



United Nations Entity for Gender Equality
and the Empowerment of Women

**UNITED NATIONS COUNTRY TEAM PERFORMANCE
INDICATORS FOR GENDER EQUALITY MAINSTREAMING - PERU
NARRATIVE REPORT**

ELIANA VILLAR MÁRQUEZ
(eliana.villar@gmail.com)

December 18, 2012
FINAL VERSION

CONTENT

I. INTRODUCTION

II. METHODOLOGY

III. PERUVIAN CONTEXT

IV. SUMMARY OF FINDINGS

STRENGTHS BY DIMENSION

WEAKNESSES BY DIMENSION

V. FOLLOW UP MATRIX AND RECOMENDATIONS

1 INTEGRATING GENDER FROM PLANNING

2 IMPLEMENTING A JOINT PROGRAM AND MOBILIZE RESOURCES FOR IMPLEMENTATION

3 ENSURE CONSULTATION WITH MIMP AND REVIEW BY GENDER EXPERTS

4 INVEST IN STRENGTHENING INTERNAL CAPACITIES IN GENDER EQUALITY

5 INCLUDE GENDER EQUALITY IN UNCT AGENDA

6 STRENGTHENING MONITORING AND FOLLOW UP WITH A GENDER FOCUS

7 DO A MORE TRANSPARENT ALLOCATION OF RESOURCES ON GENDER

8 INTEGRATING A GENDER APPROACH IN PERIODIC REVIEW OF UNDAF

ANNEX A: GENDER SCORECARD -PERU

ANNEX B: INTERVIEWS

ANNEX C: DOCUMENTS REVIEW

ACRONYMS

AECID	Spanish agency for international cooperation and development
APCI	Peruvian Agency of international cooperation
CCA	Country Case Assessment
CEDAW	Convention on the Elimination of all forms of discrimination against women
CIDA	Canadian International Development Agency
DDP	Ombudsman Office
ECOSOC	Economic and Social Council (United Nations)
ENDES	Demographic and Household Health Survey
ENUT	National survey about the use of time
GSB	Gender sensitive budgets
GTG	Gender Theme Group
IMF	International Monetary Fund
INEI	National Institute of Statistics
LIO	Law of Equal opportunity between women and men
MDGs	Millennium Development Goals
MEF	Ministry of Economics and Finance
MESAGEN	Donors roundtable working on gender
MIDIS	Ministry of Development and Social Inclusion
MINJUS	Ministry of Justice and Human Rights
MINSA	Ministry of Health
MIMDES	Ministry of Women and Social Development
MIMP	Ministry of Women and vulnerable population (formerly MIMDES)
NGOs	Non governmental organizations
PAHO	Pan American Health organization
PNIG	National Plan of gender equality
PRIO	Regional Plans of equal Opportunity between women and men
RC	Resident Coordinator
TCPR	Triennial Comprehensive Policy Review
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNS	United Nations System
WB	World Bank

EXECUTIVE SUMMARY

The Gender Scorecard applied in Peru is based on 39 interviews and takes place in a time of significant change for gender equality agenda, mainly due to the change in government and the restructuring of the Ministry of Women and Vulnerable Populations (MIMP) that, since July 2012 and for the first time in the country, has a Unit of Gender Mainstreaming (UGM). National development plans do not contain an explicit gender nor strong enough to encourage donor alignment in this framework. The UGM is a new opportunity that has arisen after the preparation of the UNDAF and the limited presence of a gender approach in national plans is a challenge because the gender alignment requires that the subject be given priority on the public agenda.

In this context, we examined the CCA and the UNDAF 2012-2016 and found that regarding the planning stage, there is good relationship between UN and both NGOs and civil society to engage them in the consultation process but they do not remember being consulted in the current UNDAF. In addition, rich discussions taken place in previous workshops seem to have been evaporated in the final programming so that there is no clear presence of gender - disaggregated data by sex and gender analysis - in the final document programming. While there is a commitment on gender mainstreaming and women's empowerment that is expressed in the explicit support of the RC, the GTG and there is active participation of the UN system in the donor roundtable working on gender (MESAGEN), this responsibility is concentrated in a few people and individual effort can be exhausting because of other responsibilities.

Although gender focal points in each agency is a strength, this role requires more training to provide the necessary tools, they demand a more applied kind of training to be used in programming with a gender approach. Currently, there is no gender-specific programming (although a joint program is being designed) and the UN system faces serious limitations to allocate a specific budget and / or mobilize resources to achieve gender equality and empowerment of women. Regarding decision making, UN Women regularly participates in UNCT meetings - despite not having a representative - but usually no specific programmatic agendas are addressed in these meetings.

Finally, at least three UN agencies use some form of gender marker in their programming (which can potentially be used to track budget allocation) but this tool is not known or used by other agencies to make more transparent the criteria for the application of gender markers. With respect to monitoring, there is greater concern about having verifiable indicators but none of the people with gender expertise is a member of this working group. The open attitude of UNCT and the RC in particular regarding gender has not been used to its full potential for the review of CCA and UNDAF due to an overload of tasks and responsibilities of the few people with the technical knowledge and experience to carry out this mission.

Considering the country context, recommendations proposed in this report are intended to optimize existing resources (e.g. for training), learning from individual practices to socialize (e.g. gender markers), formulate strategies for the whole UNS and considering external support to boost gender (e.g. Expert Advisory Committee) within the UN System .

I. INTRODUCTION

The *Gender Scorecard* was introduced in 2008 by the UN Development Group to support accountability and leadership for mainstreaming gender in the United Nations Country Teams. The scorecard sets minimum standards in the process of CCA and UNDAF based on United Nations mandates on gender mainstreaming. To the end of 2011, 20 countries have completed the scorecard exercise and other 20 countries were in the process of conducting it or planning to do it¹.

The main objectives of this consultancy were:

- To assist UNCTs in identifying areas in which they are meeting or not meeting minimum standards.
- To stimulate a constructive dialogue within the UNCT about the current status of gender mainstreaming and women's empowerment and how it can be improved in the UNDAF 2012-2016.
- To identify remedial action where minimum standards are not being met.
- To support the sharing of good practice in gender mainstreaming and the promotion of gender equality.
- To assist the Thematic Group on Gender and other other groups by área of cooperation in UNDAF to meet the minimim standards.

The consultancy for the implementation of the Gender Scorecard was conducted in Peru during the months of August to October of 2012 as an initiative of UN Women and the support of the Gender Theme Group (GTG) in the UN system. This document is based on the CCA and UNDAF 2012 -2016 and had the valuable technical support of Tony Beck².

II. METHODOLOGY

This narrative report is based on a careful review of the methodological guide for implementing the Gender scorecard and both, a general and a gender analysis of key documents that have both the UNDAF or UNCT intervention framework as the CCA or diagnosis of the country. This report also takes into account a detailed review of the ECOSOC program framework serving on the specific mandate of the United Nations system on gender. For the selection of persons and institutions to interview, it was taken into consideration a) the directory of partners consulted for the preparation of the UNDAF and b) the public sectors prioritized by the UNDAF and the Peruvian government to which some few more people suggested by the agencies, more specifically by UN Women and the GTG were added.

