

(Draft)

**Gender Mainstreaming Assessment Report
UNDP LESOTHO**

By

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DRAFT

- **BOS** **Bureau of Studies**
- **CEDAW** **Convention on the Elimination of All Forms of Discrimination Against Women**
- **CO** **Country Office**
- **CPD** **Country Program Document**
- **GEMSA** **Gender and Media in Southern Africa**
- **GM** **Gender Mainstreaming**
- **GOL** **Government of Lesotho**
- **GTTF** **Gender Thematic Trust Fund**
- **HR** **Human Resources**
- **M&E** **Monitoring and Evaluation**
- **MAWA** **Media and Arts Watch**
- **MCC** **Maseru City Council**
- **NES** **National Environmental Secretariat**
- **OVC** **Orphans and Vulnerable**
- **UN** **United Nations**
- **UNDP** **United Nations Development Program**
- **UNSG** **United Nations Secretary General**
- **UNV** **United Nations Volunteers**
- **USD** **United States Dollar**

PART ONE

1. BACKGROUND

Lesotho is a mountainous country covering an area of about 30,350 square kilo-meters. It is landlocked by the Republic of South Africa, with an estimated population of 2.2 million people. The country is classified as one of the 49 least developed countries of the world with a per capita income of USD 423 (2001). This figure shows that 68% of the population is living below the poverty line. In 2005 it was ranked 149¹ out of 177 countries on the UNDP Human Development Index. The country's land area is predominantly highlands with a limited natural resource base. Two thirds of the surface land area is highlands while only 10% is lowland, arable and suitable for agricultural production. The growth potential of the agricultural sector is therefore limited due to the scarcity of arable land. Agricultural productivity is affected by adverse weather conditions, serious soil erosion and poor land tenure system. Compounding the situation is over cultivation and overgrazing patterns. Lesotho is therefore classified as a subsistence agricultural economy. Among developmental challenges that Lesotho faces lies the triple threats of HIV and AIDS, poverty and food insecurity.

The situation of women in Lesotho is characterised by gender inequalities as a result of patriarchal system, socio-cultural and legal norms that define women as minors. The position of women as perpetual minors has an impact on their access and control over productive resources, representation in positions of power and decision-making, particularly over their sexual and reproductive health rights. As a way of responding to these inequalities, the Government of Lesotho adopted a Gender and Development Policy (2003) thereby providing a policy framework within which gender should be mainstreamed in development. The policy commits government to ensure that all sectors of development take into account and address gender inequalities that permeate the make-up of Basotho society. In addressing issues of gender equality, the policy re-affirms the government's commitment to decentralization of services to the poor especially the marginal groups who do not afford to access services. This policy pronounces government's strategy to development and it is an affirmation and commitment to addressing gender inequalities. These inequalities cut across the social, legal, cultural, economical and political spheres. The policy puts forth strategies to promote gender equality in the public and

¹ 2005 UNDP Human Development Report

private arenas. The policy undertakes to ensure gender equality in all sectors of development and commits Lesotho to undertaking measures that promote equal opportunities for men and women and boys and girls. It outlines strategies for a collaborative partnership between government, commercial, and civil society sectors to harmonize efforts that will address gender inequality in their programs. This policy calls for removal of all barriers (constitutional, institutional, legal, and socio-cultural) through enactment of laws, setting up of structures, coordinating efforts that will increase education, training and awareness-creation in Lesotho. However, being a fairly new policy, (adopted in 2003), its implementation and popularization has not as yet been fully effected.

In addition to policy development, Lesotho has also embarked on legal reform processes that have resulted in the development of the Married Persons Equality Bill (2000) and Land Bill 2000. When they are enacted into laws, these Bills will bring about legal equality between men and women and will enable married women to among others, register land in their own names. Despite attempts by the Lesotho Government to tackle issues of development and transformation of the economy, gender issues and the legal position of women remain by and large in the margins and thereby continuously undermining various efforts that are geared towards improving the livelihood of the nation. In particular, many problems that are experienced by women are gender inequality-related and need to be addressed if meaningful development is to be achieved. Legal problems that women are faced with are cross-cutting and touch on issues of health rights, economic rights and access to vital services.

UNDP is committed to promoting gender equality as illustrated by its policy pronouncements in *Gender Equality: Practice Note (2002)* and *Transforming the Mainstream: Gender in UNDP (2003)* policy documents. At the beginning of 2005, UNDP Lesotho received funds from the Gender Thematic Trust Fund (GTTF) to implement a Gender Mainstreaming Project that focuses on strengthening UNDP's gender mainstreaming capacities for the delivery of programmes that promote gender equality. To date, two training workshops have been held for staff members at all levels including management, program, operations and support staff. The training workshops were intended to build capacity that will enable Country Office staff members to ensure mainstreaming of gender concerns in all programmes and operations. The spill-over benefits will enhance capacity that will enable program staff especially, to engage in proactive policy

advice with stakeholders and partners on gender mainstreaming. In September 2003 UNDP published a report titled "*Transforming the Mainstream: Gender in UNDP*," This report examined progress made in mainstreaming gender in UNDP. It identified major challenges drawn from UNDP experience and makes recommendations for addressing gender gaps in the development programs and UNDP operations. This policy points out that full commitment of the organization, particularly by senior management, capacities and resources are critical to attainment of gender equality. As a follow up to its corporate response to this report, and in line with the executive board decisions of 2004, UNDP has developed a Corporate Gender Strategy and Action Plan. UNDP opted to pursue the goal of gender equality and women's empowerment through mainstreaming gender across its core practices rather than establishing a separate practice area for gender equality.

Beginning of 2005 the Corporate Gender Strategy has been developed to ensure that UNDP policies and programmes are fully in line with this objective in a consistent and institutional manner. Fundamental to this project has been intensive training of UNDP staff on the definition, concepts and principles of gender mainstreaming and the importance of maintaining a gender balanced Country Office programming. The project is designed to develop awareness of assumptions and perceptions regarding gender balance and a gender sensitive work environment. As a basis for institutionalising gender into UNDP programmes, it was crucial to undertake a gender assessment of UNDP programmes to ascertain the extent to which gender issues reflect in CO programmes. A follow up action in the form of program specific gender-mainstreaming strategy will be undertaken to implement recommendations of the assessment for individual programs.

