

Report

Global Gender Retreat Caracas Venezuela - April 24-24, 2009

Knowledge Management and Accountability for Gender Equality Results



Acknowledgements

The UNDP Gender Team wishes to acknowledge the generous contributions that helped to make the Global Gender Retreat 2009 possible. Our sincere appreciation goes to the Government of Venezuela for providing logistical support to the organization of the retreat. Special thanks go to the UN Resident Coordinator, Mr. David McLachlan-Karr and the UNDP Venezuela Country Office staff, whose tireless efforts and expert organizational skills made the retreat a success and a truly enjoyable event.

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Annexes:

- 1. Agenda**
- 2. List of Participants**
- 3. Evaluation Summary**
- 4. Accounting for Gender Equality Results, Presentation by Blerta Cela**

Executive Summary

1. The UNDP Global Gender Retreat on was held in Caracas, Venezuela on 23-24 April.
2. Following on the heels of the UNDP Global Conference on Gender-Based Violence, the retreat brought together gender practitioners from the practices, regional centres and country offices from each region to discuss progress in implementing the Gender Equality Strategy and to exchange ideas to strengthen knowledge sharing and accountability/reporting for gender equality results.
3. The opening session of the agenda provided an opportunity to review progress on the implementation of the GES since the last retreat and to highlight the external climate that is shaping the gender agenda in UNDP and beyond. Most importantly, these included the global financial crisis which risks delaying progress on MDG 3 and all other MDGs, and the ongoing discussions of the new gender architecture.
4. The first part of the agenda focused on identifying ways to enhance knowledge sharing across the gender community of practice. An inspirational presentation from Jascha Franklin-Hodge, the Chief Technology Officer of Blue State Digital and web strategist behind Barak Obama's unprecedented online campaign helped retreat participants to think outside the box for new ways to embrace knowledge management tools in delivering on gender equality. Gabriel Accascina presented UNDP's vision for introducing Teamworks, the new corporate social networking platform, to help transform the way we share our knowledge at UNDP.
5. The second part of the agenda considered UNDP's accountability framework for promoting and ensuring results on gender equality. The session enabled participants to share their perspectives on how the gender accountability frameworks are working at the regional and country office levels and how they can be improved to better drive gender equality programming for real results. The discussions explored challenges and opportunities with promoting institutional transformation for achievement of gender equality results, strengthening senior management commitments for programming for gender equality and women's empowerment, for building and retaining strong gender expertise and for reaching for gender parity in the organization.
6. The evaluations indicate that participants were generally very satisfied with the outcomes of the retreat. They found the topics to be highly relevant and practical to their work and they valued the opportunity to share experiences regarding their successes and challenges. Some participants indicated that the sessions could have been more interactive to ensure additional feedback from all, in particular from country office perspectives.

Background

7. The Global Gender Equality Retreat 2009 was the third in a series of annual retreats, (Greenwich in 2007 and Rwanda in 2008) which aimed to build and strengthen the global gender community of practice and to generate consensus around the creation and the implementation of the Gender Equality Strategy 2008-2011 (GES).
8. Launched in March 2008 in Bangkok, Thailand and introduced in each region, the Gender Equality Strategy has been widely disseminated and communicated throughout UNDP. Supporting mechanisms have been put in place to ensure stronger implementation of the GES, such as reporting instruments and guidelines, improvements to knowledge sharing platforms and new ATLAS financial tracking capabilities. The Global Gender Equality Retreat 2009 aimed to strengthen these supporting mechanisms by building capacity of colleagues to use them and by discussing areas for improvement.
9. The participants of the retreat were comprised of the UNDP Gender Community of Practice, representing gender practitioners from the practices, human resources, regional centres, country offices from each region and from the BDP Gender Team. Resource persons included Jascha Franklin-Hodge, from the company behind Barak Obama's online campaign, the Director of UNDP Knowledge Management, and a representative of the Operations Support Group. A complete list of participants is included in Annex 2.
10. The specific objectives and anticipated outputs of the meeting were the following:

Objectives

1. To review progress and priorities for implementing the Gender Equality Strategy
2. To learn about the new UNDP Knowledge Management Strategy and tools and how they can be applied to work in Gender Equality
3. To understand how to work with new corporate accountability and reporting tools for gender equality results.

