



About Global Water Partnership

The Global Water Partnership (GWP) vision is for a water secure world.

Our mission is to advance governance and management of water resources for sustainable and equitable development.

GWP is an international network that was created in 1996 to foster the implementation of integrated water resources management: the coordinated development and management of water, land, and related resources in order to maximise economic and social welfare without compromising the sustainability of ecosystems and the environment.

The Network is open to all organisations which recognise the principles of integrated water resources management endorsed by the Network. It includes states, government institutions (national, regional, and local), intergovernmental organisations, international and national non-governmental organisations, academic and research institutions, private sector companies, and service providers in the public sector.

The Network has 13 Regional Water Partnerships, 84 Country Water Partnerships, and 3,000 Partners located in 172 countries.

Contents

FOREWORD	3
1 INTRODUCTION	4
2 DEFINING GENDER: KEY TERMS AND CONCEPTS	6
3 GENDER MAINSTREAMING THE 2014–2019 GWP STRATEGY	8
Gender and strategic goal 1: Catalyse change in policies and practice	8
Gender and strategic goal 2: Generate and communicate knowledge	9
Gender and strategic goal 3: Strengthen partnerships	9
4 DELIVERING THE GENDER STRATEGY	10

Foreword

For GWP inclusiveness and gender sensitivity has always been a core value. GWP actively supports the Dublin Principle that women play a central role in providing, managing, and safeguarding water resources. The growing interconnectedness of gender, water, and sustainable development demand that we do more to ensure greater gender equity in all our efforts to properly safeguard and manage the scarce and precious resource of water for future generations.

This dedicated gender strategy will guide GWP's operations into the future and is in support of our Strategy *Towards 2020: A Water Secure World*. It addresses diversity and inclusion, social equity, and women's role in the integrated and sustainable management of water resources. It draws attention to gender differences so that men and women can benefit and contribute equally to our longstanding challenge of improving water security. It takes into consideration socio-cultural differences across our GWP Network and seeks to make full use of women's and men's potential in our joined pursuit of water security.

We are particularly grateful to our GWP Gender Focal Points for their ongoing efforts on the ground related to the advancement of integrated gender, water, and development consideration. We are also grateful to Drs. Alice Bouman-Dentener for her work in preparing the main messages of this document.

If we want to achieve water security, inclusive and participatory approaches are key. It is necessary to treat gender equality as a global priority and to take a comprehensive approach which addresses the structural drivers as well as the complexity of gender inequalities. There is a need for a meaningful participation of women and women's organisations in decision-making at all levels. And there is an urgent need for adequate funding to ensure results in the area of gender mainstreaming across GWP's operations and programmes.

The strength of the GWP Family and its Network is that we are an inclusive partnership for sustainable development. We offer a neutral platform to address critical and sometimes sensitive issues. We generate and share knowledge to guide the development of policies that equally benefit all segments of society, including the vulnerable and the poor, women and men alike.

I am pleased that GWP has adopted gender as a cross-cutting strategic issue, and has developed this gender strategy for putting this commitment into practice.



Dr Ursula Schaefer-Preuss
Chair of Global Water Partnership

1 Introduction

1.1 Social and gender equity: Why it matters

For Global Water Partnership (GWP), a water secure world means reducing poverty and improving quality of life, especially for underprivileged groups whereby women and children benefit most from good water governance. The importance of water governance in furthering sustainable and equitable development is increasing as population densities and climate change interact to produce more regions in acute water stress.

The concept of sustainable development was introduced by the World Commission on Environment and Development in 1987 and has three mutually reinforcing pillars: economic prosperity, environmental integrity, and social equity. However in operationalising this concept, the social dimension of sustainable development, including the linkages between environmental and social pillars, has received substantially less attention¹.

There is mounting evidence that social equity, including gender, is an important ingredient in promoting and sustaining growth. High inequalities and inequities result in an economic system that is less stable and less efficient, which can lower growth.

