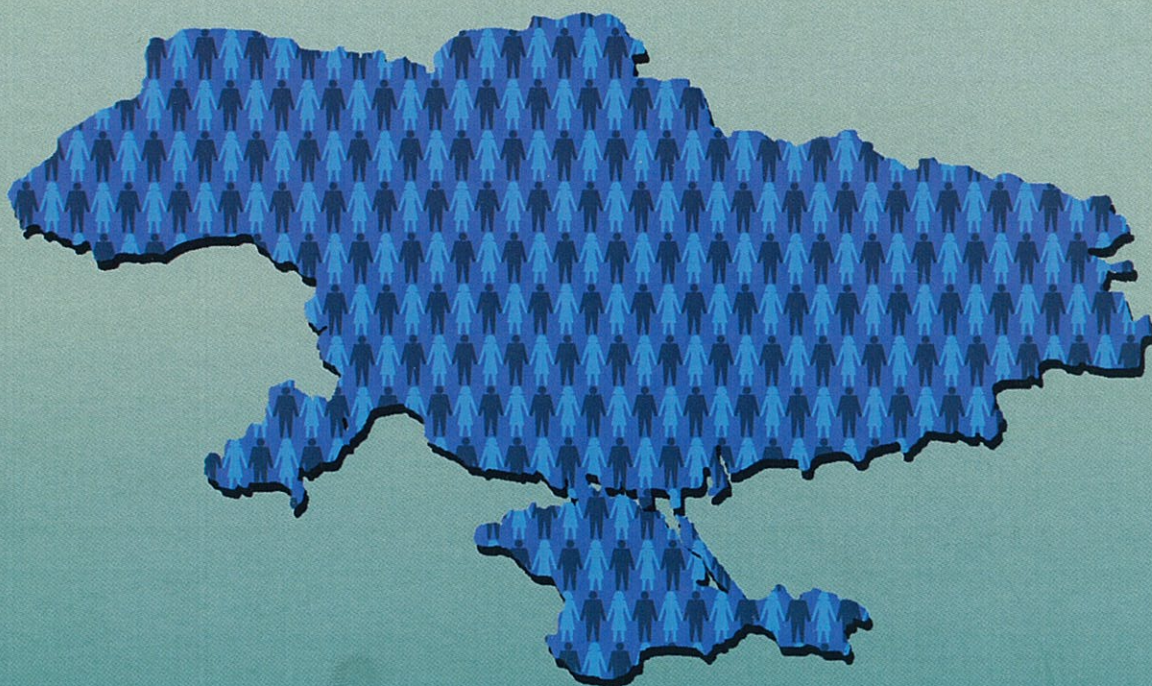


UNITED NATIONS DEVELOPMENT PROGRAMME
UNDP EQUAL OPPORTUNITIES PROGRAMME



UNDP UKRAINE:

Review and Recommendations for Gender Mainstreaming



United Nations Development Programme
UNDP Equal Opportunities Programme



UNDP UKRAINE: Review and Recommendations for Gender Mainstreaming

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CONTENTS

I. Review — Gender Mainstreaming in UNDP, Ukraine	5
Introduction	5
1. Framework for UNDP Gender Mainstreaming in Ukraine	5
2. Conceptual Framework	7
3. Gender in Ukraine	10
4. Equal Opportunity Programme in UNDP Ukraine	11
5. Opportunities and Challenges for Gender Mainstreaming	13
Conclusions	15
II. Recommendations for Gender Mainstreaming for UNDP	16
1. Gender Analysis of Programmes	16
2. General recommendations	20
3. Recommendations for Capacity Building	21
4. Recommendations for the Organization	22
5. Recommendations for Public Information and External Relations	23

I. REPORT – GENDER MAINSTREAMING IN UNDP UKRAINE

Introduction

“Recommendations for Gender Mainstreaming in UNDP Ukraine and its programmes” and this Review are providing “whys”, “whats” and “hows” for gender mainstreaming from the perspective of the concrete context of UNDP in Ukraine. It is meant to supply the reader with the understanding of what has been done in this area so far, and to encourage him/her to take next steps in the same direction. It is a review and often compilation of the existing documents, but in a manner which supports the logic of the necessity and importance of gender mainstreaming. It is targeting the readers who are sceptical and not very well informed about the issues. But, it could also be helpful to those who need to sharpen up their arguments in favor of gender mainstreaming in UNDP, Ukraine.

Framework for UNDP Gender Mainstreaming in Ukraine

According to the Common Country Assessment of Ukraine (2001-2005), the Government and UNDP committed to work closely with state institutions, civil society, other UN agencies and donors to promote gender equality and mainstreaming at various levels of decision-making and in different areas of focus. Both the Government and UNDP expressed their commitment to incorporate a gender dimension into all its projects as a vital crosscutting theme. According to that agreement UNDP was supposed to contribute to the overall aim of supporting equality between men and women in all spheres of life and to the improvement of the status of women in Ukraine as the means towards achieving sustainable human development and building a democratic state.

The priority areas of UNDP in this direction were identified through a consultative process with government and civil society organizations at the central and regional level. The process was framed by the following principles:

- Increased government ownership of the gender mainstreaming process.
- Increased partnership between government and civil society in promoting gender equality.
- Partnership with the local authorities, NGOs, universities and research organizations for creating a sound institutional basis at the local level; identifying 4-5 pilot oblasts in Central, Western, Eastern and Southern Ukraine where this programme will partner with the local administration and authorities for implementation.
- Comprehensive programme with linkages amongst its components for maximum impact (e.g. media strategy should include nationwide coverage of all key events of the programme)
- The understanding that men are in many ways a part of a gender mainstreaming strategy, both as partners and beneficiaries as women.
- Sustainability of programme interventions
- An understanding that the gender mainstreaming approach involves both the integration of gender dimensions in existing policies, programmes and activities as well as implementing initiatives to address specific gender inequalities.

Why is gender mainstreaming so important?

There are five main reasons

Because it puts people at the heart of policy-making

Policy-makers will have to pay attention to the broad effects of policies on citizens' lives — and that, as a result, may mean a more human and less economic approach to the management of contemporary societies.

Because it leads to better government

If gender mainstreaming is used, policy-making will be better informed and show that policies are never gender neutral.

Because it involves both women and men and makes full use of human resources

As the people involved in implementing mainstreaming are those who usually do the work, a broader range of actors is involved. This is a clear shift from equality work undertaken — often in isolation — by a few women, to making use of all human resources and involving men in gender equality work.

Because it makes gender equality visible in the mainstream of society

Mainstreaming will show that gender equality is an important societal issue with implications for the development of society, and not just a “luxury”. This should launch a new debate on equality issues.

Because it takes into account the diversity among women and men

Equality policies usually target women as a whole — but gender mainstreaming should be able to target the diverse situations of the different groups of both women and men (migrant women, young women, old men, etc)¹.