Information from national development plans, plans and programs of the MIMP and existing international commitments on gender equality were taken into account and that has been supplemented and / or deepened with updated information during interviews with key informants. Interviews with agencies, state and civil society served for more detailed joint

¹ *UNCT Performance indicators on gender equality and the empowerment of women. Three year review of implementation.* undg Task Team on Gender Equality and the empowerment of women. July 2012.

² I was in constant contact - via skype and email - with Tony Beck (tonybeck@shaw.ca) who developed the instrument and provides technical assistance for the implementation of the Gender Scorecard, as it was the first time that this instrument was applied to Peru.

interventions and / or strategic alliances that were not visible enough in the UNDAF and offered examples of good practice.

The major difficulty encountered was the time and follow-up demanded to get interviews with the right people and time availability problems of these people. Although the Gender Scorecard Guide suggests to perform between 15-20 interviews, this report is based on 39 interviews: 21 people of the United Nations system (including the World Bank and IMF), 8 of the State, 7 in the civil society, and 3 donors. The work was facilitated by the support and the time of all personnel of the UN system³, authorities, government officials and NGOs who participated in this round of consultation.

III. CONTEXT

There are some important contextual factors to be considered in order to properly assess the Peru case:

1. There is dispersion and lack of planning in the medium and long term in regards to having a clear reference document on development planning in the country: the National Accord, the 2021 Bicentennial Plan⁴ and the Plan of International Technical Cooperation.
2. None of the documents containing the development plans for the country - above - has a clear, explicit and systematic gender approach.
3. The lead agency on gender equality - the MIMP (formerly MIMDES)- has recently redefined its mandate and organizational structure to have transferred all social programs to the new Ministry of Social Inclusion MIDIS since January this year.
4. For the first time in the country, a unit on gender mainstreaming within MIMP has been created - in July 2012 -. This unit never existed in the former MIMDES .
5. The issue of gender equality is not a priority issue on the public agenda of the Peruvian State. This absence makes the alignment of cooperation in this matter to be more difficult ⁵.
6. MIMP has limited influence on both social and economic policies of the country which does not promote gender mainstreaming in the entire state.

³ I would like to thank UNFPA, the Office of the Resident Coordinator and UN Women for their cooperation sharing with me relevant information and putting me in contact with key people.

⁴ The Bicentennial Plan mentions 7 times the word gender in 286 pages, usually as an isolated phrase, not articulated with the rest of the text and definitely it does not have a gender analysis.

⁵ Perhaps the only exceptions are the topic of violence against women and, more recently, femicide on which a law has been passed in December 2011, after the current UNDAF was officially signed.

IV. SUMMARY OF FINDINGS

The findings allow us to have the opportunity to highlight strengths and weaknesses and identify areas that should be prioritized for improvement. This section is based on both the score on the gender scorecard and the interviews.

The average score is the result of the sum of the scores of sections divided by the number of sections per dimension evaluated. It is very important that the interpretation of these scores include reading the follow up matrix in which the main problems have been systematized as well as the recommendations to overcome them.

The following table shows the average score achieved by the UNCT Peru in the Gender scorecard for each dimension:

Dimension	Average score
1. Planning	2.8
2. Programming	2.8
3. Partnerships	2
4. Policies and capacities	2.6
5. Decisión making	1.5
6. Budgeting	1.5
7. Monitoring and evaluation	1
8. Quality control and accountability	2

STRENGTHS

1. Planning: The UN system has built a good and smooth working relationship with the APCI that is the public channel and partner in charge of expressing the priorities of the Peruvian State. UN agencies have a good level of call against civil society organizations (including the NGOs and women's organizations) that allows all they are willing to participate in the consultations led by the UN system.

2. Programming: There are some agencies within the system with particular strengths in gender-sensitive programming - particularly UNFPA, UN Women and PAHO - which in turn have driven both in programming initiatives and through campaigns (including the campaign of General Secretary) to promote rights and the empowerment of women through the GTG and MESAGEN.

3. Partnership: The role of the UN System (particularly UNFPA, UN Women, PAHO and UNDP) in the Bureau of Gender donor (MESAGEN) has been extremely important to keep it active and promote joint initiatives in support of women's rights and gender equality. With respect to

their counterparts in the State, UNFPA, UN Women and PAHO are consistently recognized by their presence, contribution and ongoing technical assistance by the MIMP and several other sectors such as the Ministry of Health and the Office of the Ombudsman.

4. Policies and capacities: There are gender focal points in each UN agency that due to an initiative taken by the GTG, will have access to gender training opportunities. The high level of personal commitment of those on both MESAGEN and the GTG is a key factor of progress in gender-sensitive programming.

5. Decision making: Despite not having a representative in the country, the coordinator of UN Women regularly participates in UNCT meetings and the GTG is invited to make presentations when requested. The UNCT and the Resident Coordinator in particular support measures to strengthen the gender approach.

6. Budgeting: Three UN agencies have shown signs of their interest in measuring somehow the budget allocation for gender equality agenda through the introduction of a gender marker in the budgets of UNDP, a gender equity marker in UNICEF and a gender flag in the case of the World Bank.

7. Monitoring and Evaluation: No strengths found in monitoring and evaluation with gender approach although there is an open attitude in the committee responsible for revisiting the indicators.

8. Accountability: The GTG and UN Women have the support both of the Resident Coordinator to provide comments and recommendations to both the CCA and the UNDAF.

WEAKNESSES

1. Planning: There is a limited articulation between the CCA and UNDAF text so that the former does not provide the necessary data and gender analysis that could sustain a program with a more explicit and systematic gender focus. The UNDAF includes some gender indicators are inadequate considering the potential in the country. The State did not clearly express that gender equality policies are a priority (except for the issue of domestic violence). In addition, the high turnover of high level staff in MIMP, does not contribute to the continuity of policies and accumulation of experience.

2. Programming: There are serious limitations in the technical skills needed to make gender-sensitive programming in several agencies of the UN system and there is still need for training key staff with critical conceptual and methodological tools for incorporating gender analysis in the design of programs and projects.

3. Partnerships: The change of government and the restructuring of the Ministry of Women (former MIMDES, currently MIMP) has involved the change of senior officials (two Ministers for Women in just one year) which does not promote the stability of the network on the topic neither the accumulation of experience in coordinated work. NGOs with more experience⁶ in

⁶ Meaning Movement Manuela Ramos, Centro de la Mujer Peruana Flora Tristán and DEMUS as well as the Secretary of Women in CGTP (workers union) and the Federation of Peasant, indigenous, worker women (FEMUCARINAP).

gender issues say they have not been called or not recall being consulted in the preparation of the UNDAF⁷. The simultaneous involvement of the same agencies in both MESAGEN and the GTG has worn out the momentum and overloaded with tasks and responsibilities to the few people who have promoted the issue of gender in the UN.

