan for doing so is suggested in the final section of this strategy, below. Again, it must be stressed that this gender mainstreaming plan is not a “stand-alone” programming or operational activity, but rather a lens or layer that needs to be superimposed upon existing programme and operations activities. This gender-mainstreaming layer will draw on the existing capacities and strengths outlined above, allow UNDP FYR Macedonia to maximize the noted opportunities, and will also provide a systematic approach for minimizing obstacles and addressing all of the above-mentioned obstacles and challenges.

3. PLATFORM FOR ACTION

In general, there are **four types of activities** or initiatives that contribute positively to gender mainstreaming.

The first type is specifically aimed at improving the gender equality situation of UNDP’s target beneficiaries – men and women in the country. However, the other three types of activities can progressively lay the foundations for achieving this aim and contribute to an overall more gender-equitable development environment:

1. Providing more **effective** and **efficient** delivery of development assistance to the most vulnerable groups of women and men in the society of the country so that the **gender equality situation is improved**;
2. **Enhancing gender mainstreaming capacity** within UNDP and among its stakeholders
3. **Improving equal opportunities** for men and women within the UNDP office, among project partners, and for project beneficiaries; and
4. **Increasing visibility of and advocacy for** gender issues.

Together, these four types of activities provide a multi-pronged and mutually reinforcing approach to successful implementation of gender mainstreaming. Each type of activity can be considered as a “service line.”

The following matrix outlines a strategy for ensuring success in each of the four “service line” areas for UNDP FYR Macedonia. It uses a results-based management approach and outlines: specific activities (i.e. what is to be done), inputs (i.e. what is required in order to accomplish the activity), outputs (i.e. what direct result will be achieved) and outcomes (i.e. the medium-term impact of the activity). Impact is also extremely important, but it is not specifically noted, as all activities share a common expected impact: Strengthened gender equality in the country higher indicators of sustainable human development.

It should be noted that this matrix is *not* a list of planned or potential programmatic interventions for women’s empowerment in the country or for addressing pressing gender inequalities (e.g. in the education sector, gender-based violence, etc). Each thematic cluster is already performing the

necessary gender analysis and identifying the key areas and issues related to gender that require targeted attention. Rather, this matrix offers a framework for how to integrate gender sensitivity and gender awareness into all areas of UNDP FYR Macedonia's activities according to basic principles of gender mainstreaming.

Here, it serves again to remind ourselves that gender mainstreaming is not a "stand-alone" activity. In this sense, the activities mentioned under objective 1 in the following matrix, for example, will not *on their own* result in providing more targeted assistance to the country's most vulnerable men and women. Rather, these activities provide the necessary layer of foresight, focus and fine-tuning necessary to ensure that activities or projects that are already on-going or planned maximize their gender-mainstreaming potential and minimize their gender blind-spots, thus ensuring that outputs and outcomes are indeed more effective and efficient than they would have been without a gender-mainstreaming approach. Similarly, capacity-building, equal opportunities and advocacy activities noted are enhancements of work that is either already on-going or planned. Where additional activities are mentioned, these nonetheless are not separate, but rather meant to be integrated into the current planning and implementation processes.

Finally, because many activities are relevant to some or all of the programme, project and operations staff, the matrix is not categorized according to these divisions. However, to be clear about who is responsible for implementing and/or participating in each activity, the matrix also includes a column "Responsibility and Potential Beneficiaries" and designates the appropriate unit(s). In some cases the beneficiaries are those who are responsible (e.g. in the case of some capacity building activities), while in other cases, the beneficiaries are not additional groups, but rather the women and men within already generally targeted beneficiaries, but who may have been otherwise marginalized within these groups.

