

**United Nations Development Programme  
Regional Project Document**

**Project Title**

**Implementation of the RBEC Gender Equality Strategy 2008-11**

**UNDAF Outcome(s):**

N/A

**Expected CP Outcome(s):**

*(Those linked to the project and extracted from the CP)*

EUR\_OUTCOME34: Enhanced capacity and skills to apply gender analysis and mainstreaming for more effective policymaking and planning.

**Expected Output(s):**

*(Those that will result from the project)*

**Output 1.** Enabled environments at the national and sub-regional levels for gender mainstreaming and women's empowerment from theory to concrete, result-oriented practices and developed partner capacities

**Output 2.** Strengthened core Gender mainstreaming capacity among gender practitioners in the region

**Executing Entity:**

UNDP Bratislava Regional Centre

**Implementing Agencies:**

UNDP Bratislava Regional Centre

**Brief Description**

The RBEC Gender Equality Strategy (2008-11) describes in concrete terms how the Regional Bureau for Europe and the CIS (RBEC) will contribute towards the gender equality outcomes defined for the organization as a whole in its global Strategic Plan (SP) and the parallel and complementary UNDP Gender Equality Strategy (GES) 2008-2011. This project document outlines in more specific terms how the strategy will be implemented.

Transition and development processes in the region have occurred without the full participation of women, weakening women's position in political and socio-economic life. The RBEC Gender Equality Strategy (R/GES) draws on this complex legacy to suggest a feasible range of locally-relevant and targeted activities and outputs that will lead to sustainable improvements in national capacity to identify and advance gender equality considerations, and ultimately contribute to long-term improvement of women's situation in the region. The strategy features a parallel programme of developing and strengthening internal capacity to ensure solid operations support to regional governments. It also includes other institutional arrangements that must be put in place for a meaningful enhancement of national capacity for gender equality programming.

Programme Period:	_2008-2011_
Key Result Area (Strategic Plan) Integrating dimension as per the Strategic Plan: Gender equality and the empowerment of women	
Atlas Award ID:	_____
Start date:	August 2008__
End Date	December 2011__
PAC Meeting Date	29 May 2008__
Management Arrangements	_____

Total resources required	US\$ 1.25 mln
Total allocated resources:	US\$ 252,978
Regular: TRAC	US\$ 102,978
Other:	
o BDP	US\$ 150,000
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	US\$ 997,022
In-kind Contributions	_____

Agreed by (Government)

---

Agreed by (Executing Entity):

---

Agreed by (UNDP):

---

---

## I. SITUATION ANALYSIS

Despite the multiple commitments to the advancement of women and achievement of gender equality made by all countries in the region<sup>1</sup>, as well as endorsement of the Human Development Paradigm, significant barriers to gender equality are evident. These are derived essentially from widespread and deeply entrenched discriminatory attitudes and consequent practices towards women<sup>2</sup>. The need to change these exclusionary attitudes and practices is the principal challenge addressed by this project document. Although the reform process sparked by increased contact with market forces since 1989 provides opportunities to remove these barriers, the on-going turmoil of the recent past, together with limitations in the will and capacity of leadership in all spheres to take the necessary steps, have generated a situation in which the many long-standing obstacles to women's advancement that derive from these attitudes and practices are in fact sustained, have been intensified or have become increasingly apparent, even while improvements can be identified in certain countries (notably EU access countries), or among certain socio-economic groups.

The barriers to gender equality vary across sub-regional, national and local contexts, and together comprise a major brake on the region's potential to fully achieve the MDGs. Moreover, gender equality is generally neglected in public discourse and policy making. Unless there is a good faith effort to reverse current trends, this long-standing negligence will continue to generate many missed opportunities for national and regional progress. The lessons learned during the past planning period, and which this project document is designed to address, are the following:

**Limited political commitment to gender equality:** The actual impact of the wide range of activities on gender equality programming, and hence on women's situation in the region, has been sub-optimal. There are general limitations in funding for gender specific initiatives at the country office level, and limited engagement to work on gender specific concerns on the part of both UNDP CO management and partner governments.

**Gender mainstreaming tools and instruments are not used:** The tools and documents produced under the above activities are in general of high quality. The Gender Mainstreaming Toolkit referred to above is based on local experience and provides many good examples of how gender is integrated into development. However, in general the use and implementation of the Toolkit is lacking, in large part due to the above-referenced lack of political will to advance gender equality, but also placing in some question the relevance of the methodology used to introduce it<sup>3</sup>.

**Need for a strategic approach to national capacity development and programming at country level,** to foster and support locally-identified priorities. Enhanced efforts on strengthening internal capacity should focus not on development of new tools but rather on their use and adaptation to local circumstances, which is often challenging for practitioners in the region. Further, there is a need for targeted capacity development in foundation skills such as strategic planning, coordination and facilitation as well as in core issues of gender equality in the four practice areas. Above all, enhanced political will, targeted leadership, enhanced legal framework and participation of women in all the instruments of democratic governance as well as active monitoring by civil society of progress towards defined goals are crucial in achieving gender equality results.