To support the above principles and strategy, five strategic areas were developed for strategic intervention in favour of gender equality:

- Gender Sensitive National Policies
- Engendering through Civil Society Development
- Access to Justice (Gender and Human Rights)
- Gender Education and Media
- Mainstreaming through Partnerships:

The final one, related to the partnership was underlying the importance of UNDP's close working relationship with the government in all UNDP's practice areas:

- governance,
- poverty alleviation,
- HIV/AIDs,
- ICT for development,
- Human security (peace and prevention of conflict) and environment.

In reality projects and programmes are linked to leading governmental agencies. The project “Gender Mainstreaming of the UNDP Country Programme”, that was realized by UNDP Equal Opportunities Programme with support of Gender Thematic Trust Fund, stipulated that gender mainstreaming with multi sectoral and multi institutional impact on the government and non-government sector can be best achieved if done through partnership with UNDP assisted projects or programmes. To that end, Gender Mainstreaming Team consisting of the National Project Directors and Programme/Project Managers of UNDP projects was

¹ Source: GENDER MAINSTREAMING Conceptual framework, methodology and presentation of good practices, Strasbourg, February 1999

supposed to help realization of those goals. Further, clear mechanisms for monitoring implementation of this strategy were supposed to be developed. Each UNDP Office's and projects' staff member was expected to build his/her own knowledge and awareness on gender issues and becomes the promoter of the gender equality goal. Gender mainstreaming was expected to become the organic part of each and every UNDP programme and/or initiative. The Gender Mainstreaming Team was supposed to be gradually transformed into a Network of Gender Practitioners, covering Government, UNDP and other development organizations.

Five years from the initial Agreement UNDP Country Office in Ukraine is starting a new cycle of efforts, in a direction of serious organizational change to introduce gender mainstreaming into organization itself and into the developmental work undertaken by UNDP and its governmental counterparts. This effort comes from the obvious insufficiency of adequate integration of gender perspective into the existing programmes and insufficiency of an intra organizational gender mainstreaming practices. This new step in gender mainstreaming relies heavily on high level achievements of Equal Opportunity Programme within UNDP, visible in many different areas. Achievements of EOP are building expectations in other areas of UNDP activity in relation to gender mainstreaming. Strengthening of the capacities of both UNDP staff and governmental partners to consequently develop gender mainstreaming within the spheres of their activity is possible and doable, and comes from an overall global mandate of UNDP.

It is worth noting that this renewed efforts towards strengthening gender mainstreaming in UNDP programmes and projects, as well as in UNDP country office, was corresponding with two other important events. Namely UN Summit (NY, 2005) actually confirmed the importance of gender mainstreaming, while enactment of the Law on Gender Equality in Ukraine (September 8, 2005) opened the door to the new phase of gender equality developments in Ukraine. Both of those events create favorable climate for further efforts in gender mainstreaming in UNDP office in Ukraine.

Conceptual Framework

Gender equality and development

UNDP has a global mandate for gender equality and it is challenged to consequently and with visible effects apply mainstreaming as a tool for achieving gender equality in its developmental efforts. The close linkage between development and gender implies that real development can not be achieved without gender equality and vice versa. UNDP needs to assert its goals by ensuring that gender dimension is included into all phases of analyses, programme design, formulation and implementation, as well as monitoring and evaluation processes, and that all partners in the development cooperation also accept and develop gender mainstreaming within the scope of their objectives. A complementary challenge is a necessity for UNDP to apply gender mainstreaming to its own organization, ensuring high level gender equality for its own staff. Linkage between gender mainstreaming of the programmes and influence on the governmental partners into this direction, together with gender mainstreaming within the organization, creates possibility for comprehensive and transformational impact on the social, political and economic environment of the country and bears great responsibility for actually achieving gender equality.

UN has recognized close connection between development and women's issues. In the "Draft Outcome Document" of UN Summit from 13 September 2005, the following statement is made: "We remain convinced that progress for women is progress for all"².

Further on, clear intergovernmental mandates for gender mainstreaming have been developed for all the major areas of the work of the United Nations, including disarmament, poverty reduction, macro-economics, health, education and trade. The Security Council resolution 1325, adopted in October 2000, outlined the importance of giving greater attention to gender perspectives in peace support operations. Specific mandates also exist for ensuring that gender perspectives are taken into account in the major planning processes and documents within the United Nations, the medium-term plans, programme budgets and programme assessments (for example, General Assembly resolution of December 1997 (A/Res/52/100). Sustainable development, as a key concept in UNDP developmental strategy, is also intrinsically linked with the gender equality.

² http://www.un.org/summit2005/Draft_Outcome130905.pdf

"Sustainable human development is development that not only generates economic growth but also distributes its benefits equitably; the regenerates the environment rather than destroying it; that empowers people rather than marginalizing them. It is development that is pro-poor, pro-nature, pro-jobs and pro-women." (Future of the United Nations Development Programme: Initiatives for Change, 1994)

Gender Mainstreaming

Gender mainstreaming was established as a major global strategy for the promotion of gender equality in the Beijing Platform for Action from the Fourth United Nations World Conference on Women in Beijing in 1995. In the newest document "Draft Outcome Document" from 13 September 2005 this strategy has been confirmed by UN to be the most relevant tool for achieving the goal of gender equality:

"We recognize the importance of gender mainstreaming as a tool for achieving gender equality. To that end, we undertake to actively promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, and further undertake to strengthen the capabilities of the United Nations system in the area of gender."³

And although gender mainstreaming has been introduced as a tool, as an instrument, it has been proven insufficient and ineffective without the institutional commitment and strategy developed at all levels and in all areas of UNDP organization and programming. Transformation of deeply rooted gender inequalities depends on systematic, holistic, comprehensive and long lasting efforts. A clear lesson from the experience over the past decade is that gender mainstreaming cannot be achieved without explicit institutional commitment to the strategy and systematic efforts to implement it.

In other words, gender equality is important goal for UNDP, and gender mainstreaming is essential tool for achieving it. And although some of the concrete definitions and practices might change over time, which will be a normal result of a critical assessment of the practices and overall process, the essence of the logic of those concepts and the essence of the moral arguments linked to both gender equality and gender mainstreaming will have long lasting value.

In the Gender Mainstreaming extract from the Report of the Economic and Social Council for 1997 (A/5273, 18 September 1997), mainstreaming has been defined as:

"Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality", (p: 2).⁴

The essence of gender mainstreaming is in bringing interests and needs of both genders into the development process, equally, ensuring that resources between women and men are shared equally, and that benefits from the development are not increasing, but in fact decreasing gender based inequalities. Because gender mainstreaming is policy oriented it refers to all stages of policy making and policy implementation, including decision making.

