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UNDP's Portfolio Review from a Gender Perspective

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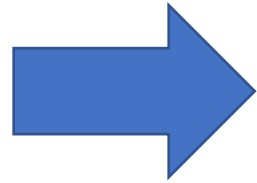




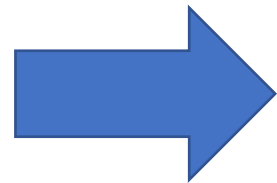
Portfolio Review from a gender perspective



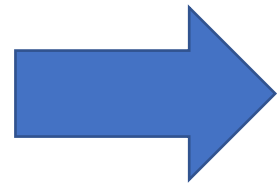
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Eye-opening Process on the Status of CO's portfolio vis a vis to Gender Equality and women's empowerment



Identify key entry points and route maps to ensure gender is fully mainstreamed into processes, instruments and benchmarks associated with programme and project cycle.



Build capacities and initiate a conversation how to institutionalize gender mainstreaming.

For the first time, the three programmatic areas of the CO analyzed its 17 projects with a gender perspective and received feedback on how to better mainstream gender in the projects (UNDP Ecuador)



Portfolio Review from a gender perspective in Numbers



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Implemented
in 9 Countries
LAC Region

2015-2018: Dominican Republic, Panama, Ecuador, Guyana, Suriname, Bolivia, Guatemala, Chile y Colombia
In 2019: Jamaica and Paraguay

More than 100
projects
reviewed
(aprox.12 per
CO)

Focused on the three outcomes of the UNDP Strategic Plan:

- Eradicate Poverty in all its form
- Structural Transformations for Sustainable Development
- Build resilience to shock and crises.

Aprox. 25
Bilateral
meetings per
CO's Portfolio
Review

Bilateral meetings with all personnel of CO, senior managers, programmatic units, project coordinators and consultants, communication and operational units. Counterparts implementing projects, allies and donors.



Steps of the Portfolio Review



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Step 1: Preparation

Senior Manager's agreement to a Portfolio Review and TOR for the exercise.

Coordination with CO for the development of an agenda for the on-site-mission.

Virtual Meetings with the Gender Focal Point, managers and key staff to adjust the methodology process and interviews with internal personnel and selected partners.

Review documentation: planning and policy documents and a sample of 30% of projects selected for the review based on pre-existing criteria.

Step 2: On- site mission

Interviews with senior managers

Small group discussions with teams/sub-teams (cluster team leaders, programme/project coordinators and consultants and relevant operational staff).

Small group discussions with M&E, communication and planning units.

Interviews with key partners.

Meeting with senior management team to present the main findings and initial recommendations.

Preparation and development of the half-day training workshop for personnel on gender corporate tools and how to mainstream gender in the programmatic portfolio

Step 3: Final Report and Follow – up

Final report with main findings, recommendations and road map

Thematic/ project follow up with selected personnel.

Ongoing support to gender focal points to implement recommendations.

Support to the Gender Focal Point and staff in the development of a gender portfolio and/or integration of gender into programmes and new initiatives.



Methodological Approach: *A Review, not an Evaluation to generate ownership*



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Objectivity: Based on an analytical process that generates objective and transparent information for the internal use of the organization and for the development of strategies that address the gaps identified from a gender perspective.

Collaboration and co-production: Joint analysis and joint recommendations. Focused on asking key questions to elicit perspectives, views and concerns regarding gender issues in the organization and how it is used (or not) to design programmes/Projects.

Learning: promotes processes of exchange of experiences and good practices as well as gender tools with the aim of promoting a process of internalization of the gender approach in the work of the different thematic units.



What will the office gain?

- **PRESENTATION OF STATUS OF THE PORTFOLIO OUTCOMES** vis-a-vis gender equality and women's empowerment and how the UNDP programming instruments are used to integrate gender and what additional tools are required to support.

- **IDENTIFICATION** collectively entry points to strengthen the gender mainstreaming and resources for programmes and projects.

- **RECOMMENDATIONS AND GUIDELINES**
 - ✓ On the overall action plan to mainstream gender in line with the objectives of UNDP Strategic Plan, UNDP Gender Equality Strategy, national priorities (UNDAF –CPD), 2030 Agenda, and the requirements of UNDP Gender Equality Seal.
 - ✓ For senior and mid-level managers to institutionalize gender mainstreaming more effectively.