2. INTRODUCTION

In September 2005, an assessment of gender mainstream for UNDP Lesotho was undertaken for all Country office programmes and projects . In this report the findings of the assessment are presented. The objectives of the assessment exercise are as follows;

- Determine the extent to which UNDP has integrated gender into its programs, projects and operations and to identify gender gaps for which strategies would be developed to address them.
- Review UNDP's on-going and inception programs and to assess the extent to which gender concerns have been taken into account .
- To make recommendations on **how** gender can be integrated into the program design, implementation, monitoring and evaluation.
- To inform development of a gender-mainstreaming strategy for all programmes.
- To inform development of a gender mainstreaming Tool-Kit for Lesotho with vital information for all staff members

This assessment has provided a profile and a holistic analysis of the status of gender mainstreaming within UNDP CO and provides a basis for integrating gender into program, operations, organizational culture and in all activities and strategies pursued by the CO in pursuance of its stated goals and aspirations. Overall, the exercise informs the necessary action(s) and strategy that need to be taken by the country office in pursuance of embracing gender equality as a work ethic. The assessment entailed documentation analysis and desk consultations with program managers responsible for the following programs; governance, environment, poverty reduction and HIV and AIDS. The assessment was initially intended to focus on on-going programs but it became strategic to include inception projects. As one of the first activities of implementing gender mainstreaming in the CO, this gender assessment will be used as a tool to reflect the collective status of gender mainstreaming in all areas including program and operations at different levels of the organization.

The main findings of the assessment indicate that UNDP Lesotho Country Office programs are generally 'silent' about gender issues in their design as reflected in the program documents. Overall, the program documents have **not** explicitly articulated gender concerns (in sufficient and convincing detail) and how such issues could and would be tackled to provide a gender balanced programming. Programs were found to be at different levels in

their attempts to integrate gender issues into their sector focus. This was despite a stated commitment and leverage provided by the UNDP Gender Mainstreaming Policy Document, Gender Balance in Management Policy 2003-2006 Document and through stated commitment reflected in documents such as the Country Program Document (CPD), UNCT Common Country Assessment report and other policy documentation that affirms gender equality as a UN and UNDP stated priority.

Despite ‘the silence’ on integrating gender into program design, the assessment identified a number of opportunities that could be seized in the implementation, monitoring and evaluation in order to bring about gender balanced programming. The opportunities are largely at program implementation level and on structuring inception programs that have not yet taken off. Another opportunity is capacity building that has been initiated by the agency on all its staff members, members of the expanded theme group on gender and collaborating partners.

3. METHODOLOGY

This assessment was guided by use of operational guidelines which outlined the programs to be assessed and the documents to be reviewed. The methods used for this assessment were a combination of desk consultations with officers in charge of programs and documentation review of on-going and some of inception UNDP project documents. The table below illustrates the programs visited and documents reviewed.

1. Environment On-going	2. Governance On-Going	3. HIV and AIDS On-Going	4. Poverty Reduction On-Going	5. Other On-Going
<ul style="list-style-type: none"> • National Capacity Self Assessment (NCSA) • National Bio -Diversity Strategy • Renewable Energy - Based Rural Electrification <p>Inception Programs</p> <ul style="list-style-type: none"> • Support to Institutional and Capacity Strengthening of the Tourism Sector in Lesotho • Promotion and Preservation of Lesotho’s Natural and Cultural Heritage • Capacity Building 	<ul style="list-style-type: none"> • Long Term Expertise Support to the Office of the National Assembly • Capacity Building for Effective Local Governance • E-Governance <p>Inception Programs</p> <ul style="list-style-type: none"> • Measures to counteract Violence Against Women and Children (One Stop Centre) • Community Protection and Support for OVC 	<ul style="list-style-type: none"> • Scaling up the response against HIV/AIDS through support to institutional mechanisms for coordinated and sustainable delivery 	<ul style="list-style-type: none"> • Strengthening National Capacities to monitor Poverty Reduction Interventions and Progress Towards the Achievement of the Millennium Development Goals 	<ul style="list-style-type: none"> • Country Programme Document (CPD) • UNDP Gender Policy • Human resources guiding document • Communications Strategy <p>Inception</p> <ul style="list-style-type: none"> • UN Habitat Sustainable Maseru Program

3.1 Documentation Review

To determine the extent to which programs had integrated gender in the program design, implementation and monitoring and evaluation, review of the above documents entailed the following;

- Identifying key gender issue (s) in that sector and how the issue(s) is being addressed
- Assessing the extent to which supporting arguments (especially in the background or situation analysis) justify taking a gender approach as well as use of sex disaggregated data to show discrepancies and gender gaps
- Possible entry points for action (opportunities to address gender issues inherent in that sector)
- Articulation of how M&E would be done to address the gender gaps

To facilitate, a structured assessment, the following questions served as a checklist to guide documentation review;

- Is the document considered a key document for the program unit? Why?
- Does the document provide information on gender? What is it? Is it an ‘add on’ or integrated consistently throughout the document ?
- Does the situation analysis indicate the gender disparities in this area?
- Does the document represent the views and experiences of men and women? Does the document use gender sensitive language?
- Which approach does the document incorporate: mainstreaming for gender equality; women’s empowerment; masculinities approach; gender ‘neutral’ programming?

For program documents: are objectives, strategies, activities and results defined in a gender specific manner? Do these serve the interests of men and women equally?

- Has the budget specified resources for gender?

- Have gender-related priorities been identified: e.g. target groups, beneficiaries. Are gender-related results and indicators specified? Is there sex balance in participation?

3.2 Desk Consultation

In addition to documentation review, the assessment entailed;

- Obtaining an in-depth appreciation of the program from officers in-charge of the program
- Identifying missed opportunities in the design for GM which could still be pursued for implementation
- Identifying possible challenges for GM in the program
- Working out a strategy for implementation of GM to program

4. FINDINGS

UNDP (globally) has outlined a clear policy framework for integrating gender in its programs and operations. Even though staff members acknowledged existence of the gender policy, its articulation and actual implementation was found to be weak. This was illustrated by the ‘silence’ and lack of consistency in articulating of gender concerns in the program documents. However follow up desk consultations revealed that in terms of implementation, most programs were not as gender blind as they seem to appear on paper. What remains as a challenge is to reflect what is happening on the ground in the program documents to facilitate systematic and focused monitoring of GM. This assessment has highlighted therefore a requirement for making gender equality more explicit in program documents to facilitate coordination. Generally, attempts to reflect gender concerns in program activities differed from program to program and have by and large been informed by sector context and priorities.

In addition to UNDP specific program documents, commitment to addressing gender concerns by the UN has been reflected in the **Country Program Document (CPD)** that reaffirms UNDP’s commitment to gender as a national priority. However arguments for gender equality as an ideal to be pursued by the UN need to be strengthened in order to give a necessary guidance to program implementation and coordination. UNDP is making preparations to support Ministry of Gender, Youth, Sports and Recreation to set up a ‘One Stop Centre’ as a direct measure to counteract violence against women. Through this program, the agency will be dealing with a gender specific concern that will in the long-term set a pace on how gender norms

are to be integrated within the organization and between the agency and stakeholders.

