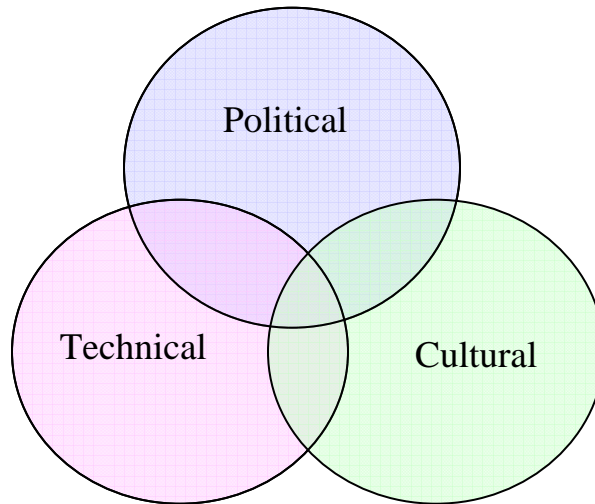


GMI Final Reporting Format

The reporting format has been divided into three sections: a technical domain, a cultural domain and a political domain. Within the UNDP, gender mainstreaming can be conceptualized as playing out in these three different domains. The technical domain is constituted of the capacities, tools and instruments for gender mainstreaming. The political domain is the site for mainstreaming of gender equality concerns into processes of planning and decision-making within the organization. This is the domain within which hierarchies of power take shape, which in turn determine access and control over resources and decision-making in the organisation. The cultural domain is the arena in which the environment and daily practice of the organization are defined, shaped and determined. Each of these domains is intricately linked to the other and it is only when change occurs within all three domains that we begin to see an institutional shift.

The Three Domains



While the GMI specifically targeted capacity building activities and in this way targeted the technical domain, we would like to assess the larger impact of the initiative as it relates to inciting an institutional shift towards championing gender mainstreaming within UNDP. To show this, a number of questions have been devised that reflect change within these domains. Please answer the questions below to help us to both showcase your successes and to learn from the challenges you have faced. Kindly also send us copies of any outputs (tools, strategies, etc) that have been developed. Finally, we welcome anecdotes, stories and pictures that can illustrate the work done.

The Gender Mainstreaming Initiative project aimed to accelerate the gender mainstreaming process already underway in the UNDP Kosovo office. Through advancing gender analysis, developing the capacity of UNDP staff, using local gender expertise and ensuring accountability and monitoring of gender mainstreaming within the office, progress will be made towards achieving gender equality throughout all interventions undertaken by the UNDP Kosovo office.

The project used local, regional and international experts on gender issues to first identify the capacity gaps, and through the development and implementation of a strategy increase the capacity and knowledge of UNDP staff.

Project produced a tailored and specific office gender mainstreaming strategy while simultaneously ensuring that all office staff are aware of and adhere to this document through monitoring mechanisms. The activities undertaken during the training session have built staff capacity. The external resources have been used to facilitate roundtable discussions during the preparation of the strategy and to build staff capacity in terms of tools and techniques for gender mainstreaming.

- Percentage of women/men of all UNDP Kosovo Office staff

Core staff

- 33.33% women
- 66.67% men
-

National officers

- 16.67% women
- 83.33% men
-

FT and ALD

- 36.67% women
- 63.33% men

- Percentage women/men of programme/project managers

- 50% women
- 50% men

- Percentage women/men of senior management

- 50% women
- 50% men

Technical Domain

1. How many gender sensitization workshops were completed? What was the content of the workshops?

Three sets of training for gender sensitization were completed:

First set:

- The content of the first 4 day training session was to enhance capacity of UNDP staff to mainstream gender equality in all their activities.

Objectives

To improve UNDP Kosovo ability to design and deliver programmes that can more effectively address existing gender inequalities within Kosovo.

Key Resources & Handouts for GMI training

Module One

- Glossary of key gender terms & concepts
- Extracts from CEDAW, Beijing, MDGs
- Policy Milestones on Gender Mainstreaming in UNDP

Module Two

- Framework for Gender Analysis
- Checklists of key questions in different fields (macro-economic policy, governance, human rights, trade, health, education, transport, water, environment) to be retained for Module 4)

Module Three

- Kosovo Gender Profile (Compiled by EC Gender Help Desk 2006 and revised for GMI training)

Module Four

- Engendering Log Frame Analysis
- Exercises based on actual projects/programmes of UNDP Kosovo office.

Second set:

- The content of the second one day training session was to increase the UNKT's capacity for gender mainstreaming and to offer a platform for discussion on the establishment of the Gender Theme Group within the UNKT.