4. Policies and capabilities: The gender focal points of each agency does not have the training required to fully play their role⁸ to which is added an overload of tasks and additional responsibilities to gender. Several testimonies point out the need to go beyond the merely declaratory commitment to gender to have concrete tools for practical application⁹ in all thematic areas. There should be more attention to the risk of subsuming gender training to training in human rights and multiculturalism, even though, the RC points out that this statement is debatable. There is no complete and sustained supply of mandatory gender training for all staff of agencies including representatives.

5. Decision Making: The UNCT usually does not address programmatic issues during their sessions¹⁰ nor an agency specific agendas so the gender issue in the agenda of the UN System is not discussed regularly.

6. Budgeting: There is a clear weakness in the ability to assign and / or mobilize resources for the development of gender-specific programs so it is used to add small contributions permanently or distribute costs to run inter-agency initiatives on gender and specific campaigns.

7. Monitoring and Evaluation: None of the few gender specialists in the UN participates in the UNDAF monitoring group. This group is more focused on developing verifiable indicators that in most cases it does not makes explicit the need for sex-disaggregated data.

8. Quality control and Accountability: There are only four officials of the UN (in UNFPA, UN Women, FAO and PAHO) with prior training in gender and the experience necessary to make recommendations on gender equality to UNDAF. Whereas them - except for the Coordinator of UN Women - are serving different functions in their agencies, they do not have the time required to make a quality review of the CCA and UNDAF to ensure a gender perspective.

⁷ During the presentation of this report before the GTG and the Resident Coordinator, they pointed out that this may be a perception (because some of these NGOs have been invited) or be based on the institutions and persons interviewed. ⁷

⁸ During the presentation of this report, GTG members pointed out that a) trained staff did not feel confident regarding the gender approach and; b) weakness regarding gender focus involves all agencies staff and not only focal points.

⁹ One good example of these tools is the Use of Time survey; however, this is not sufficiently used and it is uncertain whether it will continue. Some people also requested the friendly dissemination of these tools.

¹⁰ The RC does not agree with this statement even though this is based on other two representatives interviews.

V. FOLLOW UP MATRIX AND RECOMMENDATIONS

Dimension	Average numerical rating	Main follow up issues	Steps to be taken, including technical assistance needed, time-frame, allocation of responsibility, and resources required
Planning	2.8	<p>There is limited reference to the existing regulatory framework on gender equality in the country (mainly the LIO) and international commitments signed by Peru.</p> <p>There is also a tendency to subordinate gender issues within other approaches (such as the human rights approach and intercultural approach)¹¹</p> <p>Inequality being one of the distinctive features in the country, these gaps in the case of women's access to basic services (such as secondary education or reproductive health) or fundamental rights (e.g. having an ID) are not present in a systematic way in the CCA so the actual situation of women becomes invisible.</p> <p>The participation and contribution of NGOs and women's organizations in the consultation workshops have evaporated in the process of multiple revisions of the UNDAF.</p> <p>The UN does not have enough gender</p>	<p>In the future, I recommend that both the preparation of the CCA and UNDAF have the review by an ad hoc team of gender experts that may be called Expert Advisory Committee to provide evidence relevant to gender in harmony with the policies and regulatory framework of the country. Both the Equal Opportunity Law and the Supreme Decree 027-2007 PCM¹² should be considered for alignment purposes in gender issues.</p> <p>In order to strengthen the gender perspective from planning, every agency should develop a set of few questions on gender that they need to respond through programming; these questions should enrich CCA. The consolidated version of the questionnaire must be included in the terms of reference of the person responsible for preparing the draft version of the CCA.</p> <p>If UNCT decides to hire an external consultant to prepare the first draft of the CCA, his or her background should include both training and experience on the gender approach as a mandatory prerequisite.</p> <p>Ensure that at least two civil society institutions working for women's rights and gender equality are invited and attend the consultation meetings. At least one of these institutions should work in rural areas and with ethnic minorities.</p> <p>It should be close monitoring of the proposals and contributions on gender during the consultation process so that these remain in the final version of the UNDAF. A possible mechanism is that RC explicitly supports the active inclusion of the GTG at</p>

¹¹ This statement was disputed by the RC and two members of the GTG according to which gender has its own space when working with rights approaches and multiculturalism.

¹² DS 027-2007 PCM establishes twelve national policies that are mandatory for all levels of the State with a follow up every six months. Among others, this decree rules for gender mainstreaming in all sectors, entities and public enterprises.

		<p>specialists (the 4 senior experts identified are in UNFPA, UN Women, PAHO and FAO) and they have too many other responsibilities. Gender focal points have not necessarily been trained.</p>	<p>key moments of the process (for example, in the editing committee).</p> <p>Ensure hiring a gender specialist to accompanying the process of formulation of both the CCA and the UNDAF. Ensure the participation of a member of the GTG in the selection committee of the consultant in charge of preparing the draft CCA, this would be part of an internal advocacy strategy framework on gender.</p> <p>Period: 2012</p> <p>Responsibility: Resident Coordinator, GTG</p> <p>Resources required: US\$ 10,000 (including 3 consultation meetings x 5 specialists x US\$ 300 per meeting = US\$ 4,500 and US\$ 5,500 to pay a consultant for CCA)</p>
Programming	2.8	<p>There is not a joint program on gender. Gender-related and equal opportunities dimensions are sometimes developed as an additional feature of the core objective (e.g. the Wawa Wasi (daily care service) with a job opportunity component have not had the publicity it deserved).</p> <p>The Peruvian government has not prioritized clearly a gender agenda in their national policies. The leading sector (MIMP) is institutionally weak and has limited influence on other ministries.</p> <p>Conservative forces influence public policies (particularly in the areas of health) that push for work with women who are confined to the</p>	<p>Develop a joint program of gender or whose main focus is the achievement of gender equality and empowerment of women to serve as a pilot program to monitor: a) challenges and obstacles to advocate for gender equality b) gender mainstreaming</p> <p>The GTG should propose a Gender Advisory Committee (GAC) ¹⁴ to review the UNDAF. The GCC must be made up of experts in gender with ability to present and support (with evidence and in line with national priorities) before UN staff involved in programming and a person of the highest level (ideally the vice-Minister) in MIMP.</p> <p>The agencies could make an effort to avoid gender evaporation in the discussion of the UNDAF by appointing two people to channel their agenda and report back within their own agency. The person in charge of the GTG coordination should be one of the two appointed in her or his agency.</p>

¹⁴ This GAC would be the equivalent to a roster of gender experts and its mains duty would be proposing advocacy strategies and gender mainstreaming (in the UNDAF framework) in a way that it makes more visible the bridge between theory, public policies and practice on gender equality.