3.1 UNDP FYR MACEDONIA GENDER MAINSTREAMING IMPLEMENTATION MATRIX

1. ENHANCING MORE EFFECTIVE AND EFFICIENT DELIVERY OF DEVELOPMENT ASSISTANCE TO THE MOST VULNERABLE WOMEN AND MEN IN THE SOCIETY				
ACTIVITIES	INPUTS*	OUTPUTS	OUTCOMES	RESPONSIBILITY AND POTENTIAL BENEFICIARIES
1.1 Collection of baseline data on gender situation in the context of programme or project objectives	<ul style="list-style-type: none"> - Gender analysis (commissioned or in-house) of existing data; or - Collection of new data and analysis thereof - Inclusion of gender analysis within other ongoing research and analysis initiatives that would increase the quantity and quality of analysis of gender disparities in the country (e.g. NHDR, Early Warning Reports) 	<ul style="list-style-type: none"> - Clear indicators of current situation and emerging trends in relation to thematic cluster and specific project issues 	<ul style="list-style-type: none"> - Specifically formulated activities or stand-alone projects that address the most pressing gender-related concerns in the cluster 	<p>Programme, Project</p> <p>Groups of vulnerable men or women that have been overlooked in previous analyses of sectoral data</p>
1.2 Use of Gender Mainstreaming LPAC template at the beginning of each new project development process	<ul style="list-style-type: none"> - Development and necessary updating of the LPAC template - Any necessary gender analysis and consultation with experts in order to use the template effectively 	<ul style="list-style-type: none"> - Systematic integration of gender issues into each UNDP project document 	<ul style="list-style-type: none"> - Successful implementation of gender mainstreaming at the project level 	<p>Programme</p> <p>Project Beneficiaries - both men and women</p>
1.3 Use of Gender Mainstreaming Annual Reporting Template	<ul style="list-style-type: none"> - Development and necessary updating of the Annual Reporting Template - Use of ongoing collection of data and consultations with experts in order to effectively complete the reporting form 	<ul style="list-style-type: none"> - Systematic reporting on gender mainstreaming effort on an annual basis - Identification of additional challenges and ways to address them 	<ul style="list-style-type: none"> - Successful implementation of gender mainstreaming at the project level 	<p>Project</p> <p>Project beneficiaries – both men and women</p>
1.4 Establishment, monitoring and analysis of gender-related project output and outcome indicators	<ul style="list-style-type: none"> - Design and implementation of necessary project data collection systems (e.g. gender budget analyses, impact surveys, sex-disaggregated participation lists) 	<ul style="list-style-type: none"> - Sex-disaggregated and gender sensitive project output and outcome data and analysis 	<ul style="list-style-type: none"> - Programme and project staff can ensure that project is benefiting men and women equally, and will make revisions if this is not the case 	<p>Programme (design stage); Project (ongoing)</p> <p>Project beneficiaries</p>
1.5 Inclusion of gender-related criteria in project evaluation parameters	<ul style="list-style-type: none"> - Gender sensitive data collection systems (see 1.4 above) - Gender sensitive evaluation methodology - Evaluators with gender expertise 	<ul style="list-style-type: none"> - Project evaluation will include an assessment of gender-related aspects - Documentation of best practices and lessons learned 	<ul style="list-style-type: none"> - Future interventions will learn from the evaluation and better address the needs of both women and men 	<p>Programme(design, recruitment); Project (on-going data collection)</p> <p>Project beneficiaries</p>

*All activities listed under Objective 1 require necessary resources & funds to be allocated from appropriate project budgets as appropriate

2. ENHANCED CAPACITY BUILDING FOR GENDER MAINSTREAMING				
ACTIVITIES	INPUTS	OUTPUTS	OUTCOMES	RESPONSIBILITY AND POTENTIAL BENEFICIARIES
2.1 Provision of comprehensive gender mainstreaming training for all UNDP office staff approximately once every four years	<ul style="list-style-type: none"> - budget allocation for engagement of an appropriate trainer, allocated from CO or project, as appropriate - liaising with training consultant to ensure a training programme appropriate to UNDP FYR Macedonia's current needs and priorities 	<ul style="list-style-type: none"> - effective gender mainstreaming training delivered to all current staff 	<ul style="list-style-type: none"> - Enhanced capacity to systematically integrate gender mainstreaming in the UNDP CO in a coordinated fashion, leading to increased consideration of gender issues and identification of potential entry points for redressing gender inequalities 	Gender focal point, All UNDP staff and consultants
2.2 Provision of gender mainstreaming training to all project personnel	<ul style="list-style-type: none"> - inclusion of key project personnel in major gender mainstreaming training (See 2.1 above) - Support of key project personnel in regional GM training initiatives or study visits - Necessary funds allocated from projects or CO, as appropriate 	<ul style="list-style-type: none"> - effective gender mainstreaming training delivered to project personnel 	<ul style="list-style-type: none"> - Enhanced capacity to ensure quality and continuity of gender mainstreaming at the project implementation level, leading to increased consideration of gender issues and identification of potential entry points for redressing gender inequalities 	Programme Officer, Gender Focal Point, All project staff
2.3 Provision of gender mainstreaming materials and briefing meeting with Gender Focal Point for all new staff and long-term consultants	<ul style="list-style-type: none"> - development and necessary updating of UNDP FYR Macedonia Gender Mainstreaming Training Briefer (see Annex I) 	<ul style="list-style-type: none"> - appropriate introduction to mechanisms for gender mainstreaming for all new staff - clear communication of expectations regarding gender mainstreaming 	<ul style="list-style-type: none"> - Enhanced capacity for basic mainstreaming for all new staff and consultants, leading to increased consideration of gender issues and identification of potential entry points for redressing gender inequalities 	Gender focal point, All UNDP staff and consultants
2.4 Capacity-building in gender mainstreaming for government and NGO counterparts	<ul style="list-style-type: none"> - Inclusion of gender mainstreaming as part of other training modules within UNDP project activities - Support of key government and NGO counterpart participation in gender mainstreaming training regionally - Necessary resources allocated from project budgets, as appropriate 	<ul style="list-style-type: none"> - Better understanding of the practice and benefits of gender mainstreaming among the country's policy makers and key civil society lobbyists 	<ul style="list-style-type: none"> - More effective and efficient integration of gender issues into mainstream policy making 	Programme (design stage) Programme counterparts
2.5 Establishing access to gender expertise on a consultative basis during project design and implementation	<ul style="list-style-type: none"> - Inclusion of gender experts in project steering committees or other consultative bodies - Encouraging participation of gender-sensitive stakeholders in all aspects of project design and implementation 	<ul style="list-style-type: none"> - Gender expertise is integrated into project design and implementation as part of a consultative process with all project stakeholders 	<ul style="list-style-type: none"> - Other project stakeholders are exposed to gender considerations on an ongoing basis, thus raising their own gender mainstreaming capacity 	Programme (design stage); Project (ongoing) All counterparts involved in design and implementation