"Gender mainstreaming entails bringing the perceptions, experience, knowledge and interests of women as well as men to bear on policy-making, planning and decision-making. Mainstreaming should situate gender equality issues at the centre of analyses and policy decisions, medium-term plans, programme budgets, and institutional structures and processes. This requires explicit, systematic attention to relevant gender perspectives in all areas of the work of the United Nations." (Gender Mainstreaming, an Overview, NY: UN, 2002:5)⁵

³ http://www.un.org/summit2005/Draft_Outcome130905.pdf

⁴ <http://www.un.org/documents/Ga/docs/52/plenary/a52-3.htm>

⁵ <http://www.un.org/womenwatch/osagi/pdf/GMS-Overview.pdf>

Other important concepts

Gender Analysis is the methodology for collecting and processing information about gender. It provides disaggregated data by sex, and an understanding of gender regimes. Gender Analysis in UNDP Programmes is the process of analyzing information in order to ensure development benefits and resources are effectively and equitably targeted to both women and men, and to avoid any negative impacts development may have on women or on gender relations.

Gender and Development (GAD) The GAD approach focuses on intervening to address unequal gender relations which often lock women out of full participation. It seeks to have both women and men participate, make decisions and share benefits by meeting practical needs and promoting strategic interests. The GAD approach is rooted in solid gender analysis.

Gender Regimes imply relatively structured relations between men and women, manhood and womanhood, in institutional and non institutional environment, both on the level of practices as well as on the level of discourses in one social, cultural and historical context.

Sex-Disaggregated Data/gender sensitive statistics Sex-disaggregated data is quantitative statistical information on differences and inequalities between women and men.

Gender blindness is the failure to recognize that gender is an essential determinant of social stratification. Concretely, in re UNDP projects, a gender blind approach assumes gender is not an influencing factor in UNDP projects, programmes or policy.

Gender awareness is an understanding that there are socially determined differences between women & men based on learned behavior, which affect their ability to access and control resources. This awareness needs to be applied through gender analysis into UNDP projects, programmes and policies.

Gender sensitivity encompasses the ability to acknowledge and highlight existing gender differences, issues and inequalities and incorporate these into strategies and actions.

Gender equality is the result of the absence of discrimination on the basis of a person's sex in opportunities and the allocation of resources or benefits or in access to services.

Gender equity entails the provision of fairness and justice in the distribution of benefits and responsibilities between women and men.

Gender Planning refers to inclusion of gender dimension into the process of planning developmental programmes and projects. It involves the selection of appropriate approaches to address not only women and men's practical needs, but which also identifies entry points for challenging unequal relations (i.e. strategic needs).

Gender Neutral Policies are policies which intend to leave the gender division of labor and the gender division of resources intact but attempt to target the appropriate actors to achieve certain goals.

Gender-specific Policies look at the existing distribution of labor and resources but intend to achieve a goal which will entail targeting one gender or the other.

Gender-redistributive Policies are about change and transformation, interventions designed to transform existing asymmetries and inequalities.

Gender in Ukraine

Ukraine is experiencing fast and profound change in all spheres of political and economic life, and the first signs of consolidation, after a decade of decline are already visible. This creates favorable environment for positive social changes, including decrease of gender inequalities in the country. Periods of deep restructuring and transformation in general create possibilities for positive developments, and gender issues are increasingly been seen both as a developmental issues, and in line with Ukrainian opening towards the global and European Integration.

However, there are still many significant problems, with high poverty rate (20, 5% of Ukrainian families live below the level of poverty), important regional and rural-urban differences. Population is decreasing due to the increase of mortality rates and sharp decrease of fertility rates. National statistics indicate that in 2005, men in Ukraine lived on average 12 years less than women (women – 73.8, men – 61, 8)⁶. Within the active age group of 30–34, the death rate for men is four times higher than that of women. Even 17% of children are being born out of wedlock. The erosion of social benefits and services due to cuts in overall public expenditures has aggravated health and general human development situation, and created even heavier burden for women, who are primary caregivers in the family. Women are still not equally represented in decision making bodies. Media professionals are mostly “gender blind”, while news are targeting male audience and are being produced mainly by men. There is professional gender discrimination, and women are “pushed” into the areas which are closer to their “traditional roles”, such as education and health, which are also those that experienced huge cuts in public spending and wages. The level of employment among women dropped even more than among men (officially employed women – 62,4%, men – 66, 7%), and there is wide wage gap between women and men, with women’s salaries in 2001 reaching only 69, 7% of those of men. In the farming sector most of the active women are not registered as “farmers”, thus the “gender blindness” for their actual work and contribution in the food production is being perpetuated. Because of the economy of survival which, as in other transitional countries, puts strong pressure on women’s resources, especially on time as the most valuable human resource, women spend even more hours in the unpaid domestic labour than before and even 40% more time than men. Women suffer more than men from violence, particularly domestic violence, sexual harassment and sexual exploitation, trafficking in women and coercion into prostitution. According to the Ministry of Internal Affairs, the number of officially registered rapes has increased from 440 during 6 months 2005 to 452 during 6 month 2006.

This very brief “gender diagnosis” is showing that there are significant gender issues to be addressed in different spheres of social life, and that gender issues are not only cross cutting issues, but that they actually connect macro and micro societal level, they connect development with the quality of life. These facts and figures also show that men’s issues are equally important to be addressed in relation to health, aggressiveness (violence against women), and family life, or education and long-life learning.

While, on one hand, there is evidence of gender inequality and on specific and serious problems that both women and men face in the Ukrainian transition, there are many preconditions in favour of gender equality, related especially to compliance to international laws and creation of adequate legislative changes. Ukraine has ratified the following UN conventions and Programmes:

- Universal Declaration of Human Rights (1948)
- Convention for Elimination of All Forms of Discrimination Against Women (CEDAW) (1979)
- ILO Convention Number 156 on the Equal Treatment and Equal Opportunities for Working Men and Women (1981)
- Beijing Platform of Action for the Advancement of Women (1995)

To support the above initiatives, the following state programmes and declarations have been made:

- National Action Plan for 1997–2000 on Improving the Status of Women and Increasing their role in Society” (September 1997).
- Presidential decree “On Improving Central and Local Governments’ Performance in Promoting Equal Rights and Opportunities for Women and Men” (July 2005)

⁶ Men and women in Ukraine. Statistical collection of the State Committee of Statistics of Ukraine. Kyiv, 2005

- Law of Ukraine «On guaranteeing equal rights and opportunities for women and men» (September 2005)
- Presidential Decree — “Order of Princess Olga” to accentuate the special contribution of women in development of the Ukrainian state, the spiritual renaissance of the nation and child up-bringing (August 1997)
- The draft law “On Changes and Amendments to the Criminal and Criminal Procedural Codes of Ukraine” (December 1999)
- Several decrees of the Cabinet of Ministers relating to improving motherhood and childhood protection
- Programme for the prevention of trafficking in women and children (September 1999)
- President’s Decree setting “Mothers’ Day” (May 1999)
- President’s Decree “About Improving the Social Status of Women in Ukraine” (May 2001)
- Decree of the Cabinet of Ministers “On National Action Plan for Improving the Status of Women and Promoting Gender Equality in Society for 2001 – 2005” (May 2001)

Several documents addressing the issue of family planning, the protection of human rights and the status of women declared the need to improve relations between men and women, between the individual and the family, between the family and the state and between adults and children. As the report (2000) on the Implementation of the Beijing Declaration and the Programme of Action Approved by the Fourth World Conference on Women stated, many government policies and declarations demonstrate the good will of the government. Many have, however, not been implemented due to the lack of appropriate institutional mechanisms and funding.