---

<sup>1</sup> Including, *inter alia*: accession to the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW); The Beijing Declaration and Platform for Action, The Millennium Declaration and Development Goals, SCR 1325 on Women Peace and Security; and the Treaty of Lisbon

<sup>2</sup> World Economic Forum. *The Global Gender Gap Report 2007*.

<sup>3</sup> This general point of shortcomings in the integration of gender equality considerations into all of UNDP programmes and projects remains true despite individual cases in which good work has been done in some countries of the region. These are exceptions that indicate the potential, and thus tend to sharpen the overall point.

**Regional cooperation** between various international organizations working on gender is of critical importance, although challenging and time-consuming. The establishment of Gender Theme Groups remains the exception rather than the rule, and there is very little gender-related joint programming at country level. A recent study indicates the need for continued effort and focus on the development of coordination capacity.

---

## II. STRATEGY

Building on the above-described achievements to date and the lessons learned, the project has been designed as the vehicle to implement RBEC's Regional Gender Equality Strategy for the period 2008-11, and the gender equality dimensions of the Regional Strategic Plan<sup>4</sup>, specifically to create enabling environments at the national and sub-regional levels needed to move gender mainstreaming and women's empowerment from abstract theoretical concepts to concrete, result-oriented practices and to further develop the capacities of national partners in the region, so that local experts and policy makers can play larger roles in ensuring gender-responsive national and local programme development and implementation.

Pilot Intervention will model good practice on this approach, and provide lessons learned that can be taken up in other regions as the project unrolls.

The design been undertaken in broad consultation with colleagues across the region, and envisages vigorous collaboration with common-system partners, especially ILO, UNFPA, UNIFEM and UNICEF, as well as with civil society organisations and donors.

The Project has secured fund for 2008, US\$ 252,978 and the has clear fundraising lines for 2009, 2010 and 2011. The main funds are expected from BCPR, BDP (for 2009 and 2010) and there are some potential negotiations with Finish and Dutch Governments and EU for additional funds.

### II.1 Strategy

#### National capacity development

The overall approach is to provide a two-stage framework for national capacity development that ensures thematic focus, coherence and complementarity while fully recognizing the great sub-regional variety and local specificity that is manifest in the region, and which Country Offices must also address. The overall objective is to create **Enabling environments** at the national and sub-regional levels that move gender mainstreaming and women's empowerment from abstract theoretical concepts to concrete, result-oriented practices through further developed capacities of national partners.

a. **A series of three sub-regional consultations with government and civil society**, together with UNDP and UN partner agencies, to discuss sub-regional priorities and to decide upon possible on-going consultation mechanisms and to develop methodologies and tools to support such consultations. The issues identified during these consultations will be incorporated into subsequent country office activities, and tracked and supported through the Community of Practice

b. **Activities to strengthen the gender equality knowledge base will include:** a flagship publication on women and leadership in the region, which will show-case the major contributions to this field that have been made by civil society organisations and academic institutions; the development of the gender mainstreaming guidelines into a fully-fledged "how to" document, based upon country office experience; and other publications and knowledge products as may be agreed, including the consultation methodology described under point (g) below.

---

<sup>4</sup> RBEC Strategy 2008-11, paragraph 46

c. **Enhanced mechanisms that support gender equality in programme countries:** the outcomes of these consultations, and the expanded knowledge base will contribute directly to the establishment of on-going consultative mechanisms, legislative programmes and other concrete capacity enhancements. Country offices will develop the needed programmes, and BRC will provide support as needed, including through resource mobilisation (The Eight Point Agenda implementation in the Western Balkans Countries)

d. **The publications will in effect be advocacy tools** that will be used to raise the profile of gender equality concerns in policy discourse by both expanding understanding of the issues, and proposing solutions.

### **Internal capacity development**

Internal capacity constraints will be addressed in a similar way by providing not only training to UNDP staff, but also ensuring that several institutional mechanisms are put in place. The overall objectives will be: a) More effective and appropriately targeted gender-sensitive country programming in each country office, and b) Strengthened core gender mainstreaming capacity among regional staff at all levels, including facilitation, coordination and strategic planning capacity<sup>5</sup>.

- a. **BRC will support COs in their programme planning activities by conducting a workshop** at which up to 20 CO staff members will be provided with gender mainstreaming skills, which according to UNDP's definition of gender mainstreaming capacity specifically include strategy development and facilitation of consultative processes. These workshops will also benefit participants' general professional capacity.<sup>6</sup>
- b. **A standard methodology for these meetings will be developed and tested by BRC.** The methodology will facilitate the sharing and transfer of knowledge and skills in the most transparent and cost-effective manner, and ensure consistency across the region. There are pockets of strong capacity and competence in the region, both within UNDP and in the wider community. These will be tapped as a resource pool and consultation reference to validate and consolidate the emerging consensus on approaches to national capacity development.
- c. **Continuing attention to the strengthened knowledge base will be provided through the Gender Equality Community of Practice**, which will focus on knowledge exchange and transfer, and will be extended to include external partners such as experts in gender in development from the region, CSOs and representatives of national gender machineries.
- d. **RCB will convene a series of four thematic workshops**, one in each year (2008,2009,2010, 2011) These **will support Practices** to develop relevant gender-responsive programmes and projects

This goal will be achieved at the sub-regional and national levels through systematic advocacy and dialogue with governments, targeted capacity development on issues identified in the dialogue, and through developing the capacity of women's organizations to participate in such dialogue.