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<p>2.6 Increasing attention to gender mainstreaming awareness and expertise as a recruitment criterion for staff and consultants</p>	<ul style="list-style-type: none"> - Adding “good understanding of gender mainstreaming” as a desirable or necessary qualification for staff and consultants - Training or sensitization of human resources staff to understand the desirability of gender mainstreaming capacity - Necessary resources allocated by CO 	<ul style="list-style-type: none"> - Increased recruitment of staff and consultants with gender mainstreaming awareness and expertise 	<ul style="list-style-type: none"> - Increased demand for gender expertise will lead to increased supply and greater quality of gender expertise available, leading to increased and better quality attention to gender issues in performance of duties 	<p>Programme, Project and Administrative staff involved in recruitment</p> <p>Newly recruited staff/consultants and the men and women they work with</p>
<p>2.7 Continued internal sharing of information and coordination of gender mainstreaming efforts through:</p> <ul style="list-style-type: none"> • Gender Focal Point • Gender Theme Group • Cluster meetings and retreats 	<ul style="list-style-type: none"> - Establishment of regular and systematic forums for discussion and exchange of information on gender issues - Commitment and support of management - Necessary resources for retreats or other internal learning opportunities allocated by CO or projects, as appropriate 	<ul style="list-style-type: none"> - Ongoing discussion, coordination and information sharing on gender issues 	<ul style="list-style-type: none"> - Increased capacity of staff through internal learning opportunities, leading to increased consideration of gender issues and identification of potential entry points for redressing gender inequalities 	<p>All UNDP staff</p>
<p>2.8 Including gender mainstreaming efforts as a criterion for personnel evaluation and appraisal</p>	<ul style="list-style-type: none"> - Development of systematic way to appraise gender mainstreaming performance and communication of this to all staff 	<ul style="list-style-type: none"> - Positive reinforcement for gender mainstreaming will encourage all staff to take more responsibility for gender mainstreaming in their work 	<ul style="list-style-type: none"> - Improved quantity and quality of gender mainstreaming efforts in all areas of UNDP’s work 	<p>Management and supervisors</p> <p>All staff</p>