The major challenges now lie beyond legislation and declarations. Development of gender mechanisms is the next important precondition for achieving good results in gender equality. During the second half of the 90s, the Government of Ukraine made some efforts to establish institutional mechanisms that would address gender inequalities and help improve the status of women in the country, which, however, declined with time.

Equal Opportunity Programme in UNDP Ukraine

Equal Opportunities Programme, as a special gender programme, exists within the framework of UNDP since 1997. Mission of the program is to support equality between men and women in all spheres of life and to improve the status of women in Ukraine as the means towards achieving sustainable human development and building a democratic state. The Main Directions of the Programmes Activity:

- Support of development of the National Concept of Gender Equality and National Plan of Actions on Achieving gender equality;
- Lobbying the improving of the Law of Ukraine on Equality;
- Strengthening the capacity of Gender Focal Points;
- Consultations of the Advisors on gender issues;
- Working out of the strategies of gender development for each Ministry;
- Conducting gender expertise of local budgets;
- Organizing public hearings on gender issues in Verkhovna Rada;
- Support of preparation of the governmental reports on CEDAW;
- Capacity building of the newly appointed state official in the regions of Ukraine;
- Support of the local gender initiatives;
- Maintenance of the gender centers network;
- Support of the women leadership programs in the regions;
- Participation in improving of the law “On Prevention of Domestic Violence”;

- Capacity building in the sphere of prevention of gender discrimination for representatives of the laws enforcement agencies;
- Impact on overcoming of gender stereotypes in the media;
- Disseminations of informational materials and conducting informational campaigns.

The major concrete results of UNDP Equal Opportunities Programme in different sectors so far are the following:

- Support to defining state gender-sensitive policy (including, gender expertise on the legislation, organisation of international conferences, as well as law “On state guarantees of equality between women and men”) and involving international expertise to ensure that gender issues are taken into account in the process of European integration has been outlined ,
- Organisation of Parliamentary hearings on Status of Women in Ukraine, organisation of trainings for the members of VR, gender analysis of budget 2006
- Work with Government. Ministry for family, youth and sport is the state structure responsible for gender mainstreaming in Ukraine. Equal Opportunities Programme closely cooperates with this Ministry along with Minister on equality in Crimea, advisors on gender issues in Ministry for family, youth and sport, Ministry of Interior, Ministry of Justice, Zhytomyr, Dniepropetrovsk, Zakarpattya, Crimea, Kherson state oblast administrations and others. The Government of Ukraine took into account the results of 2 cross-sectoral researches on gender situation in Ukrainian society; the system of gender statistics has been launched and is actively implemented; support to the governmental reporting on CEDAW and Beijing has been provided. The institute of Gender Focal Points on level Ministries, Committees and Oblast administrations has been introduced. Regular capacity building programs have been provided and the participants have been equipped with materials and methodologies on gender mainstreaming.
- Systematic conducting of gender expertise of normative acts is supported in the Ministry of Justice, Ministry for family, youth and sport, Ministry of Labor and Social Policy, Ministry of Interior; systematic implementation of gender approaches into the activity of all bodies of executive power; building capacities for more than 10 000 state officials.
- Building strong cooperation with civil society in the sphere of gender sensitive regional policy, that include special project, directed towards strengthening women’s abilities to actively take part in political processes, organization of own business, special project, targeting women farmers, women entrepreneurs and women leaders.
- Engagement in the prevention of violence, by organizing awareness and information campaigns.
- Conducting monitoring analysis on media and developed gender awareness campaigns in re overcoming gender stereotypes in media, produced manuals on gender issues for journalists and organized training seminars and round tables to discuss the issues of gender asymmetry in Ukrainian media space, search for new resources for achieving democratic changes in mass media conducted for journalists, media workers and top managers of mass media.
- Support of the Gender Education Centers (GEC) which worked with students and teachers on gender education and awareness at educational institutions. Elaboration of the educational program of the “Gender Basic Course”, and creation of the relevant manual, which was approved by Ministry of Education and Science of Ukraine. This course is included into the educational curriculum of higher educational institutions of Ukraine. Educators have built their capacity on teaching gender courses through 20 trainings in 12 higher education institutions with participation of more than 500 participants. High school students and pre-school children are engaged into gender education programs and special psychological programs under the School of Equal Opportunities.

The most important quality of EOP activity is systematic, comprehensive and integrative approach to gender equality in Ukraine which relates to all aspects of social life and which step by step creates preconditions for durable and far-reaching change. Concrete results and high level achievement of EOP created both the strong center for support to gender mainstreaming in Ukrainian society in general, as well as in UNDP, specifically.

Opportunities and Challenges for Gender Mainstreaming in UNDP

Challenges

Although UNDP has clearly set up the goals related to gender mainstreaming the factual truth is that the implementation of gender mainstreaming in most of the UNDP country offices, as well as in Ukraine, is below the level of needs and expectations. Obstacles need to be addressed openly and confronted with adequate measures and policies.

One of the major obstacles is “gender blindness” which is a failure to recognize that gender is an essential determinant of social stratification and generator of many inequalities. Concretely, “gender blind” approach assumes that gender is not an influencing factor in UNDP programmes/projects that it is irrelevant, and therefore it should not be taken into account. “Gender blindness” is a result of several factors, most important being the lack of knowledge about the gender issues. Many among UNDP staff have not been exposed to the education process which included women’s or gender studies. In different contexts this problem of “gender blindness” can take very different shapes. So, in Western countries, where women and gender studies are present for over three decades, to declare that gender is not an important factor for policy making would be very difficult if not impossible. Gender is in the European context also seen and perceived as an important issue. However, in post-communist countries, such as Ukraine, gender issues are still marginalized. There is a specific argumentation against gender and against gender studies in those countries. Previous regime has insisted on official ideology of equality, which in reality turned into positive (education, employment) and negative effects (double burden). In post-communist era gender blindness, is often a resistance to previous ideology of equality, but also a kind of specific new “ideological blindness” which develops from non recognition of the real life inequalities between men and women? Another important source of resistance to gender mainstreaming is related to the widely shared feeling that gender issues are “imported from the West” and that they do not “reflect our needs”. This, feeling, unfortunately, has been often encouraged by international gender experts who did not understand adequately the contextual framework of gender inequality. This was especially the case for postcommunist countries where in many domains gender inequality is almost absent (education, for example), and where other inequalities, such as ethnic, regional or rural-urban might be perceived in public as much more relevant. Gender blindness is often in postcommunist contexts expressed as a simple refusal to deal with gender issues, or gender dimension of policy making, because it is “just loss of time”, or because there is “no evidence”. The argument could be expressed also in a manner of advocacy for individual human rights and freedom, regardless of gender. This is a kind of closed circle. To be able to perceive gender inequalities, and eventually to make policies leading to more gender equality, one has to have data, facts, research, statistical evidence, but at the same time, to obtain gender sensitive statistics, data and research to “prove” the inequalities, one has to be gender sensitive at the first place.