Outputs

1. Strengthened Gender Community of Practice and commitment to GES
2. Enhanced understanding and capacity to work with new knowledge management and accountability tools
3. Recommendations developed for enhancing the culture of gender knowledge sharing and accountability

Overview of Discussions

Opening Session

11. Day 1 of the retreat started with warm welcoming remarks by Resident Representative/ Resident Coordinator David Mclachlan-Karr. Following the remarks, the opening session allowed for presentations providing a brief overview of the corporate history leading to the UNDP Gender Equality Strategy and a review the external factors that now may impact its implementation, including: the global economic and financial crisis and the competition among agencies for dwindling resources that will accompany it, potential withholding of funds during the ongoing debate about the Gender Architecture, and the need to look at other sources of financing for gender equality activities such as climate change finance and private foundations.

12. Key achievements of the Gender Team were highlighted, including: the contribution of gender language to the climate change negotiations and the coordination of Global Gender and Climate Alliance, our recognized work in unpaid care and the economic crisis, and on the senior management RCAs which now require one key result on gender.

Session I: Harnessing the Power of Web 2.0

13. An inspiring presentation by Jascha Franklin, Blue State Digital, Web strategist for the Barak Obama campaign, highlighted the successful online tools which were used to harness and leverage community interest and commitment by empowering and encouraging people to get involved in the campaign on a local scale. The lessons learned from the online campaign focused on six core principles: 1) Drive Action 2) Be Authentic 3) Create ownership 4) Be relevant 5) Build a Strong, Open Brand 6) Measure Everything.
14. In addition to identifying a key audience, and how to target messages effectively, the presentation stressed the importance of giving the cause a human face and illustrating what happens behind the scenes. This can have a tremendous value for generating support and donors. Additionally, emphasis was placed on the importance of engaging people in sharing their personalized experiences, messages, and thoughts to eventually become more active advocates for the cause. The presentation added that it is critical to keep information current and relevant to the issues which people really care about at the time.
15. Many implications for UNDP were discussed, most importantly the need to provide more heart-warming stories about our work, to help with public advocacy and fundraising. Additionally, UNDP should build on what has previously worked and expand knowledge sharing by utilizing innovative approaches such as through videos, SMS, twitters or any other effective method that could reach people on the ground. However, communicating the message to an audience remains a crucial part of the delivery process and therefore must be well articulated and prepared. There are clear risks and sensitivity issues in communications and UNDP should be more prepared to take a stance. UNDP should foster real debate about issues so that people will become involved and learn, even when this means framing issues in a provocative manner with the aim to challenging their views.

Knowledge Management Strategy and Teamworks

16. The presentation presented by Gabriel Accascina, Director of Knowledge Management at UNDP, outlined the new knowledge management strategy and innovative tool "Teamworks" which aims to enhance the sharing of knowledge, resources and tools in the organization. In line with many of the strategies used during the Obama campaign, Teamworks was built on the concept that knowledge is an empowerment factor and a tool that helps to increase work effectiveness and to attract funding.
17. With many user friendly and interactive features, Teamworks will be an information repository with enhanced video, audio and photo capabilities and will assist users to create groups and communities to share experiences or engage in current debates and areas of interest. Additionally, the system allows many of the existing networks in the various regions to channel their work into Teamworks. Teamworks will function as an extranet, accessible to UNDP staff members and invited guests, including from other agencies and partners. Proposals are also underway to adapt Teamworks as the KM system for other agencies in subsequent rounds.

Service Delivery Model

18. The presentation by Randi Davis focused on the [Service Delivery Model](#) (SDM) and the methods for BDP to deliver services and products to country offices. The SDM is an innovative way to frame our policy advisory work and to explain how and why we do it. The main steps of the SDM revolve around establishing a team of advisors & network services, defining a service area, developing and updating a country office guidance, identifying ways of providing our services, and supporting and building communities of practice.
19. The Gender Team has been preparing for this transition to SDM and advisors have been collaborating with the KM team in providing products, services, tools and resources in line with the SDM. The Gender Team is well positioned to transition to the SDM, with the Gender Equality Strategy, which defines all the key functions in each service line. In addition, the team has been engaged in developing and building communities of practice such as GBV and Time Use, and has developed a roster of experts. It was recommended that advisors tie their key results to their service activities in order to ensure the commitment to providing adequate support.