3. IMPROVING EQUAL OPPORTUNITIES FOR WOMEN AND MEN				
ACTIVITIES	INPUTS	OUTPUTS	OUTCOMES	RESPONSIBILITY AND POTENTIAL BENEFICIARIES
3.1 Collection of sex disaggregated data on participants in all project activities	<ul style="list-style-type: none"> - Development and implementation of data collection systems - Necessary funds and capacity building for implementation allocated from project budgets 	<ul style="list-style-type: none"> - Sex-disaggregated data of participants in all project activities 	<ul style="list-style-type: none"> - Necessary baseline and monitoring tool for identification of inequitable male/female opportunities in project implementation, leading to implementation of ways to address these inequalities 	<p>Project</p> <p>Project beneficiaries</p>
3.2 Performing gender impact assessment of project activities	<ul style="list-style-type: none"> - Sex-disaggregated data and gender impact assessment of project activities - Necessary funds and expertise allocated from project budgets 	<ul style="list-style-type: none"> - Identification of existing and potential barriers to male or female participation in project activities 	<ul style="list-style-type: none"> - Elimination or mitigation of existing or foreseen unequal opportunities between men and women in project activities 	<p>Programme (design stage)</p> <p>Project (ongoing)</p> <p>Traditionally excluded groups of men or women</p>
3.3 Collection of sex disaggregated data for hirings (staff, consultants) by UNDP according to pay scale and job level	<ul style="list-style-type: none"> - Development and implementation of data collection systems - Necessary funds and capacity building for implementation allocated by CO 	<ul style="list-style-type: none"> - Sex-disaggregated data of UNDP employment practices 	<ul style="list-style-type: none"> - Necessary baseline and monitoring tool for analysis of inequitable hiring practices 	<p>Administration and Programme/Project staff involved in recruitment</p> <p>All staff</p>
3.4 Appropriate training for human resources staff for implementation of gender mainstreaming policies (i.e. sexual discrimination, sexual harassment, equal opportunities, work-life policies)	<ul style="list-style-type: none"> - Development or adaptation of appropriate training and/or resource materials - Necessary funds and expertise allocated by CO 	<ul style="list-style-type: none"> - Integration of equal opportunities and gender sensitivity considerations into human resources practices 	<ul style="list-style-type: none"> - A more productive and equitable working environment for both men and women 	<p>Administration</p> <p>Human resource staff and the staff they support</p>

4. ENHANCING VISIBILITY OF AND ADVOCACY FOR GENDER ISSUES				
ACTIVITIES	INPUTS	OUTPUTS	OUTCOMES	RESPONSIBILITY AND POTENTIAL BENEFICIARIES
4.1 Highlighting gender issues relevant to programme initiatives in media activities (press conferences, interviews, media releases, etc)	<ul style="list-style-type: none"> - Provision of pertinent information by programme/project staff - Gender mainstreaming training for UN/UNDP staff who deal with media - Necessary funds allocated from CO or project, as appropriate 	<ul style="list-style-type: none"> - Increased reporting on the gender dimension of UNDP's programme activities 	<ul style="list-style-type: none"> - Increased awareness of the relevance and importance of gender issues for the society of the country, leading to greater acceptance of and demand for gender sensitive policies 	<p>Communications office in coordination with Programme, Project</p> <p>General public</p>
4.2 Strategic highlighting of gender on UNDP FYR Macedonia's website	<ul style="list-style-type: none"> - Provision of pertinent information on key gender dimensions in programme clusters to web content writer/administrator - In coordination with Gender Focal Point, development of a policy statement about UNDP FYR Macedonia's mandate for gender mainstreaming (addressing the needs of the most vulnerable women and men) for inclusion in an appropriate place on the website 	<ul style="list-style-type: none"> - Increased visibility of UNDP FYR Macedonia's attention to gender issues 	<ul style="list-style-type: none"> - Increased awareness of the relevance and importance of gender issues for the society of the country, leading to greater acceptance of and demand for gender sensitive policies 	<p>Communications office in coordination with Programme, Project, Gender Focal Point</p> <p>General Public</p>
4.3 Increased focus on gender dimensions in major UNDP FYR Macedonia publications	<ul style="list-style-type: none"> - in consultation with relevant researchers and stakeholders, discerning priority themes within the publications that require gender-specific attention - necessary resources and expertise for research and analysis of data 	<ul style="list-style-type: none"> - Increased awareness of relevance and importance of gender issues in the society of the country 	<ul style="list-style-type: none"> - greater acceptance of and demand for gender sensitive policies 	<p>Programme, Project</p> <p>General public, academia, research sector in the country</p>
4.4 Ensuring attention to gender issues in donor coordination efforts and UN country team coordination	<ul style="list-style-type: none"> - up-to-date information of various donors' interests in and support of gender issues - regular meetings of a UN Gender Theme Group or inclusion of gender on the agenda of other Country Team coordination meetings 	<ul style="list-style-type: none"> - Increased visibility among development community of UNDP FYR Macedonia's attention to gender issues - Complementarity and synergy among donor and UN activities on gender 	<ul style="list-style-type: none"> - Stronger advocacy for addressing gender issues in development assistance - More efficient and effective use of resources to meet the needs of the most vulnerable women and men in the country 	<p>RR, DRR and any others who liaise with donors and UN Country Team</p> <p>Donor community</p>

ANNEX 1: UNDP FYR MACEDONIA GENDER MAINSTREAMING TRAINING BRIEFER

UNDP FYR MACEDONIA GENDER MAINSTREAMING TRAINING BRIEFER

Is Gender Mainstreaming relevant to my work?