		<p>issue of violence.</p> <p>UN agencies sent representatives (sometimes up to 3 different people) to participate in discussions about the content of the UNDAF which can be an obstacle to centralize proposals and for sound accountability.</p> <p>There is some tension between agencies when deciding on the indicators because depending on which ones are selected, they will be under the responsibility (and budget) of one specific agency.</p> <p>Significant efforts are invested in terms of time (and small financial contributions by agency) to celebrate emblematic dates related to gender equality and empowerment of women so while this activities may give visibility to agencies, it may not make an impact in the long term.</p> <p>The use of gender markers to highlight gender may not be being used rigorously¹³ pretending a commitment to gender equality that may not be such.. It is usually assumed that only UN Women has a mandate on gender equality.</p>	<p>In the future, a gender specialist with more experience in the UN System, should be part of the team in charge of the final version of the UNDAF and the review the final draft of the results matrix.</p> <p>The celebration of emblematic dates on women's rights should be both an explicit and planned (budgeted) part of the programming and those celebrations should be articulated to the agencies' programs and projects. The time spent in these activities should be recognized explicitly in reports of activities of the people involved.</p> <p>Systematize and critically analyze the actual use given to gender markers to achieve more transparency on the level of commitment to gender equality and empowerment of women, and reaching recommendations on this matter. As a first step on this direction, the World Bank, UNDP and UNICEF will be invited to present the actual use of markers before the GTG.</p> <p>Period: 2 times a year and during the formulation of the UNDAF</p> <p>Responsible: Coordinator Resident Representatives, UN Women and GTG</p> <p>Resources required: Estimated amount for the joint program currently in development</p>
Partnerships	2	<p>The recent change of government, the restructuring of the mandate of the MIMP and high turnover of public officials have limited sector involvement in the discussion of the</p>	<p>The UN can provide ongoing technical assistance to improve good governance and public management through the development of a coordination at the highest level in MIMP in order to institutionalize its participation in the formulation of the UNDAF and in identifying programming opportunities. The recent restructuring of the MIMP</p>

¹³ For instance, assigning a high score on gender equality for a project on improved stoves for poor families only because there are women involved.

		<p>current UNDAF.</p> <p>The Peruvian State in general and MIMP in particular still have limited experience in formulating their demands and priorities before donors, especially those that are more technical in nature and for the medium and long term, rather than small amounts of budget to support specific demands.</p>	<p>and the creation of a Gender Mainstreaming Unit within MIMP offers an excellent opportunity in this regard.</p> <p>UN Women could provide technical assistance to MIMP to develop a strategy to strengthen the capacity of MIMP to organize its demand on international cooperation on gender issues, involving the active participation of APCI.</p> <p>Period: 2013-2016 Responsibility: UN Women, GTG, UNDP, RC, UNCT. Resources required: US\$ 5,000 (technical assistance MIMP and assessment)</p>
Policies and capacities	2.6	<p>There is a unanimous recognition of the need for capacity building in the area of gender equality and is even more urgent in the case of the focal points of each agency.</p> <p>Some agencies have resources for free gender training in Spanish but this is not an offer well known by the whole system. The UN produces valuable information that, if not published, remain unknown.</p> <p>Downsizing staff and resources have together increased the responsibilities and tasks of the UN staff making it difficult to free up time to</p>	<p>The development of an overall strategy for gender mainstreaming in the UN is required, involving not only focal points of each agency but also engaging people responsible for programming and representatives. This strategy should emphasize a) capacity building¹⁶ and the development of methodological tools for incorporating gender in all areas of intervention (with emphasis on the productive and environmental¹⁷ areas) so as to have a mapping of instruments by type of project and b) a follow up and evaluation of these capacities should be included.</p> <p>The GTG should actively participate in the development of this strategy but cannot be the sole or main responsible. The leadership of the Resident Coordinator and representatives to participate as an audience of this training can be crucial to involve all staff.</p> <p>Systematize and centralize all information on gender training resources available in</p>

¹⁶ There are various resources in several agencies that could be listed, systematized and more globally administered by the Office of the Resident Coordinator and the UNCT based on a diagnosis of gender training demand.

¹⁷ There is more weakness to incorporate gender in non social projects because these issues are often seen as non related to gender equality. Testimony of CR. Several other testimonies gathered in the UN indicated that they did not want more lyrical declarations of commitment to gender or superficial ways of doing it (for example only using inclusive language) but with concrete tools to include a gender approach in the field and to find qualified technical support (outside the UN, in and out of the country) to introduce a gender approach in non social matters

		<p>attend training.</p> <p>The recruitment of new staff and consultants does not include knowledge and training on gender as a desirable skill and / or recognizing this as an advantage.</p> <p>There is a quite limited roster of gender experts.</p> <p>The GTG and MESAGEN¹⁵ have taken responsibilities to strengthen the internal front of the UN System and the external (with other donors) respectively but there is a need for linking up between the two bodies that does not rely solely on the efforts of individuals who participate in both spaces.</p>	<p>order to optimize its impact and handle this as a collective resource. In addition, organize a monthly meeting to present results of consultancies on gender that may be of interest to other agencies (similar to brown bags meetings).</p> <p>Incorporate the knowledge and training on gender equality as an additional advantage to compete for a job (be it temporary or permanent) within the UN System. Ensure that new staff induction includes gender, with emphasis on the dissemination of ECOSOC¹⁸.</p> <p>Design a virtual space within the page of the UN in Peru - for gender experts including specific fields of expertise (similar to BRIDGE - Gender experts Marketplace¹⁹) and regions where they have worked. This link will be useful when required to mainstream gender in specific issues (such as environment and infrastructure projects).</p> <p>Period: 2013-2016</p> <p>Responsibility: Representatives and CR</p> <p>Resources required²⁰: US\$ 20,000 (includes the design of a link within UNDP website, 3 workshops on how to apply gender approach in programming yearly and also the translation and dissemination of ECOSOC for UN staff and induction of new personnel.</p>
Decision making	1.5	The GTG only attends UNCT meetings to submit proposals or work plan but it is not a permanent	Existing a clear and explicit support of the Resident Coordinator and the UNCT to gender mainstreaming, I recommend that the monthly meeting agenda includes

¹⁵ At least half of those who attend MESAGEN are UN agencies which suggest that there is a need to revisit which is the most efficient use of human resources in such a way that the work overload do not push to a sort of "activism" on gender but the integration of a gender focus to the day to day of UN work.

¹⁸ En especial el ECOSOC 1997. Agreed Conclusions 1997/2: Mainstreaming the gender perspective into all policies and programmes in the United Nations System.