COUNTRY PROGRAM DOCUMENT

'The Country Program Document is based on the priority needs of the country identified in the revised Common Country Assessment of the Kingdom of Lesotho 2003 currently being developed in the face of Lesotho's rapidly changing development, social and political context. It is informed by the Administrator's Business Plan, the country's reform agenda (Spelled out in the Vision 2020 and PRSP Documents currently being finalized), and the Country Offices' response to the UN mandate on the Next Step for Action in Southern Africa (April 2003) issued by the UNSG Special Envoy for the Humanitarian Needs in Southern Africa',²

This document has provided a context for UNDP program support in Lesotho. It sets out program focus that UNDP will pursue in line with the country's priority development issues. Highlighting gender disparities at CPD level is critical because it would have paved a way for program response and agenda setting for UNDP. In the situation analysis section, the document provides a context within which cooperation with the kingdom of Lesotho is based. The document has made specific reference to gender and women's rights issues being a concern in Lesotho especially as they relate to sustainable democratic stability and to economic growth. However, the document is silent about gender mainstreaming being a policy undertaken by UNDP and therefore has not sufficiently paved a way for UNDP Lesotho to put gender at the centre stage of its programs. The net effect has been general absence of integration of gender concerns into all the program priorities and therefore a gender-blind CPD document. It is critical that the CPD should set the stage for integrating of gender into programming. The Strategy might be to highlight the gender concerns that Lesotho is battling with, such as disproportionate prevalence of HIV and AIDS amongst its population and the effect this has on poverty, education and human development in general.

GOVERNANCE

Governance is one of the three thematic areas and a key sector that UNDP pursues under the revised CCF (2003) along with Poverty Reduction, and Environment and Food Security in its cooperation with Government of

² Country Programme for the Kingdom of Lesotho (2005 -2007) pp2

Lesotho. Governance is a major policy priority and a vehicle program directing UNDP strategy to 'core-streaming' and focusing its programs and operations to combat HIV and AIDS and transformational leadership. It is through the Governance thematic area that UNDP centralizes leadership for development as its priority strategy in attainment of human development in Lesotho.

Under the governance program, three on-going projects were assessed, namely the e-Governance for Parliamentary Capacity Strengthening, Support to the Speaker of the National Assembly and Capacity Building for Effective Local governance. In addition, the following inception programs were assessed; Measures to counteract Violence against Women and Children (One Stop Centre) and UNV project on Community Protection and Support for Orphaned and Vulnerable Children.

E-Governance Program

'This project will continue on the Country office process of strengthening the oversight role of parliament as the country strives to build on the gains of the general election of May 2002, by focusing on increasing the use of Information and Communication technologies (ICT) in the supporting Parliament as it tackles the major development issues facing the country.

UNDP supports the Parliament through e-governance specifically aims at (a) considerable increase in the use of ICT facilities (b) increasing the transparency of Parliamentary process and citizens' participation through access to electronic information by the media and members of the public.

The overall impact will be to build the capacity of Members of Parliament to play their oversight role in a conservative manner while consolidating the reform process now underway'³.

This program is providing an opportunity for surveillance on how Information Technology can be used to promote good governance.

Although it has not articulated how gender issues will be tackled, it presents opportunities for mainstreaming gender by offering access to information.

Use of this facility can be optimized by determining *pro rata* use of the facility. Careful monitoring can unveil gender concerns and give rise to further analysis on the dynamics of gender and political representation. For instance, Out of the sixteen computers provided by UNDP, is there proportionate use? What are the computers used for? Are the computer

³ United Nations Development Programme; E-Governance for Parliamentary Capacity Strengthening in Lesotho pp1

networks used for obtaining information (internet) or mainly for communicating? (E-mail) The potential is high for widening MPs horizon on all developmental issues including gender. The document does not provide the guidelines for use monitoring, how will program managers determine the profile of users and frequency of use? This is critical because access to facilities might be restricted by additional gender roles that MPs assume after parliamentary sessions and thereby compromising an opportunity to broaden knowledge.

Support to the Speaker of the National Assembly

'Under UNDP's wider support to the Kingdom of Lesotho within the area of Governance and specifically to the Parliament of Lesotho, this project seeks to provide the Office of the Speaker of the National Assembly with the technical expertise and capacity building, through the provision of an expert for a six month period of time'.⁴

Capacity Building for Effective Local Government

'The program aims to support the efforts of the government and people of Lesotho to consolidate the democratic gains made over the recent past and to design the support mechanism and the strategies needed for the effective implementation of the government's decentralization program.

The main objective of the project will be to support the Lesotho Government following the local election of April 2005 in: (a) the attainment of the HIV and Aids competent communities in Lesotho; (b) the decentralization process; (c) the Ministry of Local Government and Local Authorities monitoring and evaluating activities. Key activities will include support to the Ministry of Local Government to mobilize committees in scaling up the national response to HIV and AIDS at the community level, provision of the necessary training to the Councilors in planning, budgeting and related administration in preparation for effective performance of their mandate as the people's elected representatives as well as the development of Monitoring and Evaluation systems. The overall result will be to consolidate the country's democracy through strengthened local government structures and to contribute towards attainment of development goals as articulated in the long term National Vision and other development policy documents'.⁵

⁴United Nations Development Programme; Long Term Expertise Support to the Office of the Speaker of The National Assembly, pp1.

⁵ United Nations Development Programme; Capacity Building for Effective Local Government, Summary.

This assessment found that all the three on-going project documents were silent about the present gender challenges around governance and what benefits would be derived if gender balance was attained. There were **no** supporting arguments to advocate for a gender balanced decision-making and why it would advance development, nor was there justification for addressing systemic barriers that create an imbalance in political representation in Lesotho. The situation analysis would have provided an opportunity for arguments in favour of gender-balanced decision-making. The program documents did not articulate specific strategies that would be geared towards minimizing the gender gaps in this sector. The findings in this program indicate the following;

- Missed opportunity in the situation analysis in terms of providing imbalances in representation and therefore justification for GM strategy
- The program document did not link prior UNDP support to GM in the promotion of women in decision-making and prior support to gender consciousness among members of women parliamentarians. For instance the past UNDP support to formation of Women's Parliamentary Caucus in Lesotho
- The document did not raise issues of unfavourable socio-legal position of women who are at present legal minors which fact makes it difficult for formal balanced decision-making to take place. The challenges of attaining **gender-balance** in governance especially in politics were not highlighted. Use of sex disaggregated data especially figures from the National Assembly of majority male and minority female representation would have strengthened the arguments. Support to the Parliamentary Reform Process did not specify an audit on how the committees are constituted. For instance who makes up the Parliamentary committee on gender? What capacity needs do they have? Is there room for gender training in order to enhance the MPs oversight role? Other select committees in Parliament, Is there an attempt to integrate gender in the Parliamentary agenda?
- The Local Governance Capacity Support document did not problematize capacity needs of women counsellors (especially) who are in the spot-light because of the legislated a quota system that has brought 52% majority women in power. Women's capacity challenges in decision-making raises gender dynamics as they are entering a sphere that was initially a male domain. The document did not raise challenges of attainment of gender parity in representation

and therefore rationalization of capacity building to address gender balance in governance.