Yes. In line with UNDP corporate policy and UNDP FYR Macedonia's Gender Mainstreaming Strategy (2007), it is the duty of all staff and consultants who work for UNDP to ensure that gender mainstreaming is effectively implemented in all aspects of UNDP FYR Macedonia's work, including:

- Overall country programme development and the articulation of development priorities
- Programme development in all three cluster
- Individual project development
- Project implementation and management
- Long- and short-term assignments undertaken by consultants in any capacity
- General operations and administration – i.e. human resources and financial management
- Public information activities and stakeholder coordination

*See **UNDP FYR Macedonia Gender Mainstreaming Strategy** for further information on UNDP's commitment to gender mainstreaming in all aspects of its work

What is Gender Mainstreaming?

Gender mainstreaming is a strategy for making women's and men's concerns an integral dimension of all aspects and areas of UNDP's work.

Positive outcomes of gender mainstreaming include:

- enhanced **equality** between men and women in respect to their rights, opportunities, and the value attributed to their (sometimes different) roles in society*
- stronger focus on the needs of the **most vulnerable** women and men in society
- more **efficient** and **sustainable** development assistance (i.e. funds and efforts are directed to where they are most needed, and to where they will have the greatest impact)

*For more information on **What is Gender Equality?** see Part I of the GM Toolkit: Gender Mainstreaming in Practice, UNDP RBEC

How do I Integrate Gender Mainstreaming into my Work?

Mentioning "gender" or "women" does not mean that you are doing gender mainstreaming. Successful gender mainstreaming requires you to:

1. Carefully **assess the situation** of women and men (and **different vulnerable groups** of men and women, e.g. youth, ethnic minorities, rural populations, etc) in relation to the objectives you hope to achieve in your work
2. If the situation could be improved in regard to gender equality, **determine what steps to take** to support this improvement.
3. **Track progress** with indicators or other means of monitoring your gender-related impact.

Additionally, gender mainstreaming and gender equality can be enhanced by:

- Raising **awareness** about gender equality problems and the importance of adopting a gender perspective
- Building **capacity** among your colleagues and partners to adopt a gender-sensitive approach
- Ensuring **visibility** of the gender dimensions of your activities, i.e. in documentation, reports, public information materials, etc.

*For more information on **10 Steps for Gender Mainstreaming**, see Part I of the GM Toolkit: Gender Mainstreaming in Practice, UNDP RBEC

Assessing Gender Impact

Almost every activity you undertake and resource you allocate (e.g. planning project activities, hiring consultants, managing budget lines, organizing a press conference) has a gender dimension: If you are dealing with people, then gender is an issue! It is your job to assess which of the following categories the activity or input allocation falls into:

	Category	Outputs, Outcomes or Impact	Examples
↑	Gender Positive	<ul style="list-style-type: none"> Improved gender equality indicators Maintaining a positive gender equality situation supporting gender mainstreaming capacity building, or enhancing visibility and awareness of gender-related issues 	<ul style="list-style-type: none"> Commissioning research on men's and women's IT capacities Hiring a consultant with gender mainstreaming expertise to evaluate the projected impact of a poverty alleviation strategy Holding consultations with both men and women in the community about how to solve river basin pollution problems
↓	Gender Negative	<ul style="list-style-type: none"> Contributing to a worsening of gender equality indicators, or Doing nothing to improve a negative gender equality situation, even though it was within the scope of your actions 	<ul style="list-style-type: none"> Holding important project meetings in the evening, which means some women are often unable to attend Designing a project on human security, but failing to consider protection from gender-based violence as a key factor in women's security Formally supporting gender mainstreaming in project documentation, but failing to allocate funds allocated to implement necessary training or to collect necessary data
–	Gender Neutral	<ul style="list-style-type: none"> Your action does not have a significant gender equality dimension 	<ul style="list-style-type: none"> Allocating funds to buy office supplies Printing costs for the National Human Development Report
?	Unknown	<ul style="list-style-type: none"> Lack of information means that impact is unknown. 	<ul style="list-style-type: none"> The training activity does not target men or women specifically. Unknown whether men or women have any particular needs in relation to the training goals. Women are encouraged to apply for a job. Unknown whether women are underrepresented in this area of the labour market. A budget is allocated for printing information booklets. Unknown whether men and women have different information needs, or if they access information from different media. Unknown whether booklet authors will include gender-sensitive information and language.