Sometimes even when the real problems are addressed not adequate solutions are advocated. Such is the situation with the National Plan of Action for Advancement of Women and Promoting Gender Equality which actually approaches women’s issues from the perspective of traditional value system and aspire to “protect” women against exploitation by promoting family values.

These and other arguments and problems should be discussed openly and in extenso within UNDP country office, because if not discussed and challenged they can block the process of gender mainstreaming in UNDP. Gender mainstreaming implies societal change on different levels, individual, group, institutional/organizational, macro level. As any other policy leading to social change, it is confronted with obstacles which can be dealt with only if recognized and understood properly.

Besides “gender blindness” which could be explained as largely group pattern of behavior, resistance to mainstreaming could be related to the individual level. Gender issues mostly relate to individual gender identity of each person involved into the process. Because gender identity is most often so basic for our overall identity, and because we internalize gender identity and all different roles and expectations connected to it, at very early stages of our personal development, most often we all face problems when our deeply embedded beliefs are challenged. The very idea that gender is social and cultural construct and not fixed biological fact could be frightening and destabilizing for many people. Different cultures shape gender stereotypes slightly

differently, but what is known so far from comparative anthropological and cultural research is, that all cultures and societies have structured gender inequalities. This fact, when faced, could be received with non acceptance, denial and extremely negative attitudes.

Another important obstacle simply comes from the fear that gender mainstreaming in the organization could benefit women more than men, which would be unfair. In postcommunist contexts the very idea of "positive action" such as "encouragement to women to apply" could be seen as discrimination against men. Again, postcommunist context is not really sensitive to the notions of discrimination, human rights or gender equality, because they are relatively new to that context. On the individual level, resistance could generate from the fear of competition or loss of privileges. Again, open discussion, in a context of "safe space" and small workshops with adequate facilitators, could open these issues properly and lead to an overall agreement on what should be considered fair and right under the present conditions and taking into account overall goals of UNDP and reacted obligations of UNDP staff.

Finally, very important obstacle for accepting gender mainstreaming might come, and often does, from the lack of knowledge. In that sense, postcommunist societies are confronted with specific challenges: they do have highly educated women on high positions who often refuse to recognize the relevance of gender issues. In postcommunist societies these issue are very new, and not yet adequately positioned in academia or research institutions and lacking adequate academic recognition. Gender studies are in the process of establishing, which is very different situation from the situation in developed countries. At the same time, these countries are under a strong pressure to define and implement gender policies and gender sensitive policies. Largely these phenomena could be described as "policy making is faster then knowledge making", which is in many ways very different situation from the experience of developed countries. Post-communist countries did not have the time and resources to develop the kind of knowledge which would fit their policy needs. At the same time, the knowledge which is often being "imported" has limited value for designing the policies for the women and men who live in "transition" and who experience an extraordinary change, collapse and reconstruction of the institutions, in unprecedented way. The lack of specific context sensitive knowledge is already putting a lot of pressure on policy makers and developmental agencies, and "adding" gender could be seen as just another "trouble".

These challenges, some of which are of general nature, and some of which are related only to the countries in transition, need to be addressed and analyzed. Organization needs to develop strategies which will help coping with these multilayered obstacles. All these obstacles, visible and invisible, are hindering commitment to gender mainstreaming both on the individual and organizational level. Gender mainstreaming can not be successfully applied without the explicit commitment of the organization and of the employees themselves. This is why it is important to build consensus over major goal and purposes of gender mainstreaming through systematic training, sharing of experiences and, above all, learning. It is important to build alliances and functional networks within the organization and with external partners, to increase the acceptance of gender mainstreaming on different levels, so that gender mainstreaming becomes: regular organizational practice, professional obligation connected to the overall mission and mandate of UNDP, reflected in every stage of programming, and, finally, an opportunity for learning, personal development and career mobility for the staff.

Opportunities

The most important opportunity for development of gender mainstreaming in Ukraine is related to the fact that UNDP is supporting the implementation of the Gender in Development Programme (GIDP) since 1997 (meanwhile the Programme has changed the name). The results and successes of the programme have placed the Equal Opportunities Programme at the centre within the organizations, who specialize in supporting gender transformations in Ukraine.. The programme is well respected by governmental partners, NGOs, Academic Institutions and the international partners including SIDA, International Renaissance Foundation, Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance (ACDI/VOCA), TACIS, and others, with whom the Equal Opportunities Programme has been working.

Further work needs to be done to enhance partnership with the government and gain its full co-operation in creating awareness and understanding of gender issues and promoting integration of gender into

national policies and programmes. Such interventions would significantly raise the impact of the programme nation-wide. The future programme should, therefore, build upon the successes achieved in working with the Government and Civil Society but also emphasize a systemic way of building capacity and effective partnerships within the government for gender mainstreaming.

Other International Organizations also supported gender mainstreaming in Ukraine:

- In March 1999, Winrock International was awarded a 3-year USAID grant of \$2.1 million for the Women's Economic Empowerment Project (WEE). ACDI/VOCA, the US Peace Corps and the International Renaissance Foundation (IRF) are key partners in the WEE programme. In 1999 WEE project activities focused on Women's Business Support Centres and Credit Unions in six oblasts: Donetsk, Kharkiv and Ivano-Frankivsk, Chernihiv, Mykolayiv and Crimea. Winrock International is also working with national organizations in prevention of trafficking women and children.
- Through the "Woman in Society" Programme, the IRF is working on supporting women's entrepreneurship and prevention of violence against women and trafficking in human beings; and protection of women's rights.
- TACIS has supported two projects since 1997 – "Highly Qualified Unemployed Women" which involved training women in line with current labour market demands and "Support of the Active Policy of Employment, implemented by the NGO "Union of Ukrainian Women".
- The World Bank was recently requested by the Ministry of Economy to undertake a gender analysis exercise in some regions.
- The Ukrainian-Canada Gender Fund has established a grant facility for civil society organizations and state agencies that promote gender equality and address gender-specific issues (for both men and women).