- UNDP GM policy or organizational commitment was not reflected in the documents

In all the three on-going programs there was no analysis and consistency or

- Arguments advocating for integration of gender and gender issues into decision-making, implementation and M& E
- Arguments in favour of balanced and equitable participation and representation and why it is important
- Arguments for support to governance that will highlight systemic barriers that generate unequal representation
- Use of sex disaggregated data to support strengthening of support (statistics point to gender gaps)
- Supporting governance that meets the needs for both men and women (the needs and issues are not necessarily the same)
- Capacity building that incorporates gender issues

Despite the challenges identified above, there were opportunities identified with all three projects, for instance the e-Governance project offers an opportunity through the use of ICT for broadening MP's understanding of critical issues including benefits of inclusive democracy and gender equality. There is another opportunity availed by in-build capacity in all the three programs to include GM as a critical component of the training. The program which avails ample opportunity for GM is the capacity building support to Local Government processes. This is an opportunity because local governance is a fairly a 'new' concept since the early 1960's in Lesotho and its re-introduction is attempting to close the gender gaps in politics and decision-making. Gender mainstreaming training is therefore recommended in all the three projects especially those that are geared towards supporting the Parliamentary Reforms and on Capacity Support to Local Governance in order to harness the spirit of gender equality that earlier UNDP support had helped re-kindle.

The contrary situation was however noted with respect to inception programs. For instance the UNV program for Community Support to OVC has contextualized OVC as a gender issue in that the bulk of care work for OVC is predominantly assumed by women and therefore pointing to inequality in the care offered to OVC. This report also points to particular hardships faced by female OVC such as challenges of dropping out of school to assist with care-work. All in all the document has posed arguments for this program to tackle OVC protection and support bearing in mind the gender inequalities surrounding OVC in Lesotho. The inception program focusing on measures to deal with violence against women is an attempt by UNDP to undertake a specific program that addresses a specific gender issue. This is a good practice, because by undertaking this program, UNDP is demonstrating a programmatic action to address a gender injustice area. This project has articulated in the background and justification the rationale for UNDP support in this area. Although brief, the document has attempted to give a context to program support for counteracting violence against women. By supporting this program, UNDP is setting a good practice for integrating gender into its programs and will also directly work with a government department charged with GM mandate. This program will present an opportunity for cross fertilization of ideas between UNDP and the Department of Gender.

ENERGY AND ENVIRONMENT

Under the Energy and Environment Program, the following on-going programs were assessed; namely, the National Capacity Self Assessment and Renewable Energy -Based Rural Electrification .

The National Capacity Self Assessment

'The purpose of this project is to conduct a comprehensive assessment, including an in depth analysis, of Lesotho's existing capacities constraints, needs as well as opportunities as she works to meet her global environment management obligation in accordance with the Rio Convention and related international instruments. Priority capacity strengthening strategies and activities will also be proposed to address the emerging capacity issues'.⁶

The Renewable Energy -Based Rural Electrification program

⁶ United Nations Development Programme Lesotho, National Capacity Assessment Brief Description.

'This program aims at reducing Lesotho's energy related Carbon dioxide emissions by promoting renewable and the low GHG technologies as a substitute for the fossil fuels utilised in the rural areas of the country. The activities proposed in the project are designed to remove barriers that hamper the wide-scale implementation of renewable of renewable energy technologies. The projects will assist in the development of renewable energy market in the remote rural areas of the country and facilitate the use of renewable energy for productive uses'.⁷

Generally, the project documents for the environment program provide a good background to the link between environment and development and justification for UNDP intervention for sustainable development. However, there are limited arguments linking environmental preservation, management and control to challenges of gender gaps in this sector. As a result, there is noted general gender-blindness in the manner in which the two programs were designed. The Energy-Based Rural Electrification Program did not highlight gender related benefits to be derived by introducing rural electrification to a sector of the rural population who are predominantly adversely affected by use of bio-energy.

The program documents have not spelled out how environment as a sector **impacts** on the lives of boys and girls, men and women as a result of the roles they play in society. Projects that are addressing sustainable land use for environmental preservations have fallen short of highlighting **access** to productive resources as an environmental issue. The project documents show that arable land is estimated at 10% in Lesotho (and that it is getting depleted as a result of unfavourable land use practices and soil erosion). However, analysis has not been made of who is accessing land, given that married women can not own or register immovable property in their names as a result of their legal minority status? Analysis of the legal situation of women has not been problematized with the implications of lack of access to productive resources for sustainable development? Further, a nalysis had not spelled out that men and women interact with the environment differently. Sex disaggregated data has not been used to highlight the gender gaps in this area.

⁷ Renewable Energy -Based Rural Electrification in Lesotho - United Nations Development Programme/ GEF Project Proposal, Lesotho Project Brief, pp1.

In these two projects, the mode of assessment was based on the gender issues that surround environment as a sector, namely that sustainable environment is dependent on equal involvement and management by men and women, boys and girls and differing and valued knowledge by both sexes as a result of different roles they play in society. The situation analysis which provided arguments for linking sustainable development with good environment policy framework, practices and management could have integrated gender concerns in this sector and thereby providing a space for mainstreaming gender in the design, implementation, monitoring and evaluation of the two programs.

Despite the Lost opportunities in the program design, there is still room for integrating gender concerns in the implementation of the programs. In addition, monitoring systems could still be designed to pick up gender issues that emerge in these two programs. For instance, the National Assessment Program supports recruitment of an environment specialist consultant to work with NES in the assessment of Lesotho's readiness to implement international instruments for environmental protection. There could be a built-in requirement for the consultant to have additional GM skills as an added advantage to ensure that gender issues are not left behind. This requirement would ensure that the assessment takes into account gender issues in the environment management and compliance to international commitments.