Your goal is to move an increasingly larger proportion of your work into the **“gender positive”** category, and to move activities out of the **“gender negative”** and **“unknown”** categories.

Actions fall into the **“unknown”** category when you do not have the information needed to determine whether your actions have a positive or negative impact. **Collecting baseline data** on the gender-related situation is therefore necessary to assess your gender mainstreaming impact. Moreover, it is also crucial to base your assessment on actual data, or input from experts. Relying on assumptions means that we sometimes fail to see the hidden or indirect gender-related impacts of our actions:

For example:

1. **Assumption:** Building renovations have a gender neutral impact.
Gender analysis might tell you: Many of the women who use the services in the building have young children. Installing an elevator can remove a barrier that deters women from using the services offered.

2. **Assumption:** High numbers of women participated in a community health promotion workshop, therefore it was successfully gender-mainstreamed.

Gender analysis might tell you: Women are consistently overrepresented at such workshops on health promotion issues. The real gender mainstreaming challenge in this case is involving men.

*For more information on **Gender Analysis**, see the **Brief Guide** in Part I of the GM Toolkit: Gender Mainstreaming in Practice, UNDP RBEC

Gender Mainstreaming in Project Development

Gender mainstreaming is most successful when gender issues are considered from the very beginning. This requires:

1. Considering how you might incorporate gender mainstreaming objectives at **all levels** of project design.
2. Undertaking or commissioning **gender analysis** that will:
 - (a) establish a **baseline** of gender information and
 - (b) assess the **expected impact** of the project on that baseline (i.e. positive, negative, neutral)

Points to consider during such an assessment include:

Project Outcomes or Impact:

- ✓ Will the project contribute to an overall development situation that is more gender-equitable?
- ✓ Will the project contribute to developing positive gender-related norms and values?

Project Outputs:

- ✓ Will the project generate more equal resources (e.g. time, money, opportunities, knowledge, skills) for men and women in the target beneficiary group?
- ✓ Will outputs be beneficial, appropriate and acceptable to both men and women?

Project Activities:

- ✓ Are there any barriers (e.g. time, money, traditional gender roles, lack of information or skills, legal barriers) that may deter men or women from participating in project activities? How can these be overcome?
- ✓ Do activities need to target groups of men or groups of women in specific ways in order to be effective?

Project Inputs:

- ✓ Have you included gender experts in the project implementation unit, on the project steering committee, or in other capacities in order to provide an on-going gender perspective?
- ✓ Have you allocated sufficient funds for gender mainstreaming activities? (e.g. training, experts, information and awareness)

*For more information on how gender issues are relevant in UNDP's thematic areas of operation, see **Gender Briefs** in Part II of the GM Toolkit: Gender Mainstreaming in Practice, UNDP RBEC

Gender Mainstreaming in Project Implementation and Management

Project Revisions

Even if project implementation is already underway, project revisions that enhance the gender mainstreaming aspects of your project are sometimes possible. Consider what additional or modified activities would help strengthen gender mainstreaming in the project.

For example:

- Additional training activities that address key gender issues you have identified
- Modifying grant programmes to be more accessible to both men and women
- Additional public information activities that specifically target men or women, if their awareness of a certain project-related issue is deemed to be lower

However, even without project revisions, you can incorporate gender mainstreaming in the project in various ways. Consider the following:

Day-to-day interactions with project stakeholders

- ✓ Do you proactively encourage participation of men or women, if either gender is underrepresented in project activities?
- ✓ Do you seek advice from a gender expert when appropriate? (e.g. how to involve vulnerable groups of men or women, what barriers might hinder men or women from participating)
- ✓ Can you identify strategic ways to raise project stakeholders' awareness about gender issues?

Monitoring

- ✓ Are all data gathered by the project disaggregated by sex?
- ✓ Have you established indicators for tracking your gender mainstreaming progress? (e.g. % of project personnel trained in gender mainstreaming; entry and exit surveys on gender equality knowledge and attitudes)

Evaluation

- ✓ Is impact on the gender equality situation an explicit area of analysis for evaluation?
- ✓ Do TORs for evaluators include gender mainstreaming expertise?