Session II: Building Gender Communities of Practice at UNDP

20. The presentation provided by Laura Hildebrandt highlighted the progress that has been made in building an active community of practice. Gender Net, with its 1400 members, provides a space for staff members and experts to share their experiences and tools and to learn from their best practices. Additionally, the Gender-Net provides a space to conduct fast and critical responses to emerging issues and debates, such as the discussions on the economic and financial crisis.
21. The presentation highlighted the recent efforts in upgrading the workspace, while in the transition period to Teamworks, and improvements to the external website that include: live stories and interviews from the field and bringing more video content to showcase UNDP's work and key issues. The new upgrades aim to assist users to better navigate tools, resources and publications. Moreover, the presentation focused on efforts to expand outreach and partnerships with other organizations such as with iKnow Politics, the International Legal Resource Center and cross posting with other practices.
22. The Panel discussion that followed provided an opportunity for the regional advisors as well as selected Country Office gender focal points to highlight their efforts in building communities of practice in their regions. The regional portals allowed the country offices and advisors to share their knowledge, post their work and provide input into the current projects UNDP is implementing in their regions. The success factor for many of the portals was due to the openness of the networks and the debates that brought in many users. However, language barriers remain a constraint in some regions such as RBEC where Russian speaking countries remain disadvantaged from participating due to the language barrier. Another issue of concern was the low level of participation from the south due to the technology gap. The panelists stressed that unless we can fill the digital gap, those platforms and portals will not be of use to the south.
23. Some other challenges identified by the panelists included: office culture that does not favour knowledge sharing, insufficient human resources and capacity, weak communication with country offices, and lack of familiarity with knowledge tools and usage. In this context, the panelists agreed that providing incentives for members to participate and share their knowledge could further enhance participation rates and build stronger communities of practice.

Session III: UNDP accountability framework for Gender Equality Results

24. Day 2 of the retreat opened with a video conference presentation by Stephen Rodriques from the Operations Support Group who provided updates on the UNDP's accountability framework for results. The presentation emphasized the importance of accounting for results as a way to keep donors and programme countries informed and committed to our work. It also provided an overview of the systems, tools and guidance available for implementing the UNDP Strategic Plan, which establishes the framework of the roles and responsibilities for what the organization intends to achieve. The POPP, organization handbook, 'yellow' handbook, audit guidelines and the Enhanced Results Based Management tool help to define roles and project planning. The performance indicators of the organization are aligned to strategic priorities and are assessed through additional tools, such as the balanced scorecard, global staff survey, partner survey, results-based biennial budget indicators, etc. The presentation closed with the importance of monitoring and evaluation for learning and for the improvement of programming.
25. The session followed with a presentation by Blerta Cela from the Gender Team on the gender accountability frameworks. The presentation highlighted how gender equality has been integrated into the new UNDP's framework and ongoing work to ensure accountability for gender equality results. UNDP has focused its work at three levels: Policy (foster commitments/leadership), technical (strengthen capacities and tools), and cultural (change attitudes and behaviours). At all these levels to foster accountability for gender equality results, UNDP uses the following 'carrot' and 'stick' approaches: Carrot: 1) policy guidance and tools, such as the GES, knowledge products and networks, 2) capacity development such as the gender journey and targeted trainings, 3) Human and financial resources, both core and non core (GTTF, JWID) and Stick: 1) Policy - GES, 2) Planning, gender is integrated in all levels, including CPD, CPAP, PAC and Atlas, 3) Monitoring and evaluation, such as, GSIC, and 4) Reporting, such as the Strategic Plan annual report and Atlas.
26. The presentation stressed the role of reporting for accountability and explained how gender has been integrated into the development and institutional results frameworks (in the addendum of the GES) for reporting to the ROAR, the Executive Board, and the GSIC. The Balance scorecard was also discussed as one of the more powerful tools for tracking, with the traffic light colours to indicate progress. The ROAR questions and results were discussed in detail. Participants highlighted how useful this session was for them and pointed to the need for further trainings on these tools. They noted that for the first time, ROAR had given them enough space to report on gender, which in turn fostered more interest and accountability by the senior managers.