Opportunities were also noted in this program for implementation to embrace gender issues and also to provide GM training to partners. With respect to inception programs; the following programs were assessed; Capacity Building and Knowledge Management for Sustainable Land Management in Lesotho, Support to Institutional and Capacity Strengthening of the Tourism Sector in Lesotho and Promotion and preservation of Lesotho's Natural and Cultural Heritage. The inception projects have similarly been designed without conscious regard to gender mainstreaming as a UNDP priority and the resultant effect is that gender concerns were not articulated and brought out to the surface. However, because the programs have not taken off, attempts will be made to bring out gender issues in the design in order to facilitate vigilance in the program implementation, monitoring and evaluation.

HIV and AIDS

Assessment was also made of the Scaling up the Response against HIV and AIDS through Support to Institutional Mechanisms for Coordinated and Sustainable Delivery Program. The overall objective of the Programme is to support scaling up the national response to HIV and AIDS for Lesotho to reach its three strategic imperatives: i) That Basotho who are HIV positive live longer and better lives; ii) That all Basotho who are HIV negative remain negative; and iii) That all Basotho live better lives.

The findings show that this program made an attempt to show HIV and AIDS as a gender concern and did make an attempt albeit to a limited extent to integrate gender into the program design. The findings point to the following;

- Situation analysis does provide sex dis-aggregated data and poses the gender dynamics of HIV and AIDS although further analysis would have been more useful.
- The scaling up process and social mobilization is offering opportunity to integrate gender into program work.
- The situation analysis has not adequately highlighted a link between gender and HIV/AIDS by bringing out challenges that make prevention of infection amongst women and girls difficult. Other linkages between HIV and AIDS and gender could have been highlighted such as vulnerability of women to the high prevalence of violence against women and the gender roles that places the burden of care-work predominantly on the shoulders of women. In addition, challenges of inheritance and property dispossession disproportionately affecting women and girls were not highlighted. As a result of this lack of analysis, gender was not integrated fully in the program document.

POVERTY REDUCTION PROGRAM

Under the Poverty Reduction Program, the assessment focused on the Strengthening National Capacities to Monitor Poverty Reduction Interventions and Progress towards the achievement of Millennium Goals Project. *‘The program intends to provide selective strategic support and facilitation for effective monitoring of national level process including the Socio-economic Database. The project beneficiaries include the Ministry of Financial and Development Planning, and the relevant Line Ministries, particularly Education and Training, Health and Social Welfare,*

Agriculture and Food Security, Employment and Labor and relevant Non - Government and Civil Society Organizations'.⁸

The findings revealed the following observations regarding the Poverty Reduction Program design;

- This program starts off with good arguments on the gendered aspect to poverty. The document sets a tone that there is an interface between poverty and gender inequality. It makes inferences that when gender inequalities are not addressed, poverty will be difficult to address. Enhancement of gender equality reduces poverty for both men and women thus improving the efficiency and production capacity of the nation as a whole. When poverty is not put on the gender equality agenda, full attainment of gender equality cannot be fully achieved.
- The arguments are however not maintained throughout the text. Therefore there has not been consistency of integrating gender throughout the whole document.
- Supporting sex dis-aggregate data was not used to substantiate and strengthen the arguments made on poverty being gendered. Good arguments are made which make a link between high levels of poverty to female headed households. Use of sex disaggregated statistics would have further strengthened the analysis.

There was also a missed opportunity to use examples of legal minority status and women's lack of productive resources as some of the contributing factors to gender poverty. Lack of access to land could have highlighted some of the challenges that make poverty a gender issue. The document was also silent on the legislative and social barriers that women are faced with in accessing productive resources.

Overall, the way issues of gender were presented in the beginning of the program document sets a good illustration on how the rest of the programs could have articulated sector specific gender concerns. However failure to maintain a gender analysis throughout the document sets limitations for implementation and monitoring and evaluation of the program in a manner that promotes gender equality.

UN HABITAT SUSTAINABLE MASERU PROGRAM

This is an inception program which seeks to create and support local authorities in Maseru City Council and build capacity within MCC by

⁸ Strengthening National Capacities to Monitor Poverty Reduction Interventions and Progress towards the Achievement of the MDG's, pp1.

initiating broad-based stakeholder participation in urban development and management. The program also proposes capacity building on leadership and participatory planning. Similarly this program has not linked urban governance with any of the gender issues that surround urban housing and governance. The arguments could have been enriched by linking institutional and structural challenges posed by heavy migration patterns of women from the rural areas in search of jobs in the garments industry. Similarly, support to MCC would directly benefit the women councilors whose presence has been largely as a result of measures to promote women in governance and decision-making. Like all the other inception programs, there is an opportunity to develop a program specific strategy to integrate gender issues in to this program.

OPERATIONS

'The goal is to achieve a 50/50 gender distribution in UNDP by 2010 in all positions in the professional category and above, overall and at each level, including posts at the D-1 level and above, including ASG level posts, as per UN Secretariat ST/A/1999/9. This goal applies to UNDP overall, to every Bureau and office, and at each level or band. Gender targets apply to all categories of staff and positions, including ALD and National officers, and irrespective of the type or duration of staff appointment, the series of the staff rules under which the appointment is to be given (100,200, or 300 series), or the source of funding'.⁹

The guiding documents for determining the level of gender mainstreaming were the Human Resources Strategy June 2004 and the Gender Balance in Management Policy Document 2003-2006. The human resources strategy has been formulated to provide a framework within the six pillars of human resources support. These are talent management, recruitment, selection, deployment, organizational development, performance management, learning and knowledge management as well as staff services. The HR Strategy document has not highlighted gender parity as a priority within UNDP and how that parity will be achieved. The HR strategy is also silent on how the agency intends to transform the work environment and organizational culture that promote equality of opportunities. The Gender Balance in Management Policy 2003-2006 provides an agency framework for attaining gender parity in all positions in the professional categories and above. It sets out special measures for filling and promotion to positions at

⁹ Gender Balance in Management Policy (2003 -2006), pp1.

the professional level and above. This document points to UNDP and UN commitment to re-doubling its efforts towards the goal of 50/50 gender distribution in all categories of posts within the UN system. This document directs national offices to up-scale efforts to attract under-represented gender in the UN and calls for special efforts to attract women incumbents. While this document is critical for ensuring implementation of gender mainstreaming within UNDP, there is a need for harmonization of undertakings provided in this document with the human resources strategy which is altogether silent about bridging the gender-gaps within UNDP Lesotho.