This will be supported by BRC in the provision of consultations, documents and tools, so that national capacity gaps can be adequately identified by UNDP staff, and appropriate levels of support designed, in collaboration with common system and public and private sector partners.

---

<sup>5</sup> In 2001 UNDP identified these as core competencies required by all staff for effective gender mainstreaming (or for the mainstreaming of any theme). Consultative processes lie at the heart of all mainstreaming activity, including gender mainstreaming, and the ability to lead, facilitate and contribute to such processes, whether every-day internal meetings or major conferences, in a results-based manner is central to successful mainstreaming outcomes. See UNDP learning and information packs on gender mainstreaming. [undp.org/gender](http://undp.org/gender).

<sup>6</sup> UNDP *Learning and Information Pack on Gender Mainstreaming: strategic planning*. (2000) [www.undp.org/gender](http://www.undp.org/gender)

The overall objective is to provide a framework for national capacity development that ensures thematic focus, coherence and complementarity while fully recognizing the great sub-regional variety and local specificity that is manifested in the region, and for UNDP's internal capacity development for the staff in country offices in the region which Country Offices must also address. The key outcomes and outputs will include the followings:

**National capacity development (Government, Private Sector and Civil Society) and UNDP's internal capacity development at Country Offices level**

**OUTCOME** Enhanced capacity and skills to apply gender analysis and mainstreaming for more effective policymaking and planning.. To meet this end, the following outputs are identified:

**Output 1.** Enabled environments at the national and sub-regional levels for gender mainstreaming and women's empowerment from theory to concrete, result-oriented practices and developed partner capacities

**Output 2.** Strengthened core Gender mainstreaming capacity among gender practitioners in the region

### III. RESULTS AND RESOURCES FRAMEWORK

#### Intended Outcome as stated in the Country Programme Results and Resource Framework:

EUR\_OUTCOME 34 Enhanced capacity and skills to apply gender analysis and mainstreaming for more effective policymaking and planning

1. Number of regional projects integrating gender analysis, gender mainstreaming and gender equality programming goals.
2. Number of country office initiatives integrating gender analysis, gender mainstreaming and gender equality programming goals.
3. Extent to which Gender Equality Laws in selected countries are implemented.

#### Applicable Key Result Area (from 2008-11 Strategic Plan):

Partnership Strategy: ILO, UNFPA, UNIFEM, UNICEF.

Project title and ID (ATLAS Award ID): Implementation of RBEC Gender Equality Strategy 2008-2011

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b> Enabled environments at the national and sub-regional levels for gender mainstreaming and women's empowerment from theory to concrete, result-oriented practices and developed partner capacities</p> <p><u>Baseline:</u> There is no comprehensive data with gender analyses and no awareness of gender issues in the region</p> <p><u>Indicators</u> Number and quality studies available for gender data analyses</p>	<p><b>2008</b></p> <ol style="list-style-type: none"> <li>1. Six countries studies developed and incorporated in the issue papers of the Regional Report</li> <li>2. Regional Project on the Implementation of the UNDP Eight Point Agenda (8PA) in Western Balkans developed</li> </ol> <p><b>2009</b></p> <ol style="list-style-type: none"> <li>1. Regional Report on Women and Government published</li> <li>2. Three National level Gender related initiatives developed</li> </ol> <p><b>2010 - 2011</b></p> <ol style="list-style-type: none"> <li>1. At least one updated Research and Report</li> </ol>	<p><b>2008</b></p> <ol style="list-style-type: none"> <li>1.1 Organize International Conference and Round Tables for Regional Report Issues Papers</li> <li>2.1 Provide technical advices for development of national components to 8PA</li> </ol> <p><b>2009</b></p> <ol style="list-style-type: none"> <li>1.1 Drafting Regional Report on Women and Government, holding of consultation with key IO and stakeholders, publishing and promoting of the Report</li> <li>2.1 Provide technical assistance to National Gender related initiatives</li> </ol> <p><b>2010 - 2011</b></p> <ol style="list-style-type: none"> <li>1.1 Organizing consultations and developing National and Regional</li> </ol>	<p>HQ and BRC leadership, Country Directors from sub-regions with BRC Gender Unit</p>	<p>Budget for Output 1 US\$ 570,000</p> <p>Funded in 2008 US\$ 174,000 (US\$ 44,000 TRAC; US\$ 130,000 BDP)- be a parallel funding</p>