Reporting and Information Sharing

- ✓ Are best practices and lessons learned about gender mainstreaming explicitly noted and shared?
- ✓ If you have collected valuable gender data in your project, have you made it available to others (project managers, government, other stakeholders) for whom it would be useful?
- ✓ Are publicity events and public information documents gender mainstreamed? (i.e. represent both men's and women's views, highlight important gender-related information)

Gender Mainstreaming in General Operations

Gender mainstreaming is not only a consideration for the work we undertake in our programme and projects. Gender mainstreaming should also inform all of UNDP's working culture. Gender mainstreaming in general operations has two main objectives:

1. Ensuring a **fair, positive and productive work experience** for all who are employed by UNDP
2. **Supporting gender mainstreaming objectives in programming** through appropriate human resources and financial management policies and activities.

The following issues are therefore relevant to everyone who works in UNDP office administration, programme development and management, and project management:

Recruiting staff and consultants:

- ✓ Is knowledge of or experience in gender mainstreaming specified as a desirable or necessary qualification?
- ✓ Is gender-balance of staff and consultants tracked (according to pay-scale and type of job)?
- ✓ If there is a large disproportion of men or women in this field, are members of the underrepresented group encouraged to apply?
- ✓ Is a sexual harassment policy in place, and are all staff and consultants aware of it?

- ✓ Have human resources staff received the necessary training to ensure that any gender-sensitive policies are effectively implemented?

Work/life balance:

- ✓ Have you ensured that terms of employment do not directly or indirectly discriminate against men or women? (e.g. cannot be reconciled with family responsibilities)
- ✓ Can the work environment be made more family-friendly? (e.g. flexible time, working from home opportunities, provision of appropriate space for nursing)

Capacity Building and Performance Evaluation

- ✓ Have all staff had the opportunity to receive in-depth training in gender mainstreaming?
- ✓ Do staff know where to access appropriate resources for enhancing their knowledge of gender mainstreaming?
- ✓ Are efforts towards gender mainstreaming reviewed in personnel performance appraisals? Are positive outcomes rewarded and encouraged?

Financial Management

- ✓ Has a stable source of funds been allocated for gender mainstreaming training and development?
- ✓ Are expenditures towards gender mainstreaming tracked for the purposes of reporting and/or gender-sensitive budget analyses?
- ✓ Are systems in place or being developed to assess what proportion of expenditures support gender-positive outputs and outcomes? *(You can use the table under "Assessing Gender Impact" on page two of this brief to help you categorize your expenditures.)*

GLOSSARY OF KEY TERMS RELATED TO GENDER EQUALITY AND GENDER MAINSTREAMING

Disaggregation by Sex refers to data or statistics that are collected and presented to show the respective information for men and women separately. Sometimes the term “gender disaggregated” is used to refer to sex disaggregated data.

Discrimination:

Direct discrimination occurs when a person is treated less favourably than another in a comparable situation for a clear (although often unacknowledged) reason, e.g. their sex.

Indirect discrimination occurs when one group of people (e.g. women) cannot fully enjoy or benefit from an apparently neutral law, policy or other opportunity because of norms, traditions, stereotypes or pervasive social roles that differently position that group of people in relation to the law, policy or opportunity in question.

For example, while women are not directly barred from participating in the highest levels of political decision-making, research shows that many important decisions are made “behind-the-scenes” and after-hours, in informal venues where women are usually not present. This means they are indirectly discriminated against in their access to decision-making.

Gender and Sex: Usually, sex refers to the biological difference between male and female bodies. Gender, on the other hand, usually refers to the sociologically and culturally based distinction between men and women. “Gender differences” thus include differences that are dictated by cultural, historical and other factors. Because gender is not biologically given, gender roles can and do change over time, and across different cultures, communities and situations.

For example, the fact that women breastfeed their infants and men don’t is a biological difference between males and females (i.e. sex); The fact that most often women are responsible for caring for children, both within the family and in child care professions, is a gender difference, based on traditional roles and the sexual division of labour.

Gender Analysis collects or makes use of existing sex-disaggregated data to analyze disparities between men and women from a gender perspective. The **goal** of gender analysis is to provide quantitative and qualitative information that can enable informed decision-making in public policy and development work for the benefit of both men and women.

Gender balance is achieved when there are approximately equal numbers of men and women present or participating in an activity or situation. When numbers favour either men or women significantly, this is referred to as a gender imbalance.