In the area of gender equity, limited progress is being seen. The World Economic Forum considers the closing of global gender gaps as a key element to improve the state of the world; it reports that gender disparity remains high, in particular in economic participation and political empowerment, and calls for accelerated progress by countries on closing the gender gaps².

Social equity is one of the stated pillars of integrated water resources management, along with economic efficiency and environmental sustainability³. Social differences between women and men result in gender roles that may vary substantially between cultures, ethnicities and generations, and from one country to the next. Such gender differences determine the consequences of water policies, directives, and programmes, which can lead to differences in the benefits for men and women. Consequently, they influence the possibilities for both men and women to lead productive lives. For example, when girls and women have to spend hours each day fetching water for domestic use, this limits their time available for education and income generation.

Equitable distribution and allocation of water do not automatically lead to social equity. People also have to be able to derive benefits from it. Therefore, in advancing governance and management of water resources at all levels for sustainable and equitable development, due consideration should be given to the factors that underlie social (in)equity and gender (in)equity in particular.

1.2 Gender, water, and sustainable development

Water resource management, sustainable development, and gender are interlinked and have to be addressed in an integrated manner. This was recognised by the global water community during the International Conference on Water and the Environment (ICWE) in Dublin, Ireland, in January 1992.

Dublin Principle 3: Women play a central part in the provision, management, and safeguarding of water

This pivotal role of women as providers and users of water and guardians of the living environment has seldom been reflected in institutional arrangements for the development and management of water resources. Acceptance and implementation of this principle requires positive policies to address women's specific needs and to equip and empower women to participate at all levels in water resources programmes, including decision-making and implementation, in ways defined by them.

Two groundbreaking global conferences took place in the 1990s addressing the interconnectedness between women's empowerment, gender equity, and sustainable development from different perspectives:

- United Nations Conference on Environment and Development (UNCED) Agenda 21 dedicates chapter 23 to the role of women in achieving sustainable and equitable development
- In 1995, the UN Fourth World Conference on Women held in Beijing adopted the Beijing Platform for Action with concrete measures to address gender inequalities impeding social equity and sustainable development.

¹ Kevin Murphy (2012) *The social pillar of sustainable development: A literature review and framework for policy analysis*. <http://sspp.proquest.com>

² R. Hausmann, L.D. Tyson, Y. Bekhouche and S. Zahidi (2013) *The Global Gender Gap Report 2013*. World Economic Forum. http://www3.weforum.org/docs/WEF_GenderGap_Report_2013.pdf

³ GWP TEC (2012) *Social Equity: the Need for an Integrated Approach*. GWP Policy Brief.

The foundation of GWP in 1996 as the guardian and promoter of the Dublin Principles strengthens these linkages, with due consideration for women as contributors to integrated water resources management.

Since the Dublin Conference, world leaders, governments, and water professionals have reconfirmed their commitment to address gender inequalities and to advance women's empowerment, acknowledging that social/gender equity is inextricably bound up with sustainable water management and sustainable development in general. The extent to which international agreements have been translated into (supra)national policies and action plans varies. For example, in Africa the *African Ministers' Council on Water (AMCOW) Policy and Strategy for Mainstreaming Gender in the Water Sector in Africa* has been developed with full involvement of all GWP African Regional Water Partnerships (RWPs). The AMCOW gender strategy has seven mutually reinforcing objectives for making gender sensitivity a reality on the ground. In Asia, GWP has facilitated country-level capacity-building activities for governments that focus on gender mainstreaming policies and instruments for water resources management and planning.

The crucial role of water security with regard to sustainable development is widely referenced in the post-2015 process, and the need to address gender equality in unison with water and other natural resources management has been re-emphasised in these discussions⁴.

1.3 The role of women in participatory water governance

Gender roles do not only determine how women and men are affected by the way water resources are developed and managed; gender roles also determine how and what women can contribute to achieving universal access and to managing the resource sustainably, both in their individual capacity and as a Major Group in society⁵. Dublin Principle 3, one of the core principles that guides GWP's work, is about the latter: the central role of women in the provision, management, and safeguarding of water, in particular in situations where there are distinct gender roles, with women having primary responsibility for accessing water for daily needs.