	produced	Reports		
<p><b>Output 2.</b> Strengthened core Gender mainstreaming capacity among gender practitioners in the region.</p> <p><u>Baseline:</u></p> <p>Weak internal capacity of UNDP CO staff to develop, implement and advance CO Gender Mainstreaming Initiatives</p> <p><u>Indicators</u></p> <p>Number of practitioners trained and supported in the area of Gender mainstreaming</p>	<p><b>2008</b></p> <ol style="list-style-type: none"> <li>1. Twenty DemGov practice members trained on Gender mainstreaming</li> <li>2. Regional Gender KM Platform in place and maintained</li> <li>3. At least three CO received direct support in the area of Gender Mainstreaming</li> </ol> <p><b>2009 -2011</b></p> <ol style="list-style-type: none"> <li>1. At least two practice areas trained on Gender mainstreaming</li> <li>2. At least two main practice areas mainstreamed gender in the Region</li> <li>3. At least four Cos received support in the area of Gender mainstreaming</li> <li>4. Regional Gender KM Portal/workspace maintained</li> </ol>	<p>2.1 Provide Technical assistance to National Gender related initiatives</p> <p><b>2008</b></p> <ol style="list-style-type: none"> <li>1.1 Organizing and holding training on Gender and Democratic Government</li> <li>2.1 Developing, maintaining and using of Gender KM Portal/workspace</li> <li>3.1 Giving technical and advisory support to CO for effective GMI development and implementation</li> </ol> <p><b>2009 - 2011</b></p> <ol style="list-style-type: none"> <li>1.1 Organizing and holding targeted trainings on gender and practice areas</li> <li>2.1 Supporting COs to incorporate gained knowledge from the Trainings</li> <li>3.1 Giving technical and advisory support to Cos for effective GMI development and implementation</li> <li>4.1 Maintaining and using of Gender KM Portal/workspace</li> </ol>	<p>HQ and BRC leadership, Country Directors from sub-regions with BRC Gender Unit</p>	<p>Budget for Output 2 US\$ 680,000</p> <p>Funded in 2008 US\$ 78,978</p> <p>US\$ 58,978 (TRAC)</p> <p>US\$ 20,000 (BDP)- be a parallel funding</p>

#### IV. ANNUAL WORK PLAN

##### ANNUAL PROJECT WORKPLAN and BUDGET for the year 2008

Title of the project: Implementation of the RBEC GES, 2008-2011

Project Atlas ID:

Project duration: 2008-2011

Total project budget: USD 1,250,000 (2008: 102,000 USD)

Draft: 21 August 2008

EXPECTED OUTPUTS & MONITORING ACTIVITIES	Key Activities/Annual Output targets <i>List all the activities to be undertaken during the year towards stated output, including details (i.e. number of participants of conferences, etc.)</i>	TIMEFRAME of the year				RESPONSIBLE PARTY (for DEX – BRC, 001981)	PLANNED BUDGET			
		Q 1	Q 2	Q 3	Q 4		FUND ID	DON OR ID	Budget code	Amount in USD
<b>Output 1.</b> Enabled environments at the national and sub-regional levels for gender mainstreaming and women's empowerment from theory to concrete, result-oriented practices and developed partner	<b>Activity 1.</b> Organize International Conference and Round Tables for Regional Report Issues Papers			x	x	001981	04220	00012	71600 Travel	US\$ 24,000
								72100 Contr. Service		US\$ 10,000
								74500 Misc		US\$ 5,000



capacities <u>Baseline:</u> There is no comprehensive data with gender analyses and no awareness of gender issues in the region	Activity 2. Provide technical advices for development of national components to 8PA		x	x	001981	04220	00012	71600 Travel	US\$ 5,000
<u>Indicators</u> Number and quality studies available for gender data analyses									
<b>Sub-total Output 1:</b>									<b>US\$ 44,000</b>
<b>Output 2.</b> Strengthened Gender mainstreaming capacity among gender practitioners in the region.  <u>Baseline:</u> Weak internal capacity of UNDP CO staff to develop, implement and advance CO Gender Mainstreaming Initiatives	<b>Activity 3.</b> Organizing and holding training on Gender and Democratic Government		x	x	001981	04220	00012	71200 Int'l consult  72000 Equip. & Opr.	US\$ 15,000  US\$ 10,000
								71600 Travel	US\$ 15,000
	<b>Activity 4.</b> Developing, maintaining and using of Gender KM Portal/workspace							74500 Misc	US\$ 6,000

<u>Indicators</u> Number of practitioners trained and supported in the area of Gender mainstreaming	<b>Activity 5.</b> Giving technical and advisory support to CO for effective GMI development and implementation								71600 Travel  74500 Misc	US\$ 7,978     US\$ 5,000
<b>Sub-total Output 2:</b>										<b>US\$ 58,978</b>
<b>TOTAL for the year 2008</b>										<b>US\$ 102,978</b>

## **V. MANAGEMENT ARRANGEMENTS**

This regional project will be managed on a day-to-day basis by the Gender Unit of the Bratislava Regional Centre, in close consultation with Headquarters and coordination with Country Offices.

The RBEC Gender Steering Committee will have strategic advisory role to the project and will serve as the Project Board also responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including approval of project plans and revisions.