Gender-based violence: This is any act of violence that results in physical, sexual or psychological harm or suffering, and that is directed at a person because of their gender or gender role. Gender-based violence is most often directed at women by men. Acts of gender-based violence include threats of such acts, coercion, or arbitrary deprivation of liberty whether occurring in public or private life. It is important to distinguish gender-based violence from other acts of violence because doing so reveals the gender-related discrimination and inequality that is both the cause of the violence and the reason why it often goes unreported and unaddressed.

Gender budgeting: This is a specific type of gender impact assessment that analyses budgets – i.e. allocations or expenditures according to budget line—in light of their impact on gender equality. This is done by analyzing the impact of allocations or expenditures on men and women separately. A “gender budget” is not a separate budget for women, but rather the result of this

analysis. Gender budgets highlight that fiscal policy is not gender-neutral and show that budgets can be a valuable tool for gender mainstreaming.

For example, a gender budget for a UNDP project would analyze what proportion of expenditures are "gender positive." This would include expenditures that improve gender equality indicators that maintain a positive gender equality situation, that support gender mainstreaming capacity building, or that enhance awareness of gender-related issues.

Gender disparities: These are differences between men and women in respect to their status, rights, responsibilities, or other attributes. Gender disparities include differences between men and women that are the result of direct or indirect discrimination. Differences in men's and women's wages are an example of these disparities. Gender mainstreaming seeks to redress these disparities.

Gender/Sexual Division of Labour: This is the division of roles, tasks and jobs (both in the formal labour market and in the home and society more generally) according to the perception that certain jobs are "women's work" while others – "men's work." This division is often based on stereotypes and traditions, rather than on actual skills or capacities.

Gender Equality exists when both men and women are attributed equal social value, equal rights and equal responsibilities, and have equal access to the means (resources, time, opportunities) to exercise them. De jure equality is equality under the law; De facto equality is equality in practice.

Gender Impact Assessment is a specific type of gender analysis that assesses policies, projects and programmes in terms of their differential impact on men and women.

Gender-neutral: This term usually means either "the impact is the same for men and women" or "this issue does not have a gender dimension." However, very few interventions or issues are actually gender-neutral. More likely, the differential impact is overlooked and unacknowledged because it is either hidden, indirect, or so "normal" that it is not considered problematic.

For example, spending more money on roads and less on public transportation was once considered a gender-neutral infrastructure expenditure. However, the differential impact on men and women is considerable, as men more often drive cars and women more often use public transportation.

Gender stereotypes arise from (often outdated) presumptions about the roles, abilities and attributes of women and men. While in some situations, stereotypes have a basis in actual experience, they are problematic when they are uncritically applied to all women or all men. This can lead to a restriction of opportunities for men and women.

For example, because of a stereotype that claims "women can't drive well," women are discriminated in professions that require driving. Meanwhile, statistics show that most fatal car accidents are caused by men!

Sexual harassment is unwanted attention that intrudes on a person's integrity. This includes requests for sexual favours, unwelcome or demeaning remarks, or inappropriate touching. It is a form of discrimination and an abuse of power.

ANNEX 2: LPAC GENDER MAINSTREAMING TEMPLATE



LPAC GENDER MAINSTREAMING TEMPLATE

PROJECT TITLE:	
PROJECT OBJECTIVE:	

1. Does the project incorporate a gender perspective? (e.g. inputs, outputs, outcomes, impact)?

If **YES**, please explain with reference to specific sections of the project document. Describe activities/partners/other

If **NO**, please justify:

2. If YES or NO:

a) In what (other, additional) potential areas could gender be incorporated in your project?

b) What would be required to incorporate gender in such a way?

c) Who could be the potential partners?

3. What risks or unknowns can you identify in implementing a gender perspective?

4. Can you suggest how such risks might be minimized (within or beyond the scope of your project)?

ANNEX 3: ANNUAL REPORTING GENDER MAINSTREAMING TEMPLATE



ANNUAL REPORTING GENDER MAINSTREAMING TEMPLATE

PROJECT TITLE:	
PROJECT OBJECTIVE:	

1. Does the project incorporate a gender perspective? (e.g. inputs, outputs, outcomes, impact)?

If **YES**, please explain with reference to specific sections of the project document. Describe activities/partners/other

If **NO**, please justify:

2. If YES or NO:

a) In what (other, additional) potential areas could gender be incorporated in your project?

b) What would be required to incorporate gender in such a way?

c) Who could be the potential partners?

3. What risks or unknowns can you identify in implementing a gender perspective?

4. Can you suggest how such risks might be minimized (within or beyond the scope of your project)?

Gender Mainstreaming Strategy



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