COMMUNICATIONS STRATEGY 2005

'The communications strategy spells out the role of communication in the overall goal of UNDP Country office interventions in its implementation of PRSP and the Vision 2020 and its efforts to achieving the MDG's. It sketches a strategic procedure and action in enhancing the work of UNDP and raising the profile of UNDP Lesotho in the country and among international communities. The strategy outlines the course of action on how communication is to enhance the image of UNDP in its efforts to accomplish its vision and specific goal. The overall objective for the communication strategy is to document and disseminate all the achievements and lessons learned by the country office in its efforts to accomplish its goal of improving governance capability to respond to development challenges of HIV and AIDS, Poverty and sustainable environmental management in the context of the PRSP'.¹⁰

This document sets out a strategy to be adopted by UNDP Lesotho for communication within the agency, between UNDP and sister agencies and also between UNDP and collaborating stakeholders. While this document clearly articulates UNDP's approach to communication, the document does not outline strategy on communicating policy positions taken by UNDP. This could have provided a framework for information, for regulating information and for policing any communication that does not embrace agency values and commitments. The framework would also provide guidance and information on how UNDP intends to tackle gender mainstreaming as a strategy for human development. In the introduction

¹⁰ United Nations Development Programme Lesotho, Communications Strategy 2005, pp1

section, it could have been helpful to high-light gender equality as a priority policy issue. The strategy would have been stronger if it had stipulated UNDP's policies (including gender policy) in achieving sustainable development. Under Communications Action Plan the strategy should be to include development of a Gender Tool - Kit as one of the action points. For instance, this strategy should clearly stipulate that UNDP Lesotho undertakes to ensure that as much as possible, all communication and information generated within the agency is gender balanced and incorporates views of both men and women.

UNDP Lesotho has placed coordination of gender issues and the position of a gender focal point within the communications department. This is a strategic move, and a starting point for engendering communication and information- provision within UNDP. Communication and information are a critical component in any organization as they provide an image and profile of how an agency is perceived within and outside. By placing coordination of gender mainstreaming within this department should give priority for transformation of the communication and information systems within UNDP. A careful gender audit of how communication and information are generated is critical in order to avoid reproduction of information that perpetuates gender stereo-types and information that is gender imbalanced.

UNDP information office should make a deliberate attempt to work more closely with like-minded information and media networks in the country. More efforts should be made to liaise with civil society communication networks like Media Institute of Lesotho (MISA) Lesotho, Media and Arts Watch (MAWA) and Gender and Media in Southern Africa GEMSA. These three networks are currently making attempts to transform the media by integrating gender in the policies and implementation. Closer collaboration with these networks will also provide a space for interaction with civil society networks and cross fertilization of ideas on gender mainstreaming.

5. CONCLUSION

This assessment has found that despite existence of gender mainstreaming policy framework within UNDP Lesotho CO, application of guiding principles largely remains a challenge. Despite the general silence of gender issues in the project documents, since the GM exercise within t he CO was accompanied with staff training, the assessment found willingness among staff members to embrace the strategic changes that will ensure effective

gender mainstreaming. On the whole, program staff was open to apply GM framework that was introduced in the training and showed willingness to integrate gender issues in the implementation and monitoring of the on-going programs. There is opportunity presented by inception programs to integrate gender into new programs that UNDP will be undertaking. A good practice has been noted in the inception program intended to address violence against women and children. This program also presents an opportunity for UNDP to collaborate with the Ministry of Gender, Youth, Sports and Recreation, a government department which has an overall responsibility for coordination of gender mainstreaming.

PART TWO

Proposed Strategy for Mainstreaming Gender into UNDP Programs, Operations and Communication

UNDP Lesotho is committed to providing an enabling environment for sustainable gender equality and equity through gender skills enhancement for gender sensitive programming and policy advice. In pursuance of the priorities of the UN and UNDP, to ensure equal and sustainable development, we, in our personal and professional capacities, commit to ensure that our development projects and programmes address the specific needs of women, men, girls and boys of Lesotho. We will transform our work culture; build staff capacity and competencies to ensure that through a team-based approach, we achieve gender equality in Lesotho.

The New Oxbow Declaration of Commitment on Gender Equality for UNDP
Lesotho September 2005

1. INTRODUCTION

Proposed Strategy for Mainstreaming Gender report forms the second and concluding part of the Gender Mainstreaming (GM) assessment exercise. The proposed strategies are recommendations made in response to challenges that were identified in the on-going and inception project documents availed for gender mainstreaming assessment. This report therefore should be read and applied within the context of the gender gaps identified in part one of the GM assessment exercise. The strategies outlined in this report, are organized within a logical framework that addresses key issues inherent in any strategic planning tool. These are; a **goal**, what is expected to be achieved in developing the strategy, **objectives**, what specific challenges and gender gaps have been identified in part one of the gender mainstreaming assessment. A number of strategies will therefore be suggested to address the gender gaps identified. Each strategy is accompanied by suggested **activities or lines of action** to be undertaken to address the gender gaps. Along with the strategy are the indicators (verifiable) to guide program and operations staff members and the gender focal point on action points taken. The last part of the framework outlines the **key players and persons responsible** to ensure that the strategy is put into operation. Below is a template of the framework.

Goal				
Strategy (to address a specific gender gap)	Objective	Activities	Indicators	Persons Responsible or Key Players

The strategies suggested in this report are two-fold; the first part provides a step by step framework to be followed in all programs. It is a guide to follow in mainstreaming gender in the programs from design, implementation and monitoring and evaluation. The second part outlines a strategy for operations and communication programs.

The strategies are contextualized on two accounts. Firstly, on account that gender equality as a **value** and **ideal** is espoused by UNDP, the UN and the kingdom of Lesotho and therefore becomes a desired goal. Secondly, the UN and UNDP have provided a platform for pursuance of GM as a strategy for attainment of gender equality as a means and an end to development. Thirdly, GM is a preferred strategy for both the attainment of gender equality and integration of gender into development. Therefore a context

has been set of policy environment where gender main streaming has been defined and adopted as a policy for UNDP. UNDP has taken a step towards operationalizing the policy by developing a strategy ‘ *Transforming the Mainstream: Gender in UNDP (2003)* ’ which has adopted gender mainstreaming as a means for institutionalizing gender equality into programs and operations and in changing the organizational culture.