Objectives

The main objective of the training was to increase the UNKT's capacity for gender mainstreaming and to offer a platform for discussion on the establishment of the Gender Theme Group within the UNKT

Conclusions and recommendations included:

- UN Report for Kosovo (planned) to include gender issues;
- The need to harmonize Kosovo legislation with the EU directives on gender;
- The need to support rights holders to claim their rights;

Third Set:

- The content of the third two day training session was the training for Municipal Gender Officers, in order to familiarize the Municipal Gender Officers with the application of gender analysis and gender mainstreaming.

Two major recommendations derived from the training session, both to further help the work of the Municipal Gender Officers:

- the need for the establishment of the Municipal Gender Officers Network and
- Together with the Agency for gender Equality to advocate for the creation of the gender Offices in the Municipalities.

2. How many people were trained in total?

61 UNDP core staff members attended the first set of trainings, another 30 UNKT members attended the one day second set training and, 28 Municipal Gender Officers attended the third set of training. In total 109 people were trained.

3. What was the breakdown of different counterparts (government, civil society, UNCT) who were trained?

UNDP Core staff, UNKT Group and government officers (Municipality Gender Officers) attended the training sessions.

4. How many senior management (RR, DRR) staff was present at the training workshops?

Due to the workload of UNDP Senior management at the time training sessions have been organize non of the Senior management were present at the training workshops.

5. Was a Gender Mainstreaming Strategy developed? Have steps been undertaken for its implementation?

6.

Following the four day training session with UNDP staff, the international gender expert who conducted the training came up first with a set of recommendations which led to developing the Gender Mainstreaming Strategy for UNDP Kosovo Office.

FIRST STEP

The recommendations have been issued.

- recommended that any further capacity-building takes the form of on-the-job training rather than structured training, with the possible exception of training on project cycle management (see below) which should also be based on actual projects. Future briefing should be conducted for smaller specific groups working on particular issues. A number of tools and resources for such an exercise have been prepared and are listed.
- Overall there is a high level of interest in gender equality issues in the office and a desire to be better informed, and enabled to put this information into action. All staff needs support to make a more systematic and co-ordinate effort which would result in gender mainstreaming.
Office Managers need to demonstrate by word and deed that they are giving priority to gender equality mainstreaming in every aspect of programme and operations. There is no shortage of UNDP policies and decisions on mainstreaming gender equality in programme and in operations areas which need to be implemented on a regular basis.
- Management should consider the establishment of a full-time Gender Equality Officer who would be sufficiently senior in the office structure to have an overview of all programmes and thus be able to spot entry points for gender mainstreaming and synergies between projects. The staff member would be responsible to liaise between Programme and Operations with respect to such issues as engendering TOR, or establishing Key Results in the RCA process; and would provide training and technical support to programme and project officers. It is suggested that a National Officer would be the most appropriate.
- The management may consider the establishment of an Ombudsman function possibly in the form of a small group of people rather than one individual.
- The Management may wish to continue this process by undertaking a Gender Audit of the office and its programs. A number of gender audits have been conducted in UNDP offices and a well-established UNDP methodology exists.
- In addition to ensuring that gender equality issues are keep high on the agenda the Resident Coordinator should promote the establishment of a Donor Gender Theme Group to ensure coordinated action across the board on gender equality issues. This coordination will be further facilitated by the forthcoming establishment of the UN Development Assistance Framework (UNDAF).
- It is recommended that participants apply the gender analysis methodology to other projects to identify key entry points for gender mainstreaming, and to propose necessary actions.
- It is recommended that project/program staff have refresher training in results-based management procedures which includes also a gender-mainstreaming component. An important resource for this activity which has already been posted on the office Intranet is the EC Toolkit on Mainstreaming Gender equality in EC Development Projects (2005).
- It is recommended that support be provided to up-dating existing gender profiles (such as the one provided for the briefing). This activity is to some extent foreseen in the MDG3 project which is now being conceptualized.

- It is recommended that experience in gender mainstreaming be included as a requirement or as an asset in TOR for staff and consultants as appropriate.
- It is recommended that the procedural tools used in project management also be “engendered” though (if that has not already been done) it needs to be done on a global basis for the whole organization.
Until such time as that is done it may be useful to review some of the existing Toolkits developed for other organizations including the EC Toolkit on Mainstreaming Gender Equality in EC <http://europa.eu.int/comm/europeaid/projects/gender/toolkit> , and on the intranet of UNDP Kosovo.
- It is recommended that a more pro-active approach to sharing information on gender equality related (and other UNDP personnel policies) be adopted. The Learning Management Plan might be expanded to include sessions on gender equality issues in operations as in program. Informal learning sessions as well as more structured training could be envisaged.
- *In addition to briefing and training events focused specifically on gender issues other training organized for staff e.g. on HIV/AIDS or Security issues should always include a component on mainstreaming gender equality.*
- Innovative ways of implementing the organization’s gender equality policies should be adopted. For example in procurement issues the office could elect to deal only with organizations who had an equal opportunities policy and where both men and women were assured of full respect for their rights.
- It is recommended that management consider adopting gender mainstreaming as a key result for the RCA.
- In close collaboration with the Gender Focal Point Information/Communication staff will enhance the gender equality content and coverage of all their products, and will use sex-disaggregated data whenever possible.