Tracking Gender Resources in Atlas Pilot

27. The following session addressed tracking of gender resources in Atlas, an additional form of tracking UNDP overall efforts on gender. With gender activities mainstreamed across other activities there is a challenge to determine actual spending on gender. The presentation described the pilot that was launched in 17 volunteer country offices (from a good representation of different profiles of countries), in partnership with OSG, BCPR (who have 15% dedicated to gender), and BDP Gender Team, to test an approach of scoring projects within the Atlas system from 0 to 3 for the extent to which they are related to gender. Country office programme officers and project managers provided quantitative scoring and qualitative recommendations. The pilot yielded good results, with scoring provided on 56% of activities and outputs as a method to determine to what extent projects are focusing on gender. It was recognized that once the tracking of gender expenditures is integrated at the planning stage of projects, it is expected that the total gender expenditures will increase. Roll out of Atlas will be a collaboration of BOM, OSG and OIST.

28. Country Offices involved in the Atlas pilot found it to be a useful exercise, which improved their likelihood of planning and allocating budgets towards gender activities. They also noted it would improve over time, after people had learned the process. The process forced project managers to get involved in reporting and allowed gender focal points to attend PAC meetings. They also noted that self-scoring is subjective and not necessarily reliable.
29. The presentation noted that the value of the tracking exercise is not only for reporting sake, rather that it improves planning programs to be designed to benefit men and women. The presentation concluded that UNDP has been recognized as a leader among the UN on tracking gender and that donors expect it. The full Atlas tracking will be rolled out in 2009 and it will provide greater incentive for more work on gender equality and women's empowerment.

Recommendations of the Global Gender Retreat 2009

Strengthening impact

- The CEDAW anniversary next year is an important opportunity to launch new policy and activities – work needs to be underway early in 2009
- There is a challenge to translate policy advice into practical programming. There is a need for more 'doers' and fewer 'thinkers'.
- Country Offices need more support from HQ and regional centres to mainstream gender

GES

- It is essential to raise the profile of gender and the GES among RCs across UNDP, so that they know it is mandatory. The new administrator could play an important role in this
- More guidance is needed on how to implement the GES
- UNDP has a big role to alert the world of the development benefits of addressing gender equality
- UNDP will have a greater impact on development and gender equality if there is clarity across the UN of UNDP's niche on gender and of its leadership role on the issue with respect to its relationship with governments.

Strengthening the Role of the Gender Focal Point

- Focal points need to be strengthened to better enforce/promote the GES
- Gender focal points are often junior, unspecialized and under-capacitated. It also needs to be acknowledged that gender equality is a specialization. Instead of a gender focal point we should have core function of a gender specialist at a sufficiently senior level (we would never have an economic focal point)
- Gender focal points/advisors should be involved in projects from the early planning stages
- It should be mandatory to create gender theme groups (like they have for HIV)
- The ROAR should count gender focal points in addition to gender advisors

Resource Mobilization

- Funds are needed to have an impact and to implement the GES – Resource mobilization should be strengthened to top up GTTF, MDG-F
- Some kind of coordination mechanism could help to prevent other practices and agencies from all going to the same donors. This could also improve results
- Improved communications about results could help to support resource mobilization efforts
- Gender does not get sufficient resources at country level, nor sufficient senior management support

Recommendations for Effective Web Communications

- Know your audience and target your messaging to increase the number of people at the “top of your pyramid:” move people from being inactive to active and participatory
- Give your cause a human face
- Illustrating what happens “behind the scenes” has a lot of added value to potential supporters (donors)
- Allow people to be active supporters; not passive supporters → to be advocates for YOUR cause
- Allow a place for people to share personalized messages, such as their thoughts and stories
- Keep your information CURRENT to what is going on in the world (ie the issues that people really care about at the time)