Finally, the Women's Movement played an important role in placing gender issues on the state agenda as acute problems of internal policy. Civil Society Organizations promoting gender equality therefore need to be supported further, both as advocates and partners in policy and implementation.

Conclusions

This Report is step by step defining the background for UNDP gender mainstreaming, as well as major challenges and opportunities, which can be translated into the recommendations. It is disclosing steady effort of UNDP, especially EOP, together with Ukraine Government and other important stakeholders of Ukrainian society, to create favorable environment for gender equality, as well as legal and institutional framework for converting "good wishes" into the realities. Report is showing that there is logic, consistency and continuity in much of the efforts already made, and that it is necessary to build on them for further steps. The present political momentum is the key for favorable, progressive and, above all, successful policies, aiming at gender equality. The infrastructure created for those policy needs to be further developed, gender mechanisms need to be disseminated, but many of the preconditions are already there in terms of legal provisions, knowledge and expertise of Ukrainian gender experts and scope of activity of UNDP EOP itself. It is one reason more, why UNDP should be the promoter of social change in favor of gender equality in Ukraine.

II. RECOMMENDATIONS FOR GENDER MAINSTREAMING FOR UNDP

Gender Analysis of Programmes

Belarus, Ukraine, Moldova action against drugs (BUMAD)

Comments:

Programme does not address gender issues at all. It does not take into account that drug trafficking and crime in general are very gendered activities, and that drug trafficking is also closely connected to trafficking in human beings.

Recommendations:

- Organize a workshop with gender experts who deal with prevention of crime, drug abuse and trafficking in human beings; social advertising, and male studies, to review planned activities from gender perspective.
- Include at least one gender expert as a permanent team member (possibly someone from male studies).
- Define a work plan for continual cooperation with gender experts.
- Redefine the project to introduce gender dimension and gender sensitive indicators (all statistics should be sex-disaggregated).
- Organize mixed teams of experts, that would include gender specialists.
- Ensure that all the procedures (border control, for example) planned by the project include protocols which are gender sensitive.
- Contact EOP UNDP for contacts with experts.
- Include gender perspective explicitly into the preventive strategies.
- Ensure that gender dimension is included into trainings.

Municipal Governance and Sustainable Development Programme

Comments:

National and 3 municipal teams of the project implementation are all balanced in terms of gender. *For example, the Project Management Unit (PMU) of MGSDP in Kyiv has 3 males and 4 females in the team. In 3 field offices of the municipalities community mobilisers are gender-balanced in number.*

The gender-sensitive language is being used in public reporting system.

The Management Information System of the Project includes gender-sensitive indicators, like members of the created institutional support organizations (female, male), beneficiaries of the local sustainable development projects (female, male), participants of the capacity building activities (female, male). *For example, out of all participants of the human resource development activities during the 3rd quarter 2005, 69,5% were female, and 30,5% were male.*

Within the framework of the project, there is a Gender Focal Point, who briefs the staff about all gender-related activities and events during the regular staff meetings.

Gender component is being introduced to most of the human resource development activities of the Programme, including the conferences for Municipal Support Units, trainings for other local stakeholders of the Programme, as well as for the PMU of MGSDP

Gender component was introduced to the awareness campaigns on sustainable development launched in the partner municipalities of MGSDP. Gender issues were included into the trainings for trainers of the school networks with regard to MDGs in Ukraine and their implementation, as well as the separate items on the agenda in case of Rivne.

For the time being new gender-sensitive indicators are being developed to be introduced to MIS in the course of the Programme's development, in particular the indicator "children-beneficiaries" is planned to be classified into two indicators "boys/girls".

Recommendations:

- EOP with other gender experts should provide the programme team with “facts and figures” related to the focus of the programmes
- Engage one or few gender experts as regular team members.
- Build a network of gender experts for the relevant issues, to be able to involve them at different stages of the programme.
- Ensure that gender sensitive statistics (sex-disaggregated data) is provided at each step of the programme (for every activity)
- Ensure gender mixed teams at all levels.
- Define gender sensitive indicators for monitoring and evaluation of the programme.
- Define clear strategy how to enable the activities “on the ground” by taking into account different needs and possibilities of women and men.
- Define clear strategy how to deal with the issue of “time-poverty” of women which influences negatively their participation in the programme’s activities. Propose practical activities that would help women with this problem (for example, providing baby-sitting services during programme events).
- Provide gendered “situation analysis”, with the help of experts, using relevant data and research.
- Clarify 30% target for one of the sexes and minorities for participation goals at all levels.
- Create a check list for gender mainstreaming for the Programme.
- Apply other general recommendations for UNDP programmes.

Blue Ribbon Commission Analytical and Advisory Centre

Comments

Gender equality and women are only mentioned once in the Programme, in regard to the Millennium Goals. What is not visible from the Programme is that Millennium Goals are themselves all supposed to be gendered with gender issue as cross sectoral issue. As project is aiming to support next generation of economic, governance and social reforms, it can have actual high impact on gender equality, either in a direction of increasing it or in decreasing it. If gender considerations are not taken into account adequately and from the beginning, if objectives are not gendered and consequently translated into the set of gender sensitive indicators, backed up with sex-disaggregated statistics and allocation of budget and human resources into this direction, it is quite probable that “gender blindness” will lead to unfavorable trends related to the gender equality, and even more, that the scope of reforms will be seriously limited by one-sided approach. What was heard on the Seminar, that “both women and men are individuals” and that “they should be pushed into the collectives”, because they are “individuals on the market”, is simply ignoring the basic evidence of gender based discrimination and unequal opportunities of men and women “on the market”. As Ukraine has already accumulated a lot of knowledge from the domain of gender studies, and as other countries in transition have done the same, it is possible, at this stage, when Ukraine is strengthening its reform orientation, to build on this knowledge and mainstream it through the project, by using local and international gender expertise.

Recommendations

- Supply partners with relevant data, literature, and statistics, related to gender inequalities and with official governmental documents and reports related to the issue.
- Organize one day seminar with local gender experts on the issues relevant for the project, to break through the “gender blindness”.
- Team should include gender experts and have a pool of gender experts for regular consultations.
- Create work plan for monitoring gender mainstreaming of the programme.
- All analyses of reforms should include aggregate and disaggregated analysis, and specific focus on gender issues relevant to that reform (e.g., the effect of abandonment, single parenthood, divorce or death of a spouse on benefits or land ownership/transfer, work in family firms or on farms).

- Social impact analysis and monitoring of the impacts of all economic restructuring activities (e.g., pension, banking, tax, budgeting, and land reforms) in connection to gender should be explicitly and in details integrated into the programme, including allocation of resources for
- implementation.
- Apply consistently general recommendations for UNDP programmes.