¹⁹ Ver: <http://www.bridge.ids.ac.uk/go/gender-experts-marketplace>

²⁰ Se recomienda el fortalecimiento de los recursos que disponen la especialista de género, los puntos focales y el GTIG, estableciendo mandatos claros, asegurando adecuada capacitación y recursos adecuados y estables así como incrementar el apoyo y participación del personal senior. ECOSOC. Resolución 2004/4

		<p>member of this meetings.</p> <p>The Coordinator of UN Women does attend UNCT meetings but does not have the status of representative as other members of the UNCT.</p> <p>The UNCT meetings do not always include gender programming in a systematic way.</p>	<p>always the discussion and decision making on at least one item proposed by UN Women in consultation with the GTG.</p> <p>The representative of the lead agency of the GTG shall bring a brief report of progress on gender to the UNCT meetings.</p> <p>Period: 2013-2016 Responsibility: GTG, RC, UNCT. Resources required: None</p>
Budgeting	1.5	<p>There are serious limitations in the allocation and mobilization of financial resources specific to the topic of gender equality and empowerment of women.</p> <p>A constant in the gender issue is talking about the possibility of mobilizing²¹ resources rather than allocating from the available budget.</p> <p>The GTG does not have sufficient resources to set a more ambitious work plan due to budgetary limits.</p>	<p>Each agency shall report to UNCT the budget percentage allocated to programs and projects that seek to empower women, the exercise of women's rights and the equality between women and men²².</p> <p>Each agency shall allocate an annual percentage - to be defined by the UNCT consensus - of its budget to encourage and support the work of the GTG. This amount shall not be subject to the possibility of mobilizing resources (because it may not be accomplished) in the future.</p> <p>Recommend systematize current practices of UNDP, UNICEF and World Bank using gender markers in their programming to estimate to what extent are useful for tracking programming / budget from a gender perspective and also to learn on the criteria with which is being used to define whether can be replicated by other agencies.</p> <p>The GTG Coordinator should submit an annual work plan that include financial resources required for its implementation before the RC and the UNCT.</p> <p>Period: 2013-2016</p>

²¹ Mobilizing resources meaning the possibility of getting funds by applying to different funding sources or grants.

²² With the only exception of UN Women whose entire budget is invested on gender and UNFPA with about - at least - 50% of its budget on this issue; it is estimated that, on average, budget allocated on gender issues do not reach 10% in other agencies. Testimony of Resident Coordinator.

			<p>Responsibility: Representatives, RC, GTG</p> <p>Resources required: None</p>
Monitoring and evaluation	1	<p>UNDAF indicators in very few cases (9 of 44) specifically identified the need to collect data disaggregated by sex. There is also a tendency to use concepts such as vulnerable and excluded groups (second indicator of ED 6) that makes women invisible.</p> <p>The monitoring and evaluation team does not have a gender expert to formulating indicators and accompanying work systematically.</p> <p>There is no gender specialist working in the Monitoring and Evaluation Committee responsible for revisiting the final version of the Matrix.</p>	<p>We recommend including specific gender sensitive indicators in the first four areas of cooperation which make visible - as far as possible, that is, if available - the gaps in rural and indigenous population. If disaggregated data in official sources are not available, it should be considered the need to provide technical assistance to generate and / or update this data on a regular basis</p> <p>The UNDAF Annual Review by the Resident Coordinator shall report specifically on the expected results in terms of gender.</p> <p>Include a gender expert (with knowledge of indicators) in the monitoring and evaluation team and/or preparing a proposal of gender indicators to be included in the final version of the Monitoring and Evaluation matrix.</p> <p>Period: 2013 -2016</p> <p>Responsibility: UN Women, GTG, RC.</p> <p>Resources required: US\$ 2,500 (consultancy to pay for a gender expert with specific expertise on gender indicators and sources of information to support the monitoring group).</p>
Quality control and accountability	2	<p>The UNDAF review process involves the participation of UN Women and the GTG for opinions and suggestions reach but this does not seem to be enough because of the conditions described above.</p> <p>There is not a roster of gender experts who may provide technical assistance.</p> <p>The UN does not have gender specialists because they do not have gender-specific</p>	<p>Include the participation of a Committee of Gender Experts (the same that supports the development of the UNDAF) to provide viable recommendations to the UNCT and the Resident Coordinator at least once during the review process of the UNDAF (at baseline and midterm).</p> <p>The accountability report shall include a section about changes made in both the UNDAF and the CCA from recommendations received attributable both to the Committee of Experts as to UN Women and the GTG.</p>

		programming (although they have a clear mandate in gender equality) to support accountability with gender equality approach.	<p>The annual assessment of all programming should include a gender equality performance.</p> <p>Period: 2013-2016</p> <p>Responsibility: RC, UN Women, GTG</p> <p>Resources required: US\$ 2,000 (consultancy to systematize information provided by UN agencies regarding budget allocation and programming with a gender approach to be included in the RC report.</p>
--	--	--	---

ANNEX A: GENDER SCORECARD PERU

Rating:

5= exceeds minimum standard

4= meets minimum standard

3= needs improvement

2= inadequate

1= missing

0= not applicable

1. PLANNING (CCA/UNDAF)		
Dimension	Definition	Rating – Comments - Evidence base
1a Adequate analysis related to gender equality and women's empowerment Source: UNDAF Guidelines	<p>Exceeds minimum standards</p> <ul style="list-style-type: none"> Includes an in-depth analysis of the ways in which gender inequality is reproduced, including the influence of gender relations, roles, status, inequalities and discrimination in access to and control of resources. The analysis includes reference to CEDAW reports and concluding comments. All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex. Critical capacity gaps are identified in the area of the promotion of gender equality. <p>Meets minimum standards</p> <ul style="list-style-type: none"> Includes an in-depth analysis of the ways in which gender inequality is reproduced, including the influence of gender relations, roles, status, inequalities and discrimination in access to and control of resources. The analysis includes reference to CEDAW reports and 	<p>Inadequate (Score 2)</p> <p>Comments:</p> <p>CCA presents a partial reference to the legal framework for gender equality (it mentions the Law of equal opportunity for women and men - LIO but not the CEDAW) and when it does, this is merely descriptive, it does not mention neither how gender inequality is reproduced nor the pending commitment on this matter. UNDAF mentions 23 times MDG of which there is only one to MDG3²³.</p> <p>Some disaggregated data by sex is punctually included in some topics (education, health, labor and violence) mostly in a descriptive way, not systematically. In few cases where gender gaps are</p>

²³ This review has been done to the version of 21 June, 2011. The single mention to MDG 3 is in page 9.

	<p>concluding comments.</p> <ul style="list-style-type: none"> • All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex. <p>Needs improvement</p> <p>Two of the above three areas (under <i>Meets minimum standards</i>) are met.</p> <p>Inadequate</p> <p>One of the above three areas (under <i>meets minimum standards</i>) is met.</p> <p>Missing</p> <p>Not applicable</p>	<p>mentioned (for instance in access to employment) no reference neither to the impact of such gaps nor its policy implications are included.</p> <p>There is no sex disaggregated data and differential impacts in key issues such as governance, citizen safety, access to resources and the environment.</p> <p>The UNDAF document mentions gender only 9 times (versus 56 times in previous UNDAF) along 40 pages. In those cases when gender is mentioned, it is typically used with regard to education or in a more generic way, for example, in the conclusions (referring to cross cutting issues: ethnicity, gender, age groups) and also as a broad reference to the gender and intercultural approaches.</p> <p>In the few times when sex disaggregated data is included (regarding key conditions to access other rights, for instance, there is no information on gender gaps in undocumented population), this is only done due to the extent to which this condition is transmitted to their children.</p> <p>When a deeper level of gender analysis is included (for instance, on reproductive</p>
--	--	---