Improving Gender Community Practice at UNDP

- To encourage more cross-posting, we should frame our work to be more relevant to other practices. For example, if we were to discuss gender and remittances, we should link it to the financial crisis and that will flag the poverty group to join the discussion.
- It is important to work with partners in order to strengthen our work, knowledge and showcase our strengths.
- We should think of ways to make KM tools assist us with our donors and in resource mobilization
- It is important to think of innovative ways to encourage participation by providing incentives. RCAs contain the issue of knowledge management, but upper management need to foster the interest and participation.
- It is important to distinguish between Teamworks as a primarily internal tool and the regional portals which serve as a public tool. In this aspect, it is critical that we further support our regional portals as they serve a different audience than Teamworks.
- For issues related to the language barrier, the UNV could provide free translations to network queries and knowledge products.
- The regional centers should be the first front line for country offices in terms of queries and support.
- Investing in future technologies and alternatives is important by region. Unless we fill the technology gap, many countries could be disadvantaged in participating, sharing their knowledge or benefiting from the tools and resources.

Improving Reporting/Accountability

- It is necessary to think about the integration of gender at the planning stage of programmes before going to PAC
- More humanized support/training is needed to learn to use the many tools that exist. Video could help with step by step guidance
- Induction to reporting tools is needed, this could be part of the Gender Journey revision, a help desk team would also be helpful
- Reporting is a large burden that can be reduced by folding multiple projects into a smaller number of programmes, (One UN approach has shown this is effective)
- COs should get more feedback after reporting. They can learn from feedback and from examples from other countries
- A more creative, fresh approach to reporting is needed to make it less boring and to more readily link reporting outputs to communications and capacity building
- COs could make more effective use of tools at the country level to hold senior managers accountable such as the UNCT gender score card.

Atlas

- Gender tracking should be mandatory

- There is a need for training on tracking gender in Atlas, because the scoring can be quite subjective. The help desk should be continued to support tracking efforts
- Projects could have to justify when they do not include a gender component (they have a score of zero)
- Atlas should be set up to generate an automatic Gender scoring report
- The role of Gender and Atlas focal point should be institutionalized (so it is not tied to single person)
- Further tools should be developed to analyse the link between expenditures and impact
- There should be a mandate on how much should be allocated to gender in budgets, like there is in BCPR or under the RBA strategy, where resident representatives were to direct 20% of travel resources to gender. Once there is a mandate, gender allocations can be better assessed and non-compliance can be shamed. We push governments to do the same.

Human Resources and Gender Parity

- Further efforts and capacity building are needed to convince managers and regional directors that they are accountable on gender parity
- Gender Team and HR should carefully review the impact of the new contract modality on gender parity (and implications at all levels) and provide updates to senior management for taking necessary action
- It is necessary to look at parity at different levels and categories
- Balancing work and life needs to be taken seriously by management, more flexible working modalities can help – part time, working from home, etc.
- It would be helpful to record and document issues that women have upon attempting to re-integrate following long absences, in order to be better positioned to push for improvements
- Gender parity tends to focus on recruitment of women, it is also important to look at factors preventing retention
- There may be good ideas on reaching gender parity that can be borrowed from the private sector
- There should be a session on gender parity at the Global Gender Retreat in 2010

GSIC

- A coherent and generic TOR for regional GSIC is needed, along with a greater push to galvanize its implementation
- GSIC structures at the regional level should mirror the global level; they currently need to be strengthened.

GLOBAL GENDER TEAM RETREAT 2009

Enhancing Knowledge Management and Accountability for Gender Equality

Caracas, Venezuela, 23-24 April 2009

Agenda

Objectives

1. To review progress and priorities for implementing the Gender Equality Strategy
2. To learn about the new UNDP Knowledge Management Strategy and tools and how they can be applied to work in Gender Equality
3. To understand how to work with new corporate accountability and reporting tools for gender equality results.