SECOND STEP

Strategy for Implementation of GMI Recommendations in UNDP, Kosovo

The recommendations need to be “mainstreamed’ into office, unit/cluster and individual work plans in order to become effective. The following strategy is proposed in order to *mainstream* the Recommendations into the structure and functioning of UNDP Kosovo at office, unit and individual levels.

- The Final Report should be distributed by the Gender Focal Point to all staff with a covering note signed by Senior Management detailing the next steps in the process. The next steps in the process are detailed below.

- Senior Management should convene a meeting to discuss with all staff the Gender Mainstreaming Initiative experience and the recommendations arising from it which are contained in the Final Report. The meeting will be facilitated by the Gender Focal Point who has been leading the GMI process.
- The main outcomes of the meeting will be as follows:
 - A decision as to which of the detailed recommendations will be accepted;
 - a preliminary prioritization of recommendations overall; priority should be given to recommended actions which have the maximum synergistic effect and address structural issues underlying gender inequality, rather than merely the symptoms
 - Allocation of primary responsibility for taking forward each of the recommendations selected. Although all recommendations need the approval of Management, specific units and individuals will have the primary responsibility for taking actions on specific recommendations
 - Identification of the types of actions needed in order to implement the recommendations. Implementation of some recommendations will have budgetary implications (e.g. establishment of a full-time Gender Equality Officer; initiation of a Gender Audit); others will require adjustments in ongoing project activities with agreement of counterparts (e.g. modification of eligibility criteria for a training course in order to avoid unintentional discrimination against women); implementation of other recommendations will require merely an enhancement of established practice (e.g. senior management continuing to keep gender equality high on the agenda of the UN Kosovo Team; application of equal opportunities principles in recruitment)
 - Identification of the timing and the points in the office work plan and activities when the recommendations can be mainstreamed and at which point implementation of each recommendation will begin
 - A series of recommendations have been developed in a participatory way for actions by Management, Programme, Operations and Information/Communication. Each of these functional groups should meet to prioritize the recommendations within their area of competence, and to establish individual and team responsibilities. A time-frame should be established as part of the ongoing unit work plan. This will be submitted to the office managers for inclusion in the overall work plan.
 - At individual level each staff member should reflect gender mainstreaming action as a Key Result in the RCA if the recommendation relating to this action is accepted by the management.

7. Was a gender analysis completed? Please elaborate.

During the trainings the analysis completed. The project documents have been analyzed from gender perspective and the Loge frame were drafted.

Cultural Domain

1. Have workshop participants taken the knowledge learned at the gender training backs to their work and changed the way they integrate gender?
The workshop participants showed great eagerness to apply what they have learned. Since the training was recently completed, the results are yet to be visible but according to monitoring, they are all applying the tools presented at the training sessions.
2. Have attitudes in the office changed as it relates to gender? How? Please give examples.
UNDP Kosovo Office did not have any gender related issues / problems in the past. The attitude remains the same, correct, collegial and professional.
3. Has staff been trained on the Workplace Harassment, Sexual Harassment and Abuse of Authority policy? How have attitudes here changed?
The UNDP staff in our Office has completed the Workplace Harassment, Sexual Harassment and Abuse of Authority policy training. It was mandatory for all staff and they have all completed it with excellent results.

Political Domain

1. Has a gender cluster been set up? Who are represented in the cluster? What tasks has the cluster undertaken?
The recommendations from the Strategy have not yet been put in place. As gender is cross cutting activity in our office, there is no Gender cluster but, the gender component is visible throughout all UNDP Kosovo project documents.
2. Has gender been mainstreamed into policy and planning frameworks? Please report on whether gender has been mainstreamed into the following frameworks:
 - ✓ CCA/UNDAF
 - ✓ PRSP
 - ✓ Other frameworksUNDP Kosovo Office has aligned with Kosovo Government priorities. As Kosovo status is still unresolved, there is no CCA/UNDAF in place.
3. What structural changes have been made to further substantiate your commitment to gender mainstreaming? Please report on the following:
 - ✓ Has a gender requirements been incorporated into the RCA and/or PAC?
According to the recommendations, the gender requirements will be incorporated into the RCAs.
 - ✓ Have additional financial resources for gender mainstreaming been mobilized?
No additional financial resources have been mobilized for gender mainstreaming. It is a priority with UNDP Kosovo office and we will continue with gender capacity building of the staff in order to ensure financial support for gender related projects.
 - ✓ Have recommendations/suggestions that came about during various GMI activities been taken on board? Please give examples.
The GMI activities raised awareness on the importance of the gender component in our projects. Since the training, all project documents that have been developed in this office contain gender component and its role is highly visible.