A context has also been provided by Government of the Kingdom of Lesotho which has also adopted a policy for gender equality. This policy document is titled *Gender and Development Policy (2003)* and is a framework for integrating gender into all sectors and institutions. Lesotho took a deliberate stand to opt for gender and development rather than gender equality framework for advancing the position of women and implementing Beijing Platform for Action (1995) and SADC Gender and Development Declaration (1997). This policy adopts gender mainstreaming as a strategy for ensuring equality of opportunities for boys and girls, men and women arguing that;

‘If women and men, girls and boys do not feel as if they are treated equally (work equally, valued equally, being taken equally seriously both at personal and professional level and given equal opportunities for personal development) then they become demotivated, obstructive, or leave organizations altogether. By ensuring that boys and girls, men and women are treated equally, chances are higher that motivation will improve along with it individual performance.’ pp3

Gender Mainstreaming therefore becomes a preferred strategy for UNDP and government of Lesotho in attaining gender equality as a matter of policy commitment. The strategies will provide guidance to program managers to improve their ability to exercise their mandate in translating UNDP gender policy into their programs. The strategy also provides a guide for programs to be designed in a way that reflects gender equality as a virtue, and provides a platform for transformation and enhances capacity to translate knowledge into action. Above all this strategy enhances the role of program officers as the executive arm of the UN to play a custodian role of protection and safeguarding of Human Rights of all people.

The framework adopted in the development of this strategy took into account the role of program managers within UNDP as officers who have a *mandate* and *responsibility* to translate policy commitments of the agency

into programs. In a nutshell, developing this strategy took the following key issues into account, *structural arrangements* which guide policy formulation and implementation, the role and mandate of program and operations staff who are both the architects and overseers of UNDP program and operations and knowledge levels (and awareness of GM) of officers regarding GM. In addition, development of this strategy took into consideration issues that need to be addressed in integrating gender into programs and in transforming institutional arrangements for institutionalization and putting into operation GM such as capacity building, appraisal and accountability.

Success of any GM initiative depends on a combination of factors, namely, institutional and management arrangements made (whether GM will be a collective or individual responsibility, whether punishment or incentives are built in, or whether it will form part of staff appraisals), appreciation of management and policy accountability, monitoring and evaluation arrangements, access to information and capacity building. The role of management and leadership is also critical. By virtue of their positions within UNDP, Program Managers and Policy Advisors have an overall mandate to;

- Translate agency policies into program design
- Provide technical (interpret policy into technical deliverable program priority) and provide support to the country office in attaining agency mandate, provision of technical professional expertise (the assessment noted that program staff are senior, professional personnel with diverse technical expertise)
- Define targets, indicators of progress (M&E) and interventions
- Interact with government planners and key stakeholders as defined in the CCF. They are the flag bearers of the UN
- Interpret existing UN treaties, conventions, protocols and human rights instruments
- Provide Support to country planning processes in pursuance of development priorities

2. PROGRAM STRATEGY

The following are proposed strategies recommended to address gender gaps observed in the program documents assessed. The strategies have been prioritized in consultation with program managers and are outlined here to optimize the intended benefits of the programs to **all** beneficiaries. Different strategies have been suggested to address program specific concerns but

overall the framework provides a broad guide to addressing gender inequality as a social, cultural, political and economic construct based on power relations and social roles in a defined societal context.

2.1 The Goal

The overall goal of engendering programs is to ensure that UNDP Gender Policy is embraced in all programs and projects that are generated within the agency. All programs should be designed, implemented, monitored and evaluated bearing in mind that intended benefits are to be enjoyed by men and women, boys and girls **equally**. Therefore gender equality is an overall goal for all UNDP programs. For instance;

Program	Goal
Governance	To achieve Balanced Representation in Decision -Making Positions
Environment	To ensure that Men and Women's Interests and Realities are taken into Account in all Environmental Management Initiatives
Poverty Reduction	To address all dimensions of poverty that have differential impact on men and women boys and girls

Therefore in the design of programs, officers should ensure that benefits intended will as much as possible be enjoyed by both men and women and boys and girls, where need be, special affirmative measures should be put in place to upgrade the position of those who are likely to be at a disadvantage.

2.2 Objective

The objective here is to address specific gender challenges and gaps that were identified in the program documents. This is a challenge identified in part one of the assessment of program and project documents being 'silent' on gender issues and also of those programs that had attempted to integrate the issues but 'failed' to maintain the analysis throughout the document.

2.3 Strategy

Strategies are recommended approaches to address the observed gender gaps in the on-going programs and projects.

2.3.1 Gender Analysis

The strategy for addressing the program documents that are silent on gender issues is **Gender Analysis**. Analysis entails putting arguments that show the gender disparities around a particular development sector and showing how

an intervention will address the different interests and realities of men and women. Gender analysis also puts emphasis on strategic needs of both sexes and uses gender disaggregated data to illustrate the gender gaps. An example of how such an analysis can be done for governance program is provided below;

Governance documents could spell out how the programs will contribute to transforming of gender relations, power sharing and role - shifting to enhance substantive gender equality. This must be maintained throughout the document not only in the beginning or towards the end of the document . Arguments for equal opportunities to **power sharing** should be posed and retained throughout the project document. The arguments could be tied to benefits to be derived when both men and women are involved in the decision-making process. The project documents should spell out that **Gender Balance** in the composition of committees, steering committees or any stakeholder involvement in governance related initiative is a UNDP desired goal in its pursuance of **Gender Equality as a value** . Better still, there is no harm in putting in black and white that Gender Equality is a Value. **Use of sex disaggregated data** should be used to highlight disparities. Reference to and use of Government of Lesotho Gender and Development Policy (2003) and UN treaties that promote equality will enrich the project document.

2.3.1.1 Action Lines

A number of action points are suggested to bring out the different gender dimensions surrounding the program sectors. These are;

- **Avail and Use** of BOS and GOL Populations Data sheets and Bulletins that provide gender disaggregated data, sentinel surveillance reports and gender research reports to support and substantiate arguments for gender balance
- **Set up** a committee or structure that will review program documents and also act as an in-house clearing for documents that have integrated UNDP policy priorities. This committee should determine whether the document has sufficiently mainstreamed gender
- **Provide a specified** training on gender analysis

2.3.2 Strategy Two: Capacity Building

Capacity building is suggested here to address a number of issues; firstly to equip program staff members with skills to undertake gender analysis and see the link between gender equality and sustainable development, secondly

to instill political commitment to transformation, thirdly to generate awareness amongst staff members on gender equality as a policy priority of UN and UNDP and the custodian role of all UN agencies to safeguard and oversee coordination and implementation of all HR commitments. Capacity building should be a starting point and should be a consistent and continuous process. A number of options are suggested for the agency to consider; firstly gender training can be made part of staff orientation into UNDP for new program officers, secondly officers can undergo a diploma gender course organized by the University of Botswana (as part of organizational capacity building initiative) or to incentivize all program staff members to enroll for e-Training in conjunction with UNECA. Thirdly, capacity will also be built by availing and up-grading the gender information package and tool kit that was generated in September 2005 in preparation for the gender conceptual training workshop.