There are many references to women's contribution to improved water governance and sustainable water management in international policy documents. However, we should distinguish between women in their individual/professional capacity and women organised in civil society groups. In some policies, such as the AMCOW

gender policy and strategy, both aspects are given due consideration: women's inclusion in decision-making at all levels and making use of their intrinsic knowledge increases efficiency, impact, and sustainability overall, and active civil society involvement is needed to transform traditional practices and realise women's empowerment⁶.

At the individual level, the pivotal role of Women Leaders in the water sector in promoting gender inclusion as a crucial factor to achieve access for all is well known. There are ample examples from the developing world and countries in transition illustrating the largely untapped potential of women's civil society contributions to sustainable water governance⁷.

1.4 A role for GWP in gender

GWP is a catalyst for change. It builds awareness and changes the behaviour of key actors by providing a neutral platform for dialogue and exchange of ideas, and by generating the evidence base for informed decision-making. It brings together the different actors and partners at the appropriate level of intervention and provides an enabling environment for their action.

Being a global network with a diversity of national and local partners, GWP facilitates both *vertical* and *horizontal* cooperation. In *vertical* cooperation GWP:

- supports high-level political commitment internationally based upon evidence and learning from stakeholders at the grassroots level
- helps countries to translate these commitments into national policies and action plans
- ensures that the preconditions are created for national and local actors to implement commitments, as multi-stakeholder partnerships are fostered to ensure an integrated approach and participatory water governance.

While the translation of international commitment into national frameworks is in progress for gender and water, there are considerable differences between countries and regions. Putting national policies into practice is a major challenge, and cultural and traditional norms can add to this challenge.

Preconditions for realising gender equity and women's empowerment include political will and commitment of management, resources, and capacity, not only of governments but also with the main stakeholders involved. GWP, through its Regional and Country Water Partnerships (CWPs), is in a good position to catalyse and

⁴ J.D. Sachs (2013) *An Action Agenda for Sustainable Development*. Report of the Sustainable Solutions Network for the UN Secretary General, p. 9.

⁵ The 1992 UN Conference on Environment and Development in Rio de Janeiro recognised women as one of the nine Major Groups of society whose participation in decision-making is essential for achieving sustainable development.

⁶ AMCOW Policy and Strategy for Mainstreaming Gender in the Water Sector in Africa (2011). pp. 16 and 21.

⁷ Women for Water Partnership, UN Women & the United Nations Office to Support the International Decade 'Water for Life' 2005–2015: *Women's engagement in water cooperation: leaders of change*.

advance this process of creating the preconditions/ enabling environment for gender equity and women's empowerment in the water sector and development agenda.

In *horizontal* cooperation, GWP is focused upon incorporating water security in investment programmes and core planning processes of priority national economic development sectors such as food and agriculture, energy, and urban development. Including gender consideration within these activities adds an additional layer to the challenge, but the advantages of doing so are many fold.

1.5 Objective of the GWP gender strategy

The **objective** of the GWP gender strategy is to bring gender into the mainstream of GWP's work, by providing an overarching framework to practise gender- and women-inclusive approaches. These will be continually adapted from the lessons learned.

1.6 Approach of the GWP gender strategy

Gender is complex and multifaceted, and GWP is a diverse and multi-layered network. The challenge is to make gender inclusion in GWP's work clear, relevant, and manageable.

To make it *clear*, a distinction is made between:

- gender mainstreaming policies and practice
- creating an enabling environment for women's

meaningful participation in all aspects of water management for sustainable and equitable development

- gender equality in the workspace.

It is acknowledged that women's meaningful participation – both as individuals and as civil society groups – will have a positive influence on gender inclusion in policy and practice.

Equal rights and opportunities of women and men in all spheres of life, including their professional lives, is an intrinsic element in the gender discourse. GWP practises and monitors gender balance in the workspace throughout its organisational structure as part of its good governance policy. The imbalances between male and female professionals in the water community and the under representation of women in decision-making positions are addressed through promoting diversity and inclusion.