- **TRAINING** for COs on UNDP's policies and tools (including the gender marker) and UNCT instruments and increasing knowledge on Gender Issues.



What is the value added of undertaking the exercise with external colleagues?

The initiative motivated a greater commitment of joint work from the different areas and units of the office, promoting a more integrated vision, with gender equality as its central axis. (UNDP, Dominican Republic)



- A **neutral and facilitated conversation** amongst all personnel of CO on the meaning of gender mainstreaming and implications for programming, together with training and tools.



- Exposure to **good practices** for COs to show the very diverse way in which gender links to sustainable development, better implementation of the SDGs and innovation.



- Opportunities for **UNDP Gender Focal Points** to participate in the exercise, learn about the methodology and other countries.



Opportunity to Strengthening Capacities and Knowledge

Sometimes you need to start from the basics!

- ✓ **IT IS AN INSTITUTIONAL RESPONSIBILITY** not the job of the Gender Focal Point
- ✓ **CAPACITIES ON:**
 - **GENDER CONCEPTS AND GENDER ISSUES:** increasing knowledge on the broader development process and the complexities faced by COs implementing policies and programmes.
 - **CORPORATE TOOLS AND POLICIES:** UNDP and UN Corporate Frameworks, International commitments and accountability mechanisms.
 - **HOW TO UNDERTAKE A GENDER ANALYSIS:** Build internal capacity for managers and staff to undertake strategic planning, programme development, monitoring and evaluation with gender lens upfront.
 - **HOW TO USE THE GENDER MARKER** Help Managers, programme and project personnel and Gender Focal Points understand and assess the impact of their investments and other key policy initiatives on gender equality.



GOLD TIPS: DEEP DIVE INTO THE REALITY OF THE CO

Project coordinators understood that including gender approach can enhance their development results and that the "gender marker" is a useful tool and not "yet another demand from HQ" which needs to be filled without serious consideration. (UNDP Chile)

- ❑ **LEADERSHIP COMMITMENT- Requesting a portfolio review is a Good Start.** Although it requires the sustainability of this commitment in terms of investing in capacities and resources to strengthen gender architecture of CO.
- ❑ **CO INSIGHTS – External environment** (Political, socio-economic and cultural dynamics in country and how UNDP understands them)
- ❑ **TIMING- It is important to seize the moment.** The portfolio review has shown a greater value added when CO is starting a new CPD, new projects are in pipeline and have on board a gender specialist that create a space for a joint work for the Extra Mile.
- ❑ **CO'S PRIORITIES – Identify where the Energy of the office is mainly allocated.** Understanding which is the priority of CO and how the CO Works



GOLD TIPS: DEEP DIVE INT THE CONTEXT OF CO

It opened new opportunities for work with counterparts and increased the demand for support to UNDP as an inclusive entity and it helped to identify the inclusion of possible gender actions to improve the gender marker. (UNDP Dominican Republic)



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□ The organization of bilateral meetings with present and potential counterparts, allies and donors is key to:

- ✓ Identify key entry points to support the achievement of gender results
- ✓ Identify Gender champions that could push the Agenda with capacities and resources.
- ✓ Identify synergies and common interests on specific gender and development related issues.
- ✓ Help to understand challenges and opportunities due to the national and local context.



GOLD TIPS: DEEP DIVE INTO THE REALITY OF THE CO

With the recommendations received, the senior management team decided to initiate an intense internal work to strengthen the mainstreaming of gender. It began with the development of a theory of change with the programmatic units based on the UNDP Gender Equality Strategy for the CO. (UNDP Bolivia)



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□ SHOW THE BUSINESS CASE FOR GENDER WORK IN UNDP

- ✓ Gender as an Accelerator and approach to leave no one behind
- ✓ Not an additional cost but a strategic investment
- ✓ Enhances understanding of development contexts

□ IDENTIFY ENTRY POINTS IN THE PROGRAMME/PROJECT CYCLE

- ✓ Understand real challenges and opportunities faced by personnel to mainstream gender and identify key entry points to include a gender analysis in their projects/programmes.
- ✓ Push the envelope and go for the EXTRA MILE from gender sensitive to gender responsive and transformative projects (from GEN0/GEN 1 to GEN 2/GEN 3)





*Empowered lives.
Resilient nations.*

THANK YOU!