- ✓ Please report on any other structural changes not mentioned above that have better equipped your office to be held accountable for mainstreaming gender.

The office has made it a requirement that in every Pre LPAC group meeting, the gender focal point has to be presented.

4. How have partnerships for gender equality been strengthened? Please report on the following:
 - ✓ Has the UNCT Gender Theme Group and/or other mechanisms within the RC System been strengthened? How so?

There is no currently a UNKT Gender Theme Group. However, the recommendations from the second set of trainings clearly emphasize the importance of establishing such a group. In UNKT case, it will be part of the UNKT Human Rights Group. (The reason for not establishing a separate group is due to the small number of staff in some of the UN Agencies based in Kosovo).

- ✓ Have you worked with government counterparts and/or civil society?
- ✓ Yes, the Municipal Gender Officers have been trained in cooperation with the Agency for Gender Equality.
- ✓
- ✓ Other partnerships
UNDP Kosovo Office has worked closely and in partnership with UNIFEM to develop the new project ...

5. Please describe all engendered outputs of the GMI initiative. Please report on the following:
 - ✓ How many projects (out of total number of projects developed) have mainstreamed gender?

Fore projects out of the total xxx have mainstreamed gender

- ✓ What gender mainstreaming tools, knowledge products and training kits have been developed?

Gender check list and log frame have been developed.

Gender Mainstreaming Checklist for Project or Policy Documents

Background and Justification:

- Is the gender dimension highlighted in background information to the intervention?
- Is all data in the situation analysis disaggregated by sex?
- Does the justification include convincing arguments for gender mainstreaming and gender equality?

Goals:

- Does the goal of the proposed intervention reflect the needs of both men and women?
- Does the goal seek to correct gender imbalances through addressing practical needs of men and women?
- Does the goal seek to transform the institutions (social and other) that perpetuate gender inequality?

Target Beneficiaries:

- Except where interventions specifically target men or women as a corrective measure to enhance gender equality, is there gender balance within the target beneficiary group?

Objectives:

- Do the intervention objectives address needs of both men and women?

Activities:

- Do planned activities involve both men and women? Are any additional activities needed to ensure that a gender perspective is made explicit (e.g., training in gender issues, additional research, etc.)?

Indicators:

- Have indicators been developed to measure progress towards the fulfillment of each objective?
- Do these indicators measure the gender aspects of each objective?
- Are indicators gender disaggregated?
- Are targets set to guarantee a sufficient level of gender balance in activities (e.g., quotas for male and female participation)?

Implementation:

- Who will implement the planned intervention? Have these partners received gender mainstreaming training, so that a gender perspective can be sustained throughout implementation?
- Will men and women participate equally in the implementation?

Monitoring and Evaluation:

- Does the monitoring and evaluation strategy include a gender perspective?
- Will it examine both substantive (content) and administrative (process) aspects of the intervention?

Risks:

- Has the greater context of gender roles and relations within society been considered as a potential risk (i.e., stereotypes or structural barriers that may prevent full participation of one or the other gender)?
- Has the potential negative impact of the intervention been considered (e.g., potential increased burden on women or social isolation of men)?

Budget:

- Have financial inputs been assessed to ensure that both men and women will benefit from the planned intervention? Has the need to provide gender sensitivity training or to engage short-term gender experts been factored in to the budget?

Annexes:

- Are any relevant research papers (or excerpts) included as annexes (particularly those that provide sound justification for your attention to gender)?

Communication Strategy:

- Has a communication strategy been developed for informing various publics about the existence, progress, and results of the project from a gender perspective?

- ✓ Has gender been mainstreamed into other training manuals?

No, but in the future the office will use the Gender Mainstreaming in practice , an toolkit on methodology and case studies from 2007.

- ✓ Other engendered outputs

Increase the capacity of UNDP Kosovo Office staff for gender mainstreaming in KHDRs. It was undertaken the gender analysis of the Kosovo Human Development Report.

6. Finally, what challenges have you faced? And what challenges do you foresee in sustaining the work done?

UNDP Kosovo office does not have a Gender officer / Cluster. It has been a challenge to work part time in such an important issue and develop the gender mainstreaming in the office.

As Gender becomes more a priority with the Kosovo Government, it will be very hard to encompass all the activities related to gender without proper gender staff.

Please also provide the final expenditure report, including estimated amounts for the activities undertaken.