This group contains three roles:

an Executive or Chair: individual representing the project ownership to chair the group.

Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project.

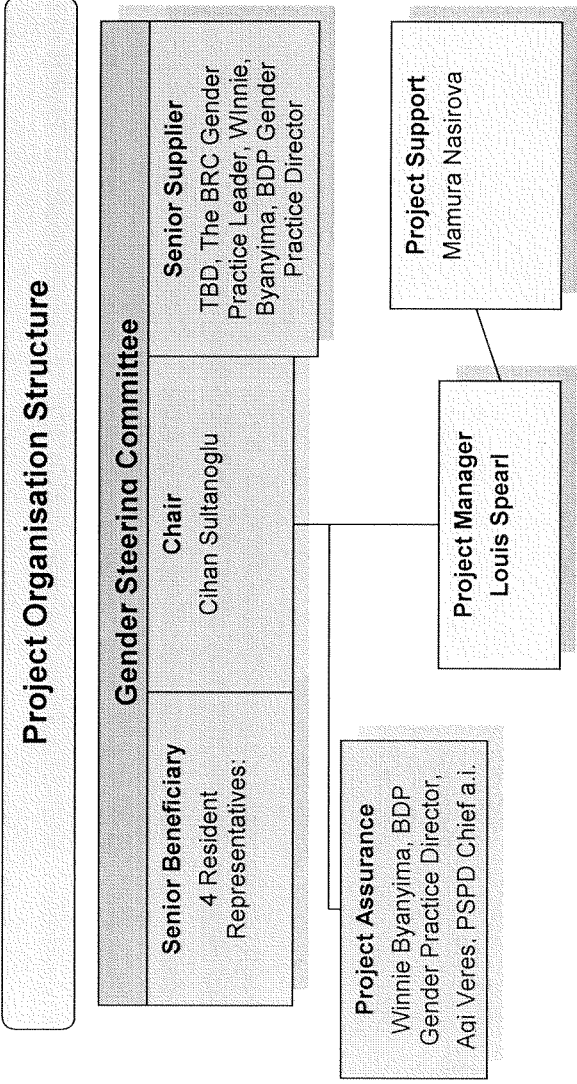
Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

The Gender Sub-Practice of the UNDP Regional Centre for Europe & CIS will run the project on a day-to-day basis on behalf of BRC UNDP within the constraints laid down by the Board. It will be responsible for the overall management, backstopping, decision making for the project and monitoring of the project under the (regional) DEX modality.

If feasible, activities under this project will be conducted in coordination and collaboration with internal and external partners, as to leverage synergies. Sub-activities may also be outsourced to independent experts, interns, NGOs or other partners and organizations, based on TOR drafted on a case-to-case basis and UNDP's contracting rules and regulations.

The strategic work plan covers 2008, 2009, 2010 and 2011. The annual work plan and budget for 2008 is included. A detailed work plan and budget for 2009 will be developed in the last quarter of 2008, together with a revision of the outputs and the same arrangement for 2010 and 2011.

The Advisory Group for the flagship publication, Regional Report on Women and Leadership (short working title) will have a strategic and policy-level role. It will approve 1) Progress Reports received from the Coordinator and Managing Editor of the report; 2) TORs for the Round Tables (national consultative meetings) and the International Conference on Report issue Papers; 3) Outline of the report and Issue Paper.



## **MONITORING FRAMEWORK AND EVALUATION**

Review of progress in implementing the R/GES will be a regular item on the agenda of the annual CoP meeting, with agreement on adjustments as necessary. Structured collective analysis and codification of learning from experience is to be developed as a skill for all members of the CoP in the course of these discussions.

The extensive baseline data collected by BRC<sup>7</sup>, will be consolidated into a monitoring instrument, as the foundation for the measurement of progress.

All Country Offices will be encouraged to develop gender-sensitive evaluation plans, and baseline data for each of the projects implemented under this strategy.

A full outcome evaluation will be undertaken in early 2010, in conjunction with the global evaluation of the COs GMI, which will take place during the same period. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Gender Analyst to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log (see annex 1), shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Gender Analyst to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

---

<sup>7</sup> Page 3, under Strategy, National Capacity development, b

- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Gender Analyst and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

**Quality Management for Project Activity Results**

*Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".*

**OUTPUT 1:**

<b>Activity Result 1 (Atlas Activity ID)</b>	<b>Short title to be used for Atlas Activity ID</b>	<b>Start Date:</b>	<b>End Date:</b>	<b>Date of Assessment</b>
<b>Purpose</b>	<i>What is the purpose of the activity?</i>			<i>When will the assessment of quality be performed?</i>
<b>Description</b>	<i>Planned actions to produce the activity result.</i>			
<b>Quality Criteria</b>	<b>Quality Method</b>			
<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. what method will be used to determine if quality criteria has been met?</i>			

---

## **VI. LEGAL CONTEXT**

This regional project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Governments participating and the United Nations Development Programme.