To make it *relevant*, the gender strategy is aligned with the GWP 2014–2019 Strategy *Towards 2020: A Water Secure World*.

To make it *manageable*, the roles and responsibilities within GWP with respect to gender mainstreaming and advancing women's meaningful participation at all levels are clarified.

2 Defining gender: Key terms and concepts

Women and men have different biological characteristics, which make them belong primarily to the male or the female *sex*. Contrary to this, *gender* is an acquired identity and refers to the attributes and roles that are assigned to men and women as part of the specific society and/or culture that they belong to. Women and men's gender identity determines how they are perceived and how they are expected to think and act as men and women⁸. These types of roles and relationships are not fixed, but can and do change over time.

2.1 Gender equality and gender equity

As a consequence of how gender roles and responsibilities are valued in different societies and cultures, men and women are unequal in terms of power, freedom, and

status, as well as access to and control over entitlements, resources, and assets.

Gender equality refers to the situation where women and men have equal rights and equal access to socially and economically valued goods, resources, opportunities and benefits; and where the different gender roles are valued equally and do not constitute an obstacle to their well-being and the fulfilment of their potential as responsible members of society. *Gender equity* is distinct from equality in that it accepts that differences exist but it establishes a process of advocating against and removing unfair and avoidable disparities⁹.

Equality and equity are often used interchangeably while they are not the same. In this sense many view gender

⁸ J. Christodoulou (2009) Glossary of gender-related terms. Mediterranean Institute of Gender Studies.

⁹ J. Vandermoore (2013) *Inequality and Gresham's Law: Does the bad drive out the good?*



equity (where there is acknowledgement that differences exist but that should not give any gender an unfair advantage), as a building block towards gender equality (where fully equal rights and access exist for both genders).

Gender equity in the context of integrated and sustainable management of water resources can be promoted by mainstreaming a gender equality perspective into legislation and policies and by carrying this through step by step in the implementation of associated programmes.

2.2 Gender mainstreaming

Gender mainstreaming refers to the process of assessing the implications for women and men of any planned action, including legislation, policies, or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic, and social spheres, so that inequality between men and women is not perpetuated¹⁰.

There are different interpretations of what gender mainstreaming means in the context of water management. These can range from simply recognising existing divisions of labour, water rights, access to and control over natural resources and participation in decision-making, to explicitly including gender equality as an objective and recognising the need for transformative measures to change existing gender inequities¹¹.

GWP defines *gender mainstreaming* as a strategy to include a gender perspective into operations, structures, and programmes, with the aim to positively affect gender equity in water use and governance at all levels.

2.3 Diversity and inclusion

After the World Summit on Sustainable Development (WSSD, 2002) the concept of corporate social responsibility (CSR) or sustainable responsible business gained momentum as a business model to comply with ethical standards and international norms. *Diversity and inclusion* is a part of CSR in many international companies these days. The concept of *diversity and inclusion* is elaborated for staff and recruitment at the various layers within a company/organisation, but it can equally be applied to stakeholder groups and the composition of the GWP Network.

Diversity and inclusion can be defined as creating an organisational culture that respects, accepts, and values the differences that exist between individuals and between groups in society; and establishing an environment that incorporates individual differences, talents, and abilities for the benefit of the collective¹². Gender equality in the workplace (institutional gender equality) is an intrinsic part of practising diversity and inclusion, and is considered a practice of good governance.

2.4 Gender neutral versus gender blind

Gender neutrality is the exclusion of any reference to male and female in written and verbal statements so as to avoid gender discrimination. Given that there are unconscious gender concepts, and that these are known to lead to informal and indirect exclusion mechanisms for women, gender neutrality is often *de facto* gender blind.

¹⁰ J. Christodoulou (2009) *Glossary of gender-related terms*. Mediterranean Institute of Gender Studies.

¹¹ *Effective gender mainstreaming in water management for sustainable livelihoods: From guidelines to practice*. Both ENDS working paper series, December 2006.