		<p>health) this is focused on adolescents and young women, omitting adult women.</p> <p>In the explanation of the context, the only references to gender equality are those persistent gaps that characterize a deeply unequal country (along with ethnic factors, age, etc.)</p> <p>Evidence base: CCA/UNDAF</p>
<p>1.b</p> <p>Gender equality and women's empowerment in UNDAF outcomes</p> <p>Source: UNDAF guidelines</p>	<p>Exceeds minimum standard</p> <p>More than one outcome clearly articulates how gender equality and women's empowerment will be promoted.</p> <p>Meets minimum standard</p> <p>One outcome clearly articulates how gender equality will be promoted.</p> <p>Needs improvement</p> <p>One outcome includes reference to gender, but does not clearly articulate how gender equality will be promoted.</p> <p>Inadequate</p> <p>Gender equality or women's empowerment are given 'token' or minimal attention.</p>	<p>Needs improvement (Score 3)</p> <p>Comments:</p> <p>From the 5 areas of intervention, none explains explicitly how gender equality and women empowerment will be promoted. There is also a tendency to refer to this indirectly with expressions such as "inclusive", "with equity", "vulnerable groups".</p> <p>Only one of 13 Direct Effects (DE 8) mentions the need to produce statistic data with a gender approach.</p> <p>Evidence Base</p> <p>UNDAF</p>

	<p>Missing</p> <p>Not applicable</p>	
<p>1.c Gender equality and women's empowerment in UNDAF outputs</p> <p>Source: UNDG Guidance</p>	<p>Exceeds minimum standard</p> <p>At least one half of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improvements in progress toward gender equality and women's empowerment.</p> <p>Meets minimum standard</p> <p>Between one third and one half of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improved gender equality.</p> <p>Needs improvement</p> <p>Less than one third of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improved gender equality.</p> <p>Inadequate</p> <p>Outputs refer to gender equality or women in passing, but with no logical connection to changes in gender equality.</p> <p>Missing</p> <p>Not applicable</p>	<p>Needs improvement (Score 3)</p> <p>Comments:</p> <p>From 13 expected results or outcomes, only two of them (8 and 9) mention the gender approach explicitly; other 4 outcomes make generic reference to the condition of higher vulnerability (2) or a decentralized management with more equity (with no specific mention to gender equity) (3)</p> <p>The expected results with gender approach are not explicit</p> <p>On how they will promote gender equality and we may notice some tendency to mention "vulnerable groups" and other cross cutting issues that make the gender approach invisible.</p> <p>Evidence Base:</p> <p>UNDAF 2012-2016</p>

<p>1.d Indicators to track UNDAF results are gender-sensitive</p> <p>Source: UNDG Guidance</p>	<p>Exceeds minimum standard</p> <p>At least one indicator at outcome level, and one half of indicators at output level, are gender sensitive, and will adequately track progress towards gender equality results.</p> <p>Meets minimum standard</p> <p>At least one indicator at outcome level, and between one third and one half of indicators at output level, are gender sensitive, and will adequately track progress towards gender equality results.</p> <p>Needs improvement</p> <p>No gender-sensitive indicators at outcome level, and less than one third of indicators at output level are gender sensitive.</p> <p>Inadequate</p> <p>Token reference to gender equality or women in indicators.</p> <p>Missing</p> <p>Not applicable</p>	<p>Needs improvement</p> <p>(Score 3)</p> <p>There are some important absences among expected results and indicators defined in the UNDAF to measure the level of achievement (for example, femicide as an indicator of public safety in expected result 5).</p> <p>There are no qualitative indicators included to measure social change.</p> <p>In other cases, there is enough accuracy to make sure that the indicator will be measured (8).</p> <p>Only 9 of 44 indicators (20%) in the UNDAF mention explicitly an equal approach, the equal opportunity national plan or the need that all information be disaggregated by sex. Two indicators mention the most vulnerable and excluded groups or the need to collect disaggregated data on vulnerable groups (with no explicit mention to women).</p>

		Evidence Base: UNDAF
1.e Baselines are gender-sensitive Source: UNDG Guidance	Meets minimum standard²⁴ All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex. Needs improvement Some data is sex-disaggregated but sex-disaggregation is not systematic. Inadequate There is token sex-disaggregation of data. Missing Not applicable	Needs improvement (Score 3) Comments: We may find some level of sex disaggregated data in CCA; however, this is neither systematic nor is analytical or articulated to the disaggregated data of the diagnoses as a whole. The UNDAF points out that the baseline for monitoring indicators will be done during the first semester of Year 1 (2012) Evidence Base: CCA y UNDAF, monitoring group
2. PROGRAMMING		
Dimension	Definition	Scoring – Comments - Evidence base
2.a Gender perspectives are adequately reflected in joint programming ²⁵	Exceeds minimum standard <ul style="list-style-type: none"> Promoting gender equality and women's empowerment is reflected in long-term programming consistent with the opportunities and challenges identified in the UNCT's background analysis of gender 	Needs improvement (Score 3) Comments:

²⁴ It is not possible to exceed the minimum standard in this case, because the indicator refers to an absolute value (all data).

²⁵ For background information and guidance on joint programming and joint programs, see <http://www.undg.org/index.cfm?P=237>

<p>Source: ECOSOC 1997, 2004, 2005, 2006, TCPR 2007, World Summit Outcome 2005</p>	<p>inequality and women's rights situation (e.g., in CCA/UNDAFs, MDG report, etc.).</p> <ul style="list-style-type: none"> • UNCT joint initiative(s) (e.g., advocacy and other initiatives) in support of gender equality and women's empowerment exist. <p>Meets minimum standard</p> <ul style="list-style-type: none"> • There are detailed, practical and adequately funded programmes addressing the problems and challenges identified in the background analysis of gender inequality and women's rights situation. • UNCT joint initiative(s) in support of gender equality exist. <p>Needs improvement</p> <p>Meets either one of the two areas above (under <i>Meets minimum standard</i>).</p> <p>Inadequate</p> <p>Token reference to gender equality in programming.</p> <p>Missing</p> <p>Not applicable</p>	<p>The existence of a Gender Theme Group (GTG) making an effort to comply with a work plan involving the focal points of each agency, the delivery of proposals to the UNCT, the planning of training sessions and the promotion of emblematic dates for women's rights are facts that must be underline even though a gender approach as such is not adequately included in the joint programming.</p> <p>Evidence Base: interviews with the GTG, focal points on gender and review of joint programmes.</p>
<p>2.b Joint programs</p> <p>Source: UNDG guidelines</p>	<p>Exceeds minimum standard</p> <p>Key national gender equality and women's empowerment priorities are being addressed through a Joint Programme on gender equality, and through mainstreaming gender</p>	<p>Needs improvement (Score 3)</p> <p>Comments:</p>