---

## VII. ANNEXES

### ANNEX I

#### **Suggested activities to integrate gender equality considerations into Focus Area programme and project planning**

1. The heart of the RBEC strategy is the development of national capacity to advance women's rights and gender equality as an essential path to the achievement of the MDGs, including but not only MDG3 on gender equality. The capacity development takes place principally in the context of UNDP's four focus areas of: poverty reduction and the achievement of the MDGs; democratic governance; conflict prevention and recovery; and environment and sustainable development.
2. While this strategy indicates broad areas of intervention with regard to the focus areas, the detailed definition of project activities is undertaken by country offices in the context of their own analysis of national needs. Many relevant activities are already ongoing, and several countries in the region have developed good practices which have been elaborated as tools and guideline. The overall intention is to build on these successful applied approaches to develop strong implementation mechanisms for gender equality across the region.
3. In accordance with both the GES and its own lessons learned and identified programme priorities, RBEC will focus on the development of national capacity in three specific "arenas" of action, across each of its four Focus Areas. Thus, RBEC will support national capacity to achieve the following three broad outcomes for each Focus Area:
  - a. **Participation of Women in Governance and Leadership:** Develop the capacity of women and women's organizations to participate meaningfully in governance processes across all sectors, including policy planning, reporting, monitoring and evaluation of policies, strategies and programmes, and especially in economic policy advocacy.
  - b. **Enhanced national policy-making and planning:** provide support for strengthened and more coherent government systems, plans and financial frameworks that advance women's rights and gender equality, including national plans, social service delivery and legal and security frameworks.
  - c. **Strengthened knowledge base on gender equality:** Develop and further use of gender-relevant expertise and data to achieve the above two points. This would involve strengthening national statistical offices, academic institutions, civil society organisations and various national and local communications channels to generate stronger understanding of the rationale strengthening gender equality

#### ***Democratic governance;***

4. Many countries of the region have undergone profound governance transformations since 1990. But despite the modernization of public institutions and the establishment of market economies, two formidable governance challenges remain across the region: (i) weak political interest in further reform, including weak, and in many countries still decreasing participation of women in public/political life

which is a reflection of inadequate efforts to promote inclusive citizenship and empower the excluded; and (ii) inadequate state capacity to implement reforms, and deliver public services<sup>8</sup>.

5. In light of this, country offices will support action to develop national capacity in the following areas, making selection among them according to local and national priorities:

- a. Participation of women in electoral processes, as commissioners, voters and candidates;
- b. Gender parity in all branches of government, especially the executive branch;
- c. Support for civil society organizations engaged in promoting and supporting gender equality. Building a platform for local expertise, dialogue and social/political change;
- d. Social service delivery to women, with particular emphasis on strengthening local governments for effective *local delivery of services to poor women* as a primary indicator of adequate safety nets and change in social relations; and
- e. Implementation of gender equality legislation. Compliance with international commitments and reporting obligations;
- f. Strengthen national, sub-regional and local level capacity to mainstream gender equality in government policies and institutions; and
- g. Support the integration of inclusive principles into mainstream government policy as well as the increased participation of excluded groups, especially women, in policymaking.

### ***Poverty reduction and the achievement of the MDGs***

6. The strong economic growth reported across the region since 1999 is reducing absolute poverty, even in the poorest CIS countries. Relatively large numbers of poor people are in fact found in middle- (as well as low-) income countries.<sup>9</sup> This underscores the importance of addressing relative poverty, gender and other inequalities, social exclusion, and regional disparities, even in the region's wealthier countries. Poverty rates are generally higher for women than for men; and children face greater risks of poverty than do their parents. On the other hand there is considerable regional and class-based variation: women in the new member states or in households with above-average incomes in the Western CIS or Kazakhstan are in a much better position than women in the Western Balkans or the CIS-7 countries. Rapid economic growth and falling national poverty rates are therefore no guarantee of sustainable, broad-based human development, economic security, or access to quality social services<sup>10</sup>. Rather, attention must be paid to the specifics of sub-populations within a given community

7. In light of this, Country Offices will develop national capacity within the following framework of intervention possibilities, in accordance with locally-defined priorities:

---

<sup>8</sup> Based on the RBEC Strategy, para. 30.

<sup>9</sup> World Bank data indicate that two MICs—the Russian Federation and Turkey—accounted for some 42% of all those living below PPP\$2.15/day in the region in 2003.

<sup>10</sup> Based on the RBEC Strategy, para. 19.

- a. Development and implementation of national plans, strategic frameworks and budgetary allocations that fully reflect women's role in the national economy, including at local government levels;
- b. Enhancement of women's access to economic assets and resources of all kinds (particularly land and credit) and development of their capacity to participate in policy dialogue at all levels of government;
- c. Assessment of the contribution of men's and women's unpaid labour to economic growth as a basis for stronger and more accurate national and local planning that reflects the actual situation more closely;
- d. Support to women's entrepreneurship and assessment of the impact of privatization on women;
- e. The impact of trade agreements on women;
- f. The impact of migration and trafficking on women and men; and
- g. Implementation of policies and programmes through increased participation of women's organizations to mitigate gender related vulnerability and address the impact of HIV/AIDS on women.
- h. The gender dimensions of HIV, especially as they related to sex work and labour migration.
- i. The gender dimensions of social exclusion, especially as they are related to women from vulnerable populations, such as ethnic minorities or people with HIV/AIDS;
- j. Supporting the production and analysis of poverty data that are disaggregated by vulnerability criteria (e.g., gender, ethnicity, age, health status, sub-national location) to help governments design and implement pro-poor policies.