¹² Canadian Institute of Diversity and Inclusion. <http://www.cidi-icdi.ca>

3 Gender mainstreaming the 2014–2019 GWP Strategy

Gender sensitivity is a core value of GWP. The GWP Strategy promotes gender equity as a key and cross-cutting process to achieve the GWP mission and vision of a water secure world.

3.1 Gender and strategic goal 1: Catalyse change in policies and practice

Gender mainstreaming in integrated water resources management policies, planning, and implementation

GWP catalyses change towards a water secure world by sensitising national governments and institutions on key issues to advance the sustainable governance of their resources. This includes mobilising political will for gender inclusion in participatory water governance, and assisting governments and key institutions to adapt their policies and legal instruments accordingly.

At Rio+20 (2012) GWP made a commitment to the Women Ministers and Leaders for the Environment¹³ to:

- support at least 30 countries in the next 5 years to have domestic gender mainstreaming policies and instruments in water resource management that are regularly monitored, evaluated, and reported
- encourage and support government departments, water development agencies, non-governmental organisations, and capacity-building organisations in those countries to institutionalise and integrate gender perspectives in their work on the ground
- contribute to addressing the intergenerational dimension for long term sustainability by developing strategies and tools to engage young women, men, and children at different levels – international, regional, and country.

GWP will continue to work towards this commitment. We will work with and support governments in boosting the meaningful participation of women and young people in the full range of water governance processes. In particular we will continue to work with AMCOW and other relevant partners to roll out the *AMCOW Policy and Strategy for Mainstreaming Gender in the Water Sector in Africa*. In other regions, GWP will incorporate gender mainstreaming into its programmes and projects, supporting gender equity efforts at all levels wherever possible. We will work to involve basin organisations in developing, adopting, and implementing these gender strategies.

Gender-sensitive legal frameworks

Closing gender gaps is intrinsically linked to having a legal and policy framework in place that grants women and men equal rights and opportunities. The importance of water rights – and in conjunction with land tenure security – in achieving universal access and eradicating poverty is amply documented¹⁴.

GWP will encourage efforts to analyse and review water laws for gender discrimination, as well as benchmark assessments for the participation of men and women in water management decision-making.

Gender and thematic programming

A key component of the GWP Strategy is to engage with actors in the various economic sectors to promote cooperation and to bring water into the mainstream of core planning processes of priority national economic development sectors. Gender must also be integrated throughout these thematic programmes to effectively address critical current and emerging challenges to water security including climate resilience, food, transboundary water security, energy, urbanisation, and ecosystems. GWP will catalyse and support relevant ministries and institutions in mainstreaming gender into current water management thematic priority areas, which are also priority areas for GWP. Moreover, GWP will ensure operational guidelines are in place for mainstreaming gender in GWP thematic programming. This includes mainstreaming gender in the youth cross-cutting theme.



¹³ Women Leaders' Forum (2012) *The future women want: Gender equality and women's empowerment for sustainable development*. June 19, 2012, Rio+20 United Nations Conference on Sustainable Development, Rio de Janeiro, Brazil.

¹⁴ IFAD (2012) *Land tenure security and poverty reduction*. <http://www.ifad.org/pub/factsheet/land/e.pdf>

3.2 Gender and strategic goal 2: Generate and communicate knowledge

Knowledge and information dissemination are crucial for empowering organisations and individuals to participate meaningfully in achieving a water secure world. GWP operates the 'Knowledge Chain' to support the GWP Network with cutting-edge knowledge products as well as to inform policy and decision-making. The products of the knowledge chain address all critical areas of concern including gender and women. A prime knowledge communication instrument is the GWP Toolbox, an online resource in which tools, guidelines, and good practices that are generated through the GWP Network are summarised.

Given the cross-cutting nature of gender, it is imperative that the GWP Knowledge Chain addresses the relevance of gender inclusion in integrated water resources management at different levels and provides guidelines and lessons learned for its implementation. Existing publications will be supplemented by the production of targeted products within GWP's programmes. GWP will mainstream gender in GWP communications and knowledge products in close cooperation with GWP partners and gender focal points.