Outputs

4. Strengthened Gender Community of Practice and commitment to GES
5. Enhanced understanding and capacity to work with new knowledge management and accountability tools
6. Recommendations developed for enhancing the culture of gender knowledge sharing and accountability

Thursday, 23 April 2009

8:30 –9:30 **Welcome and Opening session**

Objective: To welcome participants, review progress on the GES and gender team priorities and to introduce the objectives of the retreat

Opening remarks and welcome

David McLachlan-Karr, Resident Coordinator/Resident Representative Venezuela

Overview of global challenges and opportunities, global UNDP Gender priorities, UN Gender Architecture and introduction to Gender Retreat 2009

Winnie Byanyima, Director UNDP Gender Team

Review of progress and key achievements of UNDP Gender in 2008

Randi Davis, Practice Manager, Gender Team

Q&A

10:00 – 10:45

Overview of the Agenda and Retreat Documents

Raquel Lagunas, Institutional Development Advisor and Cluster head

Introductions of Participants (all)

10:45-11:00 TEA/COFFEE BREAK

11:00-12:00 **Session I: A New Era of Knowledge Management**

Objective: To learn about the potential impact of new knowledge management tools and corporate knowledge management strategy

Harnessing the power of Web 2.0

Jascha Franklin-Hodge, Blue State Digital, Web strategist for Barak Obama campaign

Q&A and Discussion: opportunities and challenges to embrace new technologies, strengthen communities of practice and support corporate mandate in mainstreaming gender.

12:00 – 1:15 **Session I: The New Era of Knowledge Management**

Service Delivery Model

Randi Davis

Knowledge Management Strategy, Teamworks and Service Delivery Model

Gabriel Accascina, Director UNDP Knowledge Management

Q&A

1:15- 2:30 LUNCH

2:30-4:00 **Session II: Building Gender Communities of Practice at UNDP**

Objective: to examine current practices to engage broader Gender community and to plan knowledge sharing activities around planned activities

Taking Stock of Global Gender Community and New Opportunities/tools

Laura Hildebrandt

Interactive Panel Building Gender Communities of Practice at UNDP

Coumba Mar Gadio, Neus Bernabeu, Koh Miyaoi, Bojana Balon, Adama Thorlie

4:00 – 4:15 TEA/COFFEE BREAK

4:15 – 5:00 **Working Groups** In groups of 2 look at planned activities for the next year and identify opportunities for knowledge sharing to expand the reach of work for capacity development, public advocacy and internal advocacy.

Volunteers report back

Friday, 24 April 2009

Session III: UNDP accountability framework for Gender Equality Results

Objective: *to learn about new accountability tools and explore challenges and opportunities to strengthen the accountability framework for gender equality results*

9:00 – 11:30

Recap of Day 1 and intro to Day 2; Sarah Murison

Overview of UNDP Accountability Framework: Video conference

Stephen Rodrigues, Operations Support Group

Updates on Corporate Reporting Processes for gender equality results

Blerta Cela, Gender Team

10:30-10:45 TEA/COFFEE BREAK

Accountability for resources: Sharing results from the Atlas Pilots

Bharati Silawal, Gender Team

Q&A

11:30 – 1:00 **Discussion: Challenges and Opportunities for strengthening accountability and reporting mechanisms for gender equality results**

Working groups identify the challenges and opportunities to strengthen the key components of the UNDP gender equality accountability framework

Plenary report back

1:00 – 2:30 LUNCH

2:30- 3:30 **Discussion: Continued**

What are the capacities and resources needed to improve knowledge sharing and reporting? What is the role of each office? How can HQ team improve services?

3:30 – 3:45 Coffee/Tea

4:30- 5:00 **Closing Session**

Winnie Byanyima, Director UNDP Gender Team

David McLachlan-Karr, Resident Coordinator/Resident Representative Venezuela

Annex 2

Participants of Global Gender Retreat 2009

Nº	Participant	Designation	E-mail
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Retreat Evaluation

The evaluations indicate that participants were generally very satisfied with the outcomes of the retreat. They found the topics to be highly relevant and practical to their work and they valued the opportunity to share experiences regarding their successes and challenges. Some participants indicated that the sessions could have been more interactive to ensure additional feedback from all, in particular from country office perspectives.

The following tables provide the average ratings on a scale of 1-4, based upon the evaluation forms that were submitted by approximately one quarter of participants.