***Conflict prevention and recovery;***

8. The above-referenced socio-economics and governance challenges have generated significant tensions in several parts of the region. In many cases these have combined with long-standing nationalist and ethnic rivalries that have been released by the removal of communist controls. Together these have generated volatile conflict and pre-conflict situations in some countries. There are also several zones that are susceptible to flood, drought, earthquake and other natural disaster, while infrastructural and administrative weaknesses give risk of crisis derived from shortfalls in the supply of energy, water or other resources. These tensions threaten human development, including progress towards gender equality, and tend to exacerbate gender-based violence.

9. Many countries in the region face risks and conditions associated with crisis prevention and recovery such as the potential for resource-based conflicts, especially related to water, a number of active conflict zones, as well as disputed territories and independence movements, political instability, ethnic tensions, etc<sup>11</sup>.

10. The R/GES will support country offices to implement UNDP's 8-Point Agenda for Gender Equality, with a focus on:

- a. The rapid post-conflict gender justice;
- b. Women's citizenship, participation and leadership;

---

<sup>11</sup> Based on the draft framework of Cooperation between RBEC and BCPR, p.2.

- c. Transforming post-crisis governance to work for women; and
- d. Strengthening of capacity of women including the participation of women to prevent, reduce, mitigate and cope with the impact of crisis and post-crisis situations
- e. Initiatives at local levels to reduce violence including gender based violence and provide support to affected women

### ***Environment and sustainable development***

11. The countries of Europe and the CIS face significant environmental challenges. These directly affect prospects for achieving a number of MDGs, and can have particularly severe effects on household incomes and public health, especially for the poor and vulnerable groups, including women<sup>12</sup>.

12. The R/GES will support country offices to develop national capacity to integrate gender equality considerations into all national environmental and climate-related plans, including finance mechanisms, with particular attention to:

- f. Enhancing women's access to and control over natural resources such as water, energy and land title
- g. Maximizing women's participation in environmental dialogue and debate.

---

<sup>12</sup> Based on the RBEC Strategy, para. 36.

## Project Risk Analysis and Risk Reduction

### RISK MANAGEMENT

A project involving such a broad scope of actors and covering a number of countries inevitably faces a set of risks that needs to be considered, and have a risk mitigation strategy in place. Different levels of project implementation involve different risks summarized in the table below. The last column summarizes the possible steps that can be applied.

The primary risks derive from the possibility that some stakeholders and actors (COs, governments, NGO sector) cannot or do not want to fulfil their obligations with regard to national/international gender legislation and documents, within the scope and time frame of the Project. Furthermore, local governments may refuse to co-operate on all the components of the Project. Potential alterations to the government /state structure are the overall context within which this project operates.

#	Description	Category	Impact & Probability*	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	No sufficient funds for the implementation of project activities	Financial	Medium/Low  I = 3 P = 1	Seek for a resource mobilization through other funds (BDP, BCPR, EU) Secure BRC track fund	Project Board	Kleijja Balta	July 2008	25.08.2008	N/A
2	Coordination problems when many partners on different levels are involved (BDP, RBEC, BRC, Cos, governments,	Operational, organisational	Low/Medium  I=3 P=2	In order to minimize this risk, the project needs an effective coordination mechanism throughout its phases. All project related responsibilities are to be set up in advance with	Project Board/BRC Gender Team	Kleijja Balta	August 2008	25.08.2008	N/A

	CSOs)				clearly defined coordination mechanisms both at the RBEC, BRC and COs level	Project Board	Kleilija Balta	July 2008	25.08.2008	N/A
3	Lack or absence of political will to prioritize gender on a Country Office level	Political		High/Medium I = 5 P = 3	The Regional GES 2008-2011 has been thoroughly consulted with the RRs and DRRs in the region		Kleilija Balta	July 2008	25.08.2008	N/A
4	Lack or absence of political will to prioritize gender and women's issues by the respective Governments in the region	Political		High/Medium I = 5 P = 3	More open and frequent consultations with relevant governmental counterparts held regarding the urgency and relevance of the gender issues on human development in general and on the other national priorities in particular	COs	Kleilija Balta	July 2008	25.08.2008	N/A
5	Political instability/ possible changes of governments structure discontinuity in Project implementation	Political/environmental		Low/Medium I = 2 P = 4	International community and donors lobby at relevant institutions for the acceptance and acknowledgement of the need to continuing with gender related activities.	Project Board/COs	Kleilija Balta	July 2008	25.08.2008	N/A

\* 1 – very low impact / probability

5 – very high impact / probability

### Definition of Terms Used

**GENDER** – “Refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group and age”

\* “Gender Mainstreaming: Strategy for Promoting Gender Equality Document” - August 2001 – Office of Special Advisor on Gender Issues and Advancement of Women.