The need for disaggregated data

Through its knowledge products, GWP aims to encourage countries to take an adaptive approach to strategic decision-making and forward planning. Gender-disaggregated data can play a decisive role in advancing strategic planning and decision-making regarding gender and women's empowerment in the water sector.

The call for gender-differentiated data is not new. In 2008, the UN Inter-agency Task Force on Gender and Water brought together experts from the UN system, women's civil society groups, academia, gender experts, and the World Bank to identify the needs and obstacles for moving from the qualitative to the quantitative¹⁵. There are various data sets in the UN system and from other global institutions, mostly from small-scale case studies or on specific themes such as the role of women in agriculture and irrigation (Food and Agriculture Organization of the United Nations) or sanitation-related diseases (World Health Organization). Several partners, including UNESCO, the UN Water Assessment Programme, and the Asian Development Bank in particular, are actively pursuing the promotion of gender-disaggregated data for water monitoring, assessment, and reporting.

GWP, together with other relevant partners, will actively support the development of a systematic approach resulting in a basic set of unified indicators and data that will benefit the broader water community and make the outcome of interventions visible and comparable.

3.3 Gender and strategic goal 3: Strengthen partnerships

GWP unites a wide range of partner organisations that work towards universal water access and sustainable water management from different perspectives and backgrounds. RWPs and CWP's will have different and complementary contributions to the gender objectives of GWP.

RWPs: At the centre of GWP gender mainstreaming

RWPs play a role in generating dialogue across national boundaries, and are expected to have an open, inclusive, and gender-sensitive membership policy for bringing together as wide a group of stakeholders as possible. As such, RWPs are a natural entry point for effectively gender mainstreaming GWP operations and for ensuring gender inclusion in monitoring and reporting.

The 13 regions of GWP have distinct realities and different perspectives with respect to gender. The degree to which gender is mainstreamed varies across the Network and so a decentralised approach is essential. GWP will seek to enable effective gender mainstreaming across the Network by working to ensure that all RWPs have gender mainstreaming policies and action plans that reflect the specific needs and possibilities of their region. Active regional gender focal points will be key to strengthening RWP gender mainstreaming efforts in the GWP regions.

CWPs: Women-inclusive stakeholder participation

The mission of GWP is *to advance governance and management of water resources for sustainable and equitable development*. Strong CWP's with a balanced representation of all stakeholder groups will guide and facilitate the necessary changes from within each country where GWP is active.

A balanced representation of women is considered particularly important at the national level of CWP's, where GWP partners can influence national government policies and assist governments in bringing inclusive and sustainable water governance into practice. GWP will actively seek to enhance the participation of women's organisations within its partnership network at national level.

¹⁵ United Nations Department for Economic and Social Affairs (UN DESA) and UN-Water Decade Programme on Capacity Development (UNW-DPAC) (2008) *Gender-disaggregated data on water and sanitation*. Knowledge No 1. UNW-DPC, Bonn, Germany.

Building/strengthening partnerships with other international organisations

While GWP is a diverse and multi-layered partnership in itself, it operates together with many other organisations and allies. There is a multitude of stakeholders with complementary roles and skills, and impressive track records on contributing to integrated water resources management. In addition to strengthening its own structures, GWP will engage in strategic partnerships with other organisations that have complementary roles and skills to the GWP Network, notably women's civil society networks.

To have the desired impact on the community it serves, the GWP Organisation (GWPO) must have the necessary

structures, policies, procedures, and organisational culture in place to effectively catalyse change in society towards gender inclusive water management and governance through its operations and programmes.

In a diverse and multilevel network organisation such as GWP, organisational development for gender mainstreaming runs the risk of becoming a time- and resource-consuming exercise. The challenge for GWP is to determine where gender mainstreaming has a substantial added value for contributing to integrated water resources management; identify relevant external partners; and assess the efficiency and effectiveness of tools, balancing top-down and bottom-up approaches with a keen eye for the specific needs and possibilities of countries and regions.