Strengthening Educational Capacity of Kyiv National Taras Shevchenko University

Comments

The programme is related to technological development of University. Although it has very concrete objectives in relation to hardware and software, it also could be gender mainstreamed in relation to the gender balance of staff (it could be that women might be overrepresented in professions, so that men would need encouragement to apply, for example) and integration of gender perspective on some specific issues, such as representation of Ukrainian culture world wide.

Recommendations

- Organize a workshop with UNDP staff, partners and gender experts to gender mainstream the programme, in all its phases.
- Collect sex-segregated data, and integrate special measures to promote lesser represented sex, at each stage of the programme development.
- Engage gender experts for consultation in every phase, from the pool of experts EOP UNDP.
- Ensure that design and practical solutions, such as working hours and child care facilities, for example, are taking into account gender perspective.
- Ensure that all trainings take gender component in account, in content, methods, participation.
- Review the programme using general recommendations for UNDP programmes.

UNDP Crimea Integration and Development Programme

Comments

The overall development objective of CIDP is to foster sustainable human development in a manner that contributes to the maintenance of peace and stability in Crimea through initiatives aimed at preventing inter-ethnic conflicts and enhancing integration among different ethnic groups. This programme is focused on community participation and building cooperative partnerships between local communities and government authorities at village and regional levels. It also aims to build partnerships between the business structures, community and local authorities. All those objectives, including alleviation of poverty, are deeply related to the gender issues. Above that, UN is officially recognizing high importance of women's engagement in peace building processes all over the world. However, this programme is not mentioning gender or women's issues at all.

Recommendations:

- EOP UNDP in cooperation with project team should organize workshop on gender mainstreaming for this concrete programme.
- Improve the programme document with gender dimension.
- Engage one or few gender experts as regular team members.
- Build a network of gender experts for the relevant issues, to be able to involve them at different stages of the programme.
- Ensure that gender sensitive statistics (sex-disaggregated data) is provided at each step of the programme (for every activity)
- Ensure gender mixed teams at all levels of programme realization.

- Ensure participation of women's and other gender oriented NGOs in the programme.
- Define gender sensitive indicators for monitoring and evaluation of the programme.
- Define clear strategy how to enable the activities "on the ground" by taking into account different needs and possibilities of women and men (parents, for example).
- Define clear strategy how to deal with the issue of "time-poverty" of women which influences negatively their participation.
- Provide gendered "situation analysis", with the help of experts, using relevant data and research.
- Clarify 30% target for one of the sexes and minorities for participation goals at all levels.
- Create a check list for gender mainstreaming for the programme.
- Apply other general recommendations for UNDP programmes

AGRICULTURAL POLICY FOR HUMAN DEVELOPMENT (APHD)

Comment

The overall objective of the project is to improve Ukraine's agri-food and rural development policy in order to systematically and consistently develop the contribution that agriculture and food processing can play, thereby alleviating poverty in rural areas, and more generally, stimulating growth in the Ukrainian economy for the benefit of all.

As rural areas of Ukraine are poorer, older, and more female than urban regions, there is one statement in the project that "agricultural policy efforts address in part the poverty-reduction and gender concerns that are at the heart of UNDP's mandate". However, those concerns were not visibly and explicitly being approached in the programme.

Recommendations

- EOP UNDP in cooperation with project team should organize workshop on gender mainstreaming for this concrete programme.
- EOP should provide project team with relevant data, literature and documents, help the staff of the team to create physical and virtual library.
- Create an improved version of the programme with gender dimension included.
- Engage one or few gender experts as regular team members.
- Build a network of gender experts for the relevant issues, to be able to involve them at different stages of the programme.
- Ensure that gender sensitive statistics (sex-disaggregated data) is provided at each step of the programme (for every activity)
- Ensure gender mixed teams at all levels of programme realization
- Ensure participation of women's and other gender oriented NGOs in the programme.
- Define gender sensitive indicators for monitoring and evaluation of the programme.
- Define clear strategy how to enable the activities "on the ground" by taking into account different needs and possibilities of women and men.
- Define clear strategy how to deal with the issue of "time-poverty" of women which influences negatively their participation.
- Analyze how to work on women's empowerment which is essential for women's participation in rural areas.
- Clarify 30% target for one of the sexes and minorities for participation goals at all levels.
- Create a check list for gender mainstreaming for the programme.
- Apply other general recommendations for UNDP programmes

General recommendations

Successful gender mainstreaming of UNDP organisation and its programs/projects largely depends on the following:

- Achievement of an overall **consensus** within the organization on the importance and meaning of gender mainstreaming together with increased gender sensitivity,
- **Capacity building** of the organization and the staff to apply gender mainstreaming in everyday life practice and programme activities,
- **Strategy** of Gender Mainstreaming and Plan of Action,
- **Supportive environment** and networks which will be partners in the developmental work related to gender.

To be successful in the mainstreaming organisation needs to achieve an overall consensus, through the process, workshop, which should be facilitated. The consensus should lead to:

- Integration of gender analysis into new strategy/vision statement.
- Establishment of some mechanisms within the organisation which will be responsible for the gender mainstreaming (i.e. Gender Working Group).
- Defining the Strategy for Gender Mainstreaming
- Design of the Plan of Action for Gender Mainstreaming (for the organization and for the programming)

Guiding principles for defining gender mainstreaming strategy in UNDP office should be the following:

- Employing **gender and development approach**- because men and women are connected through gender regimes, and in countries in transition, such as Ukraine, both women and men are affected, but often in different ways.
- **accumulation** – defining the present strategies building on what has already been done in the country and within UNDP (EOP, most specifically) in the area of gender equality (not starting from the beginning, over and over again)
- **continuity** – identifying and continuing trends of developments which are favoring gender equality and gender mainstreaming
- **accessibility** – ensuring easy access to the existing human and knowledge resources which can enhance the process of gender mainstreaming
- **knowledge based policies** – encouragement to the creation of strong knowledge base, including gender research and gender sensitive statistics, and enabling the strong links between the local gender knowledge and programmes/projects of UNDP
- **continuous process of learning**, capacity building and gender sensitization for staff and implementing partners
- close **cooperation with “gender stakeholders”**: gender experts, gender scholars and NGOs
- **empowerment of women** through special workshops for conscious raising and trainings on leadership
- **coordination** with partner organisations to increase donor coordination on gender issues and to accumulate and exchange experience on gender analysis
- **effective use of internal resources** – build on EOP’s resources to increase the capacity for gender mainstreaming

Recommendations for Capacity Building

General

- organize a workshop for UNDP staff to identify capacity building needs, on annual basis
- allocate budget resources for capacity building for effective gender mainstreaming
- define a work plan and responsibilities for capacity building

Trainings

- organize workshops to discuss the strategy of gender mainstreaming, to achieve consensus, to define the strategy and adopt a mission statements which will include gender equality
- Organize annual trainings on gender mainstreaming for staff and implementing partners.
- Organize programme-specific training and individual consultations for staff and implementing partners.
- Integrate gender issues as part of the curriculum in all training courses.
- Organize one day seminar for UNDP staff and governmental partners on Gender issues in Ukraine.
- Organize conscious raising workshops and trainings for leadership for female UNDP staff.
- organize sector specific trainings, including gender auditing and gender sensitive budgeting for staff and partners

Access to Resources

- Create website for UNDP staff and partners (virtual library relevant for Ukraine, including : laws, documents, signed agreements, National Action Plans, manuals, gender sensitive statistics, gender research and publications, also links to UNDP documents, database on gender experts and consultants, gender research in Ukraine, women's and other NGOs, that work in the sphere of gender issues, and useful links).
- Provide a link to Gender Resource and Education Centers in Ukraine.