**GENDER EQUALITY** – “Refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration – recognizing the diversity of different groups of women and men. Gender equality is not a “women’s issue” but should concern and fully engage men as well as women. Equality between women and men are seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development”

“Gender Mainstreaming: Strategy for Promoting Gender Equality Document” - August 2001 – Office of Special Advisor on Gender Issues and Advancement of Women.

**GENDER MAINSTREAMING** – “Mainstreaming a gender perspective is the process of assessing the implication 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”

Report of the Economic and Social Council for 1997 (A/52/3, 18 September 1997 – Chapter IV. Special session on Gender Mainstreaming

**WOMEN’S RIGHTS** – “The human rights of women and of the girl-child are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social and cultural life, at the national, regional and international levels, and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community.”

Vienna Declaration and Programme of Action, 12 July 1993. A/CONF.157/23. Paragraph 17  
[http://www.unhchr.ch/huridocda/huridoca.nsf/\(Symbol\)/A.CONF.157.23.En](http://www.unhchr.ch/huridocda/huridoca.nsf/(Symbol)/A.CONF.157.23.En)

**WOMEN’S RIGHTS** - “As defined in article 1, “discrimination against women” shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.”

“Convention on the Elimination of All Forms of Discrimination against Women” 18 December 1979.  
<http://www.un.org/womenwatch/daw/cedaw/text/econvention.htm#article2>

**WOMEN'S EMPOWERMENT** – “Women's empowerment has five components: Women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally”  
Guidelines on Women's Empowerment”. Document prepared by the Secretariat of the United Nations. Inter-agency task force on the implementation of the ICPD Programme of Action.  
<http://www.un.org/popin/unfpa/taskforce/guide/iatfwemp.gdl.html>

**WOMEN'S EMPOWERMENT** - “The concept of empowerment is related to gender equality but distinct from it. The core of empowerment lies in the ability of a woman to control her own destiny. This implies that to be empowered women must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), they must also have the agency to use those rights, capabilities, resources and opportunities to make strategic choices and decisions (such as are provided through leadership opportunities and participation in political institutions. And to exercise agency, women must live without the fear of coercion and violence.”

Task Force on Education and Gender Equality. 2005. *Taking Action: achieving gender equality and empowering women*. The Millennium Project. UNDG

**GENDER PARITY** - “Equal numbers of men and women at all levels of the organization. It must include significant participation of both men and women, particularly at senior levels. Gender parity is one of several integrated mechanisms for improving organizational effectiveness.”  
UNDP Gender Parity Action Plan 2007.

### **GENDER BASED VIOLENCE (GBV)**

“Gender-based violence is a form of discrimination that seriously inhibits women's ability to enjoy rights and freedoms on a basis of equality with men”. ... “Gender-based violence, which impairs or nullifies the enjoyment by women of human rights and fundamental freedoms under general international law or under human rights conventions, is discrimination within the meaning of article 1 of the Convention (CEDAW).

Committee on the Elimination of All Forms of Discrimination against Women – General Recommendation 19 (11<sup>th</sup> session, 1992).

<http://www.un.org/womenwatch/daw/cedaw/recommendations/recomm.htm>

“any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life”

Declaration on the Elimination of Violence against Women. General Assembly resolution 48/104 of 20 December 1993. – Article 1.

[http://www.unhchr.ch/huridocda/huridoca.nsf/\(Symbol\)/A.RES.48.104.En](http://www.unhchr.ch/huridocda/huridoca.nsf/(Symbol)/A.RES.48.104.En)

“any harmful act that is perpetrated against a person's will and that is based on *socially associated differences* between males and females'. As such violence is based on socially ascribed differences, gender-based violence includes, but it is not limited to sexual violence. While women and girls of all ages make up the majority of the victims, men and boys are also both direct and indirect victims. It is clear that the effects of such violence are both physical and psychological, and have long term detrimental consequences for both the survivors and their communities”

ECOSOC Humanitarian Affairs Segment 2006. “Addressing Gender-based violence in Humanitarian Emergencies” “Gender –based violence and the role of the UN and its Member States” [www.un.org/docs/ecosoc/meetings/2006/docs/Presentation%20Mr.%20Michel.pdf](http://www.un.org/docs/ecosoc/meetings/2006/docs/Presentation%20Mr.%20Michel.pdf)



**ENGENDERING PROJECTS** – Inserting gender concerns into project formulation and implementation phase. Materials from Regional Training of Trainers on gender Mainstreaming, 14-16 April 2008, Senec Slovakia -

<http://europeandcis.undp.org/intra/gender/show/14D1A2B5-F203-1EE9-BD72C3D863C59AF5>

## ANNEX IV

### **Project personnel ToRs**

1. Regional Gender Advisor
2. Gender Analyst
3. Research Assistant
4. Projects Assistant