	<p>equality into other Joint Programmes.</p> <p>Meets minimum standard</p> <p>A Joint Programme on promoting gender equality and women's empowerment is in place, and work is in progress to mainstream gender into other Joint Programmes.</p> <p>Needs improvement</p> <p>Joint Programme on promoting gender equality and women's empowerment being formulated, and limited mainstreaming in other Joint Programmes.</p> <p>Inadequate</p> <p>No Joint Programme on promoting gender equality and women's empowerment being formulated, and limited attention to gender in Joint Programmes</p> <p>Missing</p> <p>Not applicable</p>	<p>Not implemented a joint program to promote specific gender equality and empowerment of women but is preparing a joint program on violence influencing judicial and health officers to improve intersectoral response of the state; this will be a joint project developed by several agencies: UNFPA, UN Women, UNDP and PAHO technical support for 3 years. It is also in the process of formulating a joint program on femicide to be funded with regular resources of participating agencies.</p> <p>There is also a joint initiative to support the campaign of the Secretary General (UNiTE to end violence against women) involving the accession of several institutions: DDP (Ombudsman office), MINSA (Ministry of Health), MIMP (Ministry of Women and vulnerable groups), MIDIS (Ministry of development and social inclusion), MINJUS (Ministry of Justice) and Municipality of Lima. Accession means one to three strategic actions by public institution.</p> <p>There are four joint programs running (food security and nutrition; inclusive creative industries; environment; and youth employment and migration). Existing assessments indicate however the need to record information</p>
--	--	---

		<p>disaggregated to allow gender-sensitive monitoring.</p> <p>In the case of the joint programme (IOM, ILO, UNFPA and UNDP) on employment and migration (ended 2012) UNFPA included a gender approach to promote the participation of young mothers by a day care service that included information on job opportunities for them (wawa wasi laboral).</p> <p>In the case of the program on inclusive creative industries may be more women because it was designed with an emphasis on rural women which, however, does not mean that the program had a gender approach.</p> <p>UNAIDS being a joint program by definition not yet applied the gender approach in its design despite working with people with different sexual options (with UNFPA and UN Women). The profile of the epidemic in the country - according to UNAIDS officer - is of no greater vulnerability of women but of social vulnerabilities and risk behaviors of themselves and their partners. The programming has been made based on the evidence that not all women are most vulnerable in the country.</p> <p>Evidence base: Joint programs (program documents and assessments) and interviews with the Resident Coordinator,</p>
--	--	---

		the Joint Programme Coordinator and agency staff.
<p>2.c UNCT support for national priorities related to gender equality and women's empowerment</p> <p>Source: TCPR 2007</p>	<p>Exceeds minimum standard</p> <p>UNDAF budgetary allocations support implementation of national gender equality legal frameworks, including:</p> <ul style="list-style-type: none"> - National Plan of Action on Gender Equality and Women's Empowerment. - implementation of CEDAW, and follow-up to CEDAW Committee concluding comments. - collection and analysis of sex-disaggregated data at the national level. - gender mainstreaming in ministries other than the women's machinery. <p>Meets minimum standard</p> <p>Meets any three of the above.</p> <p>Needs improvement</p> <p>Meets any two of the above.</p> <p>Inadequate</p> <p>Meets one of the above.</p> <p>Missing</p> <p>Not applicable</p>	<p>Needs improvement (3)</p> <p>Comment:</p> <p>Due to changes in the structure and responsibilities of the Ministry of Women and vulnerable populations (MIMP), there has been a wait from donors in general regarding opportunities to support the MIMP. Recently - to have adopted its rules of functions and the National Plan of equal opportunities (PNIG) makes no more than two months - several UN agencies (particularly UNFPA and UN Women) have met with the MIMP to support specific actions such as dissemination of PNIG.</p> <p>There are some strategic opportunities for the generation of data disaggregated by sex, however not even being requested by the governing body (MIMP) before the INEI and donors in order to give continuity to the production of statistics that serve as evidence to inform policies. Of particular importance is to be given continuity to the Time Use Survey (ENUT) and the DHS Men.</p> <p>There are some specific actions to support commemorative</p>

		<p>events that require a relatively small fund and usually can be managed by the will of members of the Gender Team and / or in coordination with the Bureau of donors that support gender initiatives (MESAGEN).</p> <p>Evidence base Interviews with UN agencies, Ministry of women and the National Statistics Institute.</p>
<p>2.d - UNCT support to gender mainstreaming in programme based approaches</p> <p>Source: TCPR 2007</p>	<p>Exceeds minimum standard</p> <ul style="list-style-type: none"> • Capacity development provided to relevant government ministries for mainstreaming gender in Poverty Reduction Strategy Papers or equivalent. • Capacity development provided to relevant government ministries for mainstreaming gender in General Budget Support programming. • Capacity development provided to relevant government ministries for mainstreaming gender in Sector Wide Approaches and/or National Development Plans. <p>Meets minimum standard</p> <p>Meets any two of the above.</p> <p>Needs improvement</p> <p>Meets any one of the above.</p> <p>Inadequate</p> <p>Token attention to gender mainstreaming in programme based</p>	<p>Missing (score 1)</p> <p>Comments:</p> <p>At least three UN agencies (UNICEF, UNDP and World Bank) use a system to recognize the contribution of its programming on gender equality and the empowerment of women through gender markers but this system does not apply to the programming of the UNDAF as a whole.</p> <p>UN Women have made efforts to institutionalize the gender approach through technical support to the formulation of gender responsive budgeting (GRB) in the Budget of the Ministry of Finance (MOF) but this initiative has faced serious obstacles due to technical limitations to respond to MOF demands. This strategy was modified to work with a pilot sector (Ministry of Labour and employment Promotion).</p>

	<p>approaches.</p> <p>Missing</p> <p>Not applicable</p>	<p>Finally, it is recognized that in the country there are no technical skills in gender and public budgeting so that UN Women has initiated arrangements to convene universities to develop a curriculum in economics and gender with an emphasis on planning and budget.</p> <p>Evidence base: Interview with UN agencies, especially UN Women and the MIMP.</p>
<p>2.e - UNCT support to gender mainstreaming in aid effectiveness processes</p> <p>Source: TCPR 2007</p>	<p>Exceeds minimum standard</p> <ul style="list-style-type: none"> • Gender-responsive budgeting (GRB) is promoted in the Ministry of Finance and other key ministries. • UNCT takes lead role in strengthening the Government's ability to coordinate donor support to promote gender equality. • UNCT supports monitoring and evaluation of gender mainstreaming in National Development Plans, Poverty Reduction Strategy Papers or equivalent, General Budget Support programming, and Sector Wide Approaches. <p>Meets minimum standard</p> <p>Meets any two of the above.</p> <p>Needs improvement</p> <p>Meets one of the above.</p>	<p>Needs Improvement (score 3)</p> <p>Comment:</p> <p>While UN Women has made efforts to promote the use of gender responsive budgeting (GRB) in the Ministry of Economy and Finance (MOEF), these have had little effect because of limitations to have technical assistance that knows both the formulation of public budgets as the gender, so that it is capable of responding to the demands of MOEF by appropriate indicators for measuring the differential impact of public investment.</p> <p>In the state (more precisely the lead agency in gender MIMP) there is the same assessment of the reasons about the little progress made in this regard.</p> <p>UNFPA works in building</p>