Opening Session

content	2.7
process	2.5
materials	2.6
relevance	3

Harnessing the Power of Web 2.0

content	3.5
process	3.5
materials	3.4
relevance	3.2

Building Communities of Practice

content	3
process	2.8
materials	2.6
relevance	3.1

Accountability Framework

content	2.6
process	2.1
materials	2.4
relevance	3

Rating Scale
content (1 not useful, 2 somewhat useful, 3 very useful, 4 excellent)
process (1 poor, 2 satisfactory, 3 well done, 4 excellent)
materials (1 not useful, 2 somewhat useful, 3 very useful, 4 excellent)
relevance (1 not useful, 2 somewhat useful, 3 very useful, 4 excellent)

I. Objectives

1. Update on the corporate accountability/reporting tools & ongoing efforts to integrate GE
2. Brief on the Reporting Process & Results (SP & GES)
3. Invite discussion on:
 - a. Applicability and ways to refine existing tools ;
 - b. Sharing other useful existing tools/mechanisms
 - c. Needs & Opportunities to strengthen accountability for GE results.

Accounting for Gender Equality Results

Gender Retreat
23-24 April, Venezuela
Blerta Cela
Gender Team, BDP, UNDP

II. Institutional Transformation for Gender Equality Results



1. Guidance & Tools

GES, KM Products & Processes

2. Capacity Development

Gender Journey; Induction Courses; Targeted Trainings

3. Human & Financial Resources

Core resources (GES); Non-Core (GTTF, JWIDF)

IV. Reporting

Mainstream Reporting - Strategic Plan

1. Development Results Framework & Institutional Results Framework
2. ROAR
3. Executive Board ➔ Ongoing

Gender Equality Strategy

1. Development & Institutional Results Framework ➔ Ongoing
2. GSIC Reporting
3. Executive Board

➔ Executive Board & Partners

1. Policy

GES = SP
POPP

2. Planning

CPD, CPAP, Project Document, PAC, Atlas

3. Monitoring & Evaluation

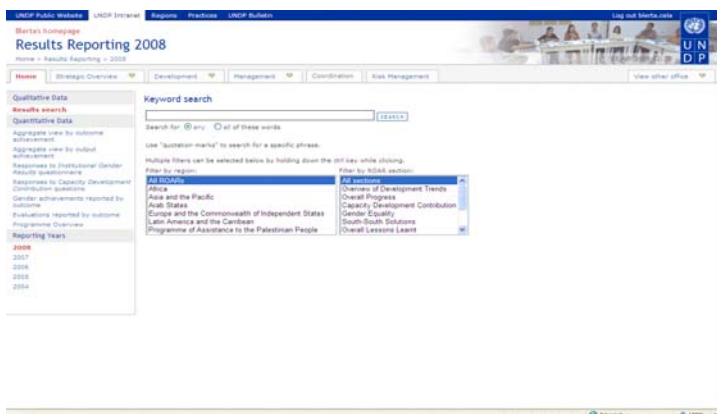
GSIC (Global & Regional); RCA; Atlas; Senior Management Compacts; BSC; Programme/Project Evaluation; Surveys

4. Reporting

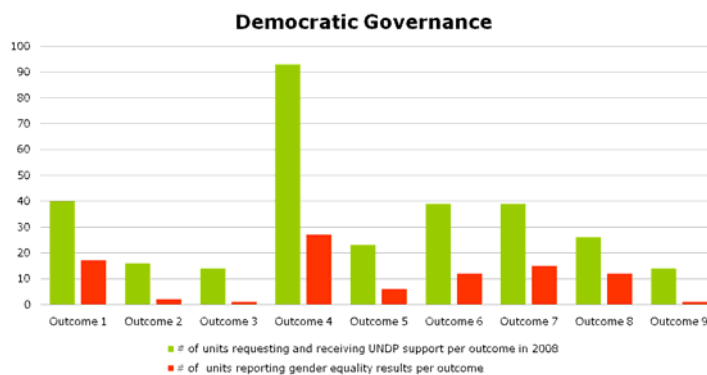
Executive Board Reports (SP Annual Report; GSIC); Atlas