Networking

- Publish Newsletter on gender issues in Ukraine or subscribe staff to one if it already exists.
- Create discussion groups on Intranet related to gender issues in organisation and in Ukraine in general...

Consultancy

- Create teams of local and international gender experts and consultants which would be invited
- Use Internet communication, when necessary, for external consultancy and reviewing of documents and programmes
- Provide consultancy for staff on their request

Recommendations for the Organization

- Support UNDP staff for gender mainstreaming by organizing a seminar on gender in organization, including the topics of gender based discrimination and sexual harassment, annually
- Create office library related to gender in the organisation
- Organize trainings and workshops on sexual harassment and discuss cultural norms related to the issue.
- Empower women from the organisation by organizing workshops and leadership trainings.
- Consequently and thoroughly collect sex-disaggregated data related to each UNDPs activity and make data transparent.
- Take account on gender representation at the meetings and gender hierarchy in the organisation.
- Engage independent expert, once a year, to evaluate the level of achieved gender equality in the country office and to give recommendations.
- Ensure gender representations in project management (meeting the 30% UN target set in the Beijing Platform for Action as a minimum).
- Include gender issues on the agenda for meetings and reviews, regularly.
- Make progress reports based on sex-disaggregated data (on recruitment, promotion and decision-making, participation of male and female staff members in training, programming and administration) to keep the track on change. Analyze the reports, annually.
- Ensure equal representation of men and women in all training activities in-country and abroad (meeting the 30% UN target set in the Beijing Platform for Action as a minimum).
- Encourage women and men to apply for non-traditional jobs.
- Ensure gender balance on interview panels to ensure equal treatment.
- Implement family friendly work practices, for example flexible work hours, for young parents.
- Define explicit organizational policies in regard to sexual harassment and discrimination based on sex.
- Define clear procedures in a case of sexual harassment.
- Review of personnel policies to ensure parity principal.
- Ensure representation of men and women on all committees and task forces.
- Integrate gender issues into office management plans.
- Plans should be modified to include monitoring mechanisms for mainstreaming gender and capacity building to ensure accountability.
- Staff should specify goals for mainstreaming gender in individual performance plans.
- There should be generic ToRs for the following positions: gender consultants; policy specialists, gender advisors.
- Create library department for gender issues.

Example:

Sexual Harassment Checklist

- Was the behavior sexual in nature?
- Was the behavior unwelcome?
- Does the behavior create a hostile or offensive environment?
- Have sexual favors been demanded, requested or suggested especially as a condition of employment or career and job success?

Recommendations for Public Information and External Relations

Public Information

- Include gender dimensions in marketing and public relations. Promote positive gender imagery and avoid negative and gender stereotyping.
- Use gender sensitive approach in all campaigns connected to UNDP programmes and projects (including gender balance in visual representation and gender sensitive language).
- Use gender sensitive language in all documents and publications, in public presentations and in internal communication with the staff.
- Advocate publicly gendered approach to public policy and planning.

Coordination with other stakeholders

- Participate in donor coordination on gender mainstreaming in Ukraine to follow the trends and set up the standards.
- Be regularly informed on the activities of Equal Opportunities Supervisory Board consisting of the representatives of donor organizations, key ministries or other state institutions as well as NGOs and independent experts who are formed in order to provide consultations with respect to effective implementation of all the components of the programme and ensuring the programmer's full transparency for Ukrainian society.
- Use local mailing lists to get informed about gender-related activities in NGO sector.

Recommendations for the UNDP Programmes

General recommendations

- Establish a Gender Theme Working Group as a coordinating body for programmes and to make connection with EOP. Delegate one member from each Programme.
- Assess in-house gender expertise of programmes and projects to assist in preparation of documents.
- Regular gender review of all documents should be mandatory.
- Gender assessment of programme/projects results should be mandatory.
- Organize workshops for the UNDP staff and their partners, according to their sector of activity, with the goal of gender mainstreaming. Workshops should be facilitated by local experts for the issues and they should result in concrete gender action plans.
- Work plans of each Programme/Projects should consistently and explicitly include gender considerations. Commitments for gender-specific and/or gender-sensitive staffing should also be confirmed. Equal opportunity commitment should be reflected into gender balance at all phases of programme/project development
- Ensure that potential gender related aspects are sufficiently taken into consideration, by ensuring that both gender will contribute and benefit from direct inputs of UNDP projects and that the overall project will not perpetuate inequalities, but decrease them. Explicit statements on how the programme/project relates to gender inequalities should become the standard requirement for the proposals.
- Ensure that women are included into management of the programmes and projects and its implementation and that staffing is also gender balanced. Explicit statements on this issue should become standard requirement for the proposals.
- Toolkits and checklists for gender sensitive monitoring and evaluation need to be developed by programme sections and projects teams with the help of gender experts.
- Ensure that project/programme design will reflect, in terms of budget allocation and human resources, that they are gender sensitive.
- Integrate concepts of violence (physical and psychological) into human security issues.
- Ensure that all partners report sex disaggregated data at all stages of the programme/project.

- Help partners to link with gender experts.
- Ensure gender sensitive monitoring over the projects and develop gender sensitive indicators for monitoring and evaluation.
- Ensure that all contracts and cooperative agreements include a requirement that contractors/implementing partners collect and analyze sex-disaggregated data, and make recommendations on how to decrease gender inequalities in the scope of their programme/project.
- Ensure the inclusion of “gender stakeholders” (experts, NGOs, UNDP) in designing the project/programme proposal.
- Ensure wide participatory process so that knowledge, experience and expertise of women’s movement could be utilized for effective policies.
- Ensure transparency of all sex-disaggregated data related to the programmes/projects.
- For each programme/project enable accessible gender relevant sources (virtual libraries, networks, gender resource centers) and adequate statistical background.
- Create checklists for each phase of the project related to gender mainstreaming.
- In planning practical activities within the programmes provide family-friendly provisions and facilities which will enable parents, and other “time-poor” vulnerable groups to participate.

Keep in mind

that gender mainstreaming of the programmes is contributing to the quality of the programmes and improves their overall impact.