2.4 Indicators

Indicators are important landmarks to ensure that objectives are achieved. The challenge being addressed is that of documents that have not incorporated gender issues in their design; the following indicators are suggested as a barometer through which GM can be measured;

- Have sex disaggregated data been used throughout the test to illustrate how the intervention will impact on men and women?
- Has there been some reference to gender challenges facing a specific sector? For instance the gender dimension of HIV and AIDS?
- Has there been reference to some of the barriers that frustrate equitable distribution of development benefits? (The fact that women are legal minors or ratification of CEDAW with reservations?)

If the answer to the above questions is yes then the document will have integrated gender in its design. The following indicators can also provide some basis for determining whether implementation of programs is taking gender dimensions into considerations, for instance the answer to the following questions will indicate whether GM is being maintained in implementation;

- When stakeholder meetings are organized for implementation, who turns up? Are men and women equally contributing in deliberations?
- Who is being consulted for information provision? Are men and women consulted proportionately? Is everybody giving their opinion?
- Are women and men's specific needs (because of gender roles) being taken into account in implementing the programs?

- Is information provision targeted and tailor made to address different groups in the community? Careful consideration should be given to the answers to the above questions, as they would generate gender disaggregated data.

2.5 Persons Responsible

Responsibility to ensure that documents are gender responsive ultimately lies with program managers. Therefore GM should be integrated into a program managers terms of employment to ensure accountability. If GM is a UNDP mandate and policy, it follows that program managers should assume personal and collective responsibility for policy implementation and coordination. Performance appraisal should take into account the extent to which all agency policies (including the gender policy) are implemented. The Gender Focal Person should assume responsibility for coordination of capacity building and information provision but the responsibility for activities designed to bridge gender gaps in the program documents lies with program managers concerned. However, because GM requires a change of mindset, its success requires personal and political commitment, support and solidarity. To ensure this, some structure is needed to offer collective responsibility to the process and also to avoid unnecessary resentments and hostilities. This structure can take the form of a committee or steering body.

The program strategy for GM can be summarized in the template below

Challenge	Strategy	Activities	Verifiable Indicators	Persons Responsible
<i>Programs Documents had not integrated gender in the design</i>	Gender Analysis	<ul style="list-style-type: none"> • Availing tool-kit and easy to use gender manual to all program staff • Avail UNDP and GOL Gender Policies to all staff members • Avail BOS and Lesotho Population Annual Data Sheet to all program staff • Avail Lesotho Specific Gender Research Reports to program staff 	<ul style="list-style-type: none"> • All program Documents explicitly outlining and discussing differential impacts of programs on men and women • Use of sex disaggregated data • Specific reference to UNDP and GOL Gender Policies • Systematic and consistent 	Gender Focal Point and the Gender Committee <i>(some decision-making structure is recommended here for collective responsibility)</i>

			integration of gender in all programs	
	Capacity Building	<ul style="list-style-type: none"> Organize modules that offer on-going training perhaps every six months (to accommodate new people coming into UNDP) In-build gender training as part of orientation into UNDP Provide each member of staff with a (training) information pack explaining concepts and the rationale for GM Organize e-Training on GM organized in conjunction with UNECA Gender Focal Point to attend a three months training program run by University of Botswana 	<ul style="list-style-type: none"> The number of GM training courses/works hops attended by staff The number of information packages prepared and circulated to staff members Number of e-Training subscribed by program staff members 	Deputy Resident Representative and the Gender Focal Point

3. OPERATIONS GENDER STRATEGY

Goal: To promote an organizational culture that reveres principles and values of gender equality, respect for human rights and collective accountability

Strategy (to address a specific gender gap)	Objective	Activities	Indicators	Persons Responsible or Key Players
Strategy: Capacity Building	Objective One <ul style="list-style-type: none"> Transforming the Institutional Culture that Embraces Gender Equality as a value 	<ul style="list-style-type: none"> Designing a gender responsive Human Resources Strategy Undertaking awareness creation activities on gender equality e.g being in the forefront of UN led initiatives to 	<ul style="list-style-type: none"> HR Strategy that integrates gender principles in all the six pillars Number of gender awareness creation initiatives organized and coordinated by the Operations 	Human Resources Manager and Gender Focal Person

		<p>promote gender equality such as commemorating 8th March, 16 Days of Activism etc</p> <ul style="list-style-type: none"> • Creating Publicity on UNDP initiatives to combat sexual harassment • Formation of Gender Clubs to open up dialogue and debates on issues of gender in the workplace • Regular Gender Training programs for all operations staff members • Orientation and Induction programs to include GM training 	<p>department</p> <ul style="list-style-type: none"> • Number of people who are aware and use the facilities that are meant to combat sexual harassment • Number of training courses and induction programs organized for new staff members joining UNDP 	
	<p>Objective Two:</p> <ul style="list-style-type: none"> • Attaining gender parity in operations positions 	<ul style="list-style-type: none"> • Advertisements that attract gender parity in all positions • Gender training that is designed to dispel gender stereo-types and transform gender relations in the home and workplace 	<ul style="list-style-type: none"> • Number of advertisements encouraging underrepresented sex to apply 	

4. COMMUNICATION STRATEGY

Goal: Attainment of Gender Balanced Communications and Information Systems					
Gender Gaps identified in the Assessment	Strategy (to address a specific gender gap)	Objective	Activities	Indicators	Persons Responsible or Key Players
Communication Strategy has not integrated gender	Strategy One: Capacity Building	Objective One: Engender all communication within UNDP	<ul style="list-style-type: none"> • Build capacity of information officers to undertake gender audit 	<ul style="list-style-type: none"> • Regular articles and information briefs 	UNDP Information Officer

			<p>of all communication generated within UNDP</p> <ul style="list-style-type: none"> • Development (adaptation) of gender in the media toolkit for information officers • Organize e-Training on Gender in the Media with GEMSA and Gender – Links 	<p>on gender related issues</p> <ul style="list-style-type: none"> • Toolkit on gender in the media developed • E-Training on Gender in the meeting completed 	
UNDP Gender Policy has not informed Communication Strategy			<ul style="list-style-type: none"> • Information generated within UNDP should inform staff members and stakeholders about the Gender <i>Equality: Practice Note</i> and that Gender Mainstreaming is a strategy adopted by the agency to integrate gender equality values in its programs and operations • Production of Gender Supplements, Bulletins and Newsletters that are informative 	<ul style="list-style-type: none"> • Gender Policy Issues disseminated in the media 	

			and create awareness on the gender dimension of development . These Bulletins could also be used for creating awareness on initiatives taken by UNDP to mainstream gender		
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