5. SP Annual Reporting

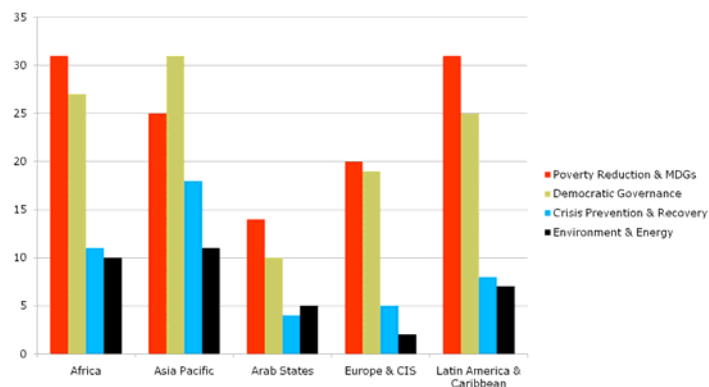
<http://home.undp.org/results/2008/>



VI. Development Results: GE Results by SP Outcome



Distribution of Outcomes that have contributed to gender equality and women's empowerment by Focus Area and Region



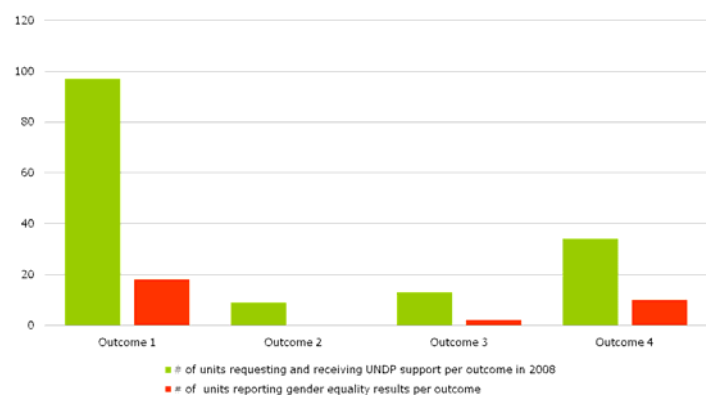
IX. Gender Equality Strategy

- GES: DRF & IRF
- Gender Steering & Implementation Committee (GSIC)
 - New Reporting Template aligned with the GES
 - Included in the UNDP Organizational Guide
 - All units reported to the GSIC in 2008

Key Decisions

- Endorsement of the GES
- Endorsement of Gender Parity Report and Action Plan
- Gender equality and parity mandatory key result (RCA)
- Recommendations to each unit: e.g. Establish regional programmes; ring-fence funds)

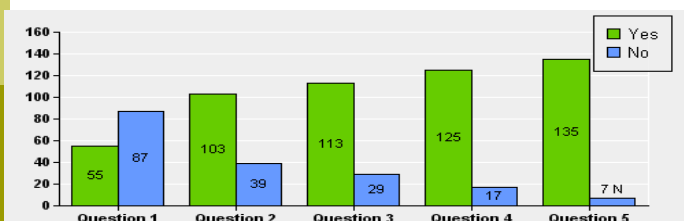
7. VII. Development Results: GE Results by SP Outcome EEG



VIII. Institutional Results

In 2008, did your unit...

- Question 1... have a gender advisor?
- Question 2... have an established gender focal point team led by a senior manager?
- Question 3... allocate resources (core and non-core) that specifically target women?
- Question 4... undertake measures to build capacity of staff on gender mainstreaming?
- Question 5... undertake measures to ensure gender parity and promote work-life balance?



X. BDP Gender Team – Our Commitment



1. Keep you Updated
2. Strengthen Existing Tools/Mechanisms
3. Provide Clear Guidance & Trainings
4. Respond to your Needs (tools, policies etc.)

11. Expectations from CO & RGA

1. Report on gender explicit outcomes, outputs & indicators
2. Make use of the Results Frameworks of the GES – provide a menu
3. Report to GSIC (Regional & Global)
4. Share your feedback, experiences, good practices, priorities to strengthen accountability tools & mechanisms for GE results.