4 Delivering the gender strategy

Acknowledging the central role of RWPs, and taking into account the lessons learned from gender mainstreaming in composite organisations, GWP will develop a roadmap for implementing the gender strategy with all RWPs, resulting in tailor-made processes for adequately gender mainstreaming their policies and operations.

4.1 Monitoring and evaluation

To create an enabling environment for incorporating a gender dimension in the work of GWP, and taking into account the lessons learned from other international organisations, GWP will further develop gender-responsive monitoring and evaluation. Gender-responsive monitoring and evaluation will be embedded within our existing monitoring and evaluation system. The development of gender-responsive targets and indicators will be bottom-up to make the system flexible and fit for purpose.

4.2 Diversity and inclusion

GWP practises diversity and inclusion across the organisation at the level of the Global Secretariat in Stockholm, ensuring regional and gender balance within

the staff. The Global Steering Committee is committed to be gender balanced and this is included in the by-laws for the work of the Nominations Committee. Records are also kept of gender balance at the level of RWPs. GWP Conditions of Accreditation require RWPs and CWPs to be inclusive of all partner organisations, including women, and that they exercise gender and diversity policies when they recruit staff as well as appoint Steering Committee members. However, more can be done, including within the technical function. GWP will practise and monitor diversity and inclusion policies at all levels and throughout the GWPO.

4.3 Securing financial resources

We gratefully acknowledge the efforts of our Network Partners who have volunteered their time to help achieve our vision and mission. In the area of gender mainstreaming, adequate funding is essential to ensure results. GWP will calculate the budgetary consequences of the proposed strategic gender objectives and will seek to raise adequate financial resources to realise effective gender mainstreaming across GWP operations and programmes.

Gender mainstreaming in composite organisations: Lessons learned

Since the Nairobi Conference on Women (1986), and in particular after the adoption of the Beijing Platform for Action in 1995, the UN system and other international organisations have engaged in gender mainstreaming the sustainable development sector. Notwithstanding the abundance of policy frameworks and institutional mechanisms, results on systematic and structural gender mainstreaming are meagre.

The evaluation of its gender mainstreaming policy by the United Nations Development Programme (UNDP)¹⁶ presents a sharp analysis of challenges and pitfalls for gender mainstreaming in an international, multi-layered organisation; it provides valuable lessons learned for GWP which comprise six categories:

- 1 **Leadership.** Leadership is an important success factor in gender mainstreaming. In order to move from 'islands of success' to systematic gender mainstreaming, strong and continued commitment at the highest levels of management is required.
- 2 **Understanding gender mainstreaming.** Awareness of gender mainstreaming is a collective organisational responsibility that benefits from qualified senior expertise that informs and advises management, and from systematic capacity building on the gender mainstreaming concept, tools, and issues. Building partnerships with civil society is considered important for creating this understanding.
- 3 **Collection of information and sharing experiences.** Institutional memory appears to be generally lacking in many organisations. The inclusion of gender analysis in monitoring and evaluation provides a tool to analyse and build on previous experiences and hence to improve performance in gender equity.
- 4 **Institutional mechanisms.** A clear definition of roles and responsibilities is required; not all tasks need to be done by internal structures. Strengthening the institutional mechanisms requires resources and should include strengthening partnerships with other organisations that have complementary roles and expertise.
- 5 **Accountability and incentives.** A clear and proactive strategy and policy needs to be paralleled by an accountability mechanism that includes incentives for good performance.
- 6 **Financial commitments.** A major constraining factor is the lack of adequate financial resources, both in terms of core budget and the allocation of adequate resources in programmes and projects for the purpose of making them gender inclusive. Unless the organisation allocates an adequate budget to implement its agreed objectives in the strategy, the targets will not be reached.



¹⁶ UNDP (2006) *Gender equality: Evaluation of gender mainstreaming in UNDP*. UNDP, New York, USA.



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