	<p>Inadequate</p> <p>Token attention to gender mainstreaming in aid effectiveness processes.</p> <p>Missing</p> <p>Not applicable</p>	<p>capacity for formulating budgets and records to regional government level programming Regional Plan for Equal Opportunities (PRIO).</p> <p>Finally, several UN agencies (UNFPA, UN Women, UNDP) play an important role in boosting the donor roundtable MESAGEN to provide support to MIMP.</p> <p>Base of evidence: interviews with UN Women, UNFPA, AECID, CIDA, MIMP.</p>
3. PARTNERSHIP		
Dimension	Definition	Scoring – Comments - Evidence base
<p>3.a - Involvement</p> <p>of National Machineries for Women / Gender Equality and women's departments at the sub-national level²⁶</p> <p>Source: UNDG Guidance</p>	<p>Exceeds minimum standard</p> <p>Women's machinery/department participates fully in:</p> <ul style="list-style-type: none"> • Consultations about CCA/UNDAF planning (e.g. the prioritization retreat). • Development of UNDAF outcomes, outputs and indicators. • As key informants/stakeholders in the monitoring and evaluation of UNDAF results. <p>Full participation means that the women's machinery/department is present at meetings, is involved in decision-making, and that recommendations made are followed-up and there is involvement at the implementation level.</p>	<p>Inadequate (score 2)</p> <p>Comment:</p> <p>It should be noted the high turnover of civil servants in the country, particularly in the MIMP and the fact that the discussion of the UNDAF was conducted in a period of change of government administration (late 2010 and early 2011) .</p> <p>On the other hand, the governing body on gender and women's empowerment in Peru has been reengineered to have transferred all social programs into a new ministry of inclusion (MIDIS) in January 2012. In addition, a gender mainstreaming unit was created within the MIMP only two</p>

²⁶ To be completed once during the CCA/UNDAF process.

	<ul style="list-style-type: none"> • Role of women's machinery in supporting achievement of UNDAF outcomes clearly defined. <p>Meets minimum standard</p> <ul style="list-style-type: none"> • Women's machinery/department participates fully in CCA/UNDAF consultations. • Role of women's machinery/department in supporting achievement of UNDAF outcomes clearly defined. <p>Needs improvement</p> <ul style="list-style-type: none"> • Women's machinery/department participates fully in one of the above (under <i>Meets minimum standard</i>). <p>Inadequate</p> <p>Token participation by women's machinery/department.</p> <p>Missing</p> <p>Not applicable</p>	<p>months ago for the first time since the Ministry was created.</p> <p>APCI (Peruvian Agency of International Cooperation) is responsible for channeling the priorities of the State towards the UN System. According to APCI, some sectors still face difficulties to properly formulate their sector priorities before donors and recognize that gender has not yet been mainstreamed within APCI.</p> <p>Finally, Peru still needs to developing technical skills to mainstream gender, especially in areas not related to social issues.</p> <p>Evidence Base: interviews with APCI, MIMP and UN agencies</p>
<p>3.b - Involvement of women's NGOs and networks²⁷</p> <p>Source: UNDG Guidance</p>	<p>Exceeds minimum standard</p> <p>Women's NGOs and networks participate fully in:</p> <ul style="list-style-type: none"> • Consultations around CCA/UNDAF planning (e.g. the prioritization retreat). • Development of UNDAF outcomes, outputs and indicators. • Monitoring and evaluation of UNDAF results. 	<p>Inadequate (score 2)</p> <p>Comment:</p> <p>The information collected show that there is limited involvement of NGOs and women's networks in the formulation of the CCA and the UNDAF.</p>

²⁷ To be completed once during the CCA/UNDAF process.

	<p>Full participation means that women NGOs and network representatives are present at meetings, involved in decision-making, that recommendations made are followed-up, and that they are also involved at the implementation level.</p> <ul style="list-style-type: none"> • Role of women's NGOs and networks in supporting achievement of UNDAF outcomes clearly defined. <p>Meets minimum standard</p> <ul style="list-style-type: none"> • Women's NGOs and networks participate fully in CCA/UNDAF consultations. • Role of women's NGOs and networks in supporting achievement of UNDAF outcomes clearly defined. <p>Needs improvement</p> <ul style="list-style-type: none"> • Women's NGOs and networks participate fully in one of the above (under <i>Meets minimum standard</i>) <p>Inadequate</p> <p>Token participation by women's NGOs and networks.</p> <p>Missing</p> <p>Not applicable</p>	<p>There is a perception of consensus regarding the low permeability of the United Nations System (UNS) due to structural problems and the limited ability of the office of UN Women (mainly because they do not have a country representation nor sufficient resources) to position more and better gender mainstreaming both within the UN System and the Peruvian state.</p> <p>According to NGOs, the actions of the UN system is perceived as fragmented and sometimes UN agencies seem to compete with each other and, do not have adequate human resources and technical capacity to mainstream gender in their work program. However, they acknowledged the sustained work of UNFPA and more recently UN Women on gender equality.</p> <p>Evidence base: Interviews with NGOs and women's organizations.</p>
3.c - Women from excluded groups included as programme partners	<p>Exceeds minimum standard</p> <ul style="list-style-type: none"> • Women from excluded groups and their capacities and 	<p>Inadequate (score 2)</p> <p>Comment:</p>

<p>and beneficiaries in key UNCT initiatives</p> <p>Source: UNDG Guidance</p>	<p>livelihoods strategies, clearly identified in UNCT country level analysis.</p> <ul style="list-style-type: none"> • UNCT proactively involves women from excluded groups in planning, implementation, decision-making, and monitoring and evaluation. • Women from excluded groups are participants and beneficiaries in key UNCT initiatives, e.g. in UNDAF outcomes and outputs. <p>Meets minimum standard</p> <ul style="list-style-type: none"> • Women from excluded groups clearly identified in UNCT country level analysis. • Women from excluded groups are participants and beneficiaries in key UNCT activities, e.g. in UNDAF outcomes and outputs. <p>Needs improvement</p> <p>Meets one of the above (under <i>Meets minimum standard</i>).</p> <p>Inadequate</p> <p>Token involvement of women from excluded groups.</p> <p>Missing</p> <p>Not applicable</p>	<p>Testimonies realize the recognition of NGOs and labor unions on the work developed by the UN system in the country and openness to hear their proposals. However, none of the organizations interviewed have participated in the preparation of the UNDAF and in defining their results and products.</p> <p>Several of these organizations do not know the UNDAF but expressed interest in learning about the program content for the period 2012-2016.</p> <p>Evidence base: Interviews with NGOs (DEMUS, Flora Tristan and Manuela Ramos and grassroots organizations of women: Women's Secretariat of the CGTP and FEMUCARINAP.</p>
4. UNCT CAPACITIES		
Dimension	Definition	Scoring – Comments - Evidence base
4.a - Multi-stakeholder Gender Theme Group is	<p>Exceeds minimum standard</p> <ul style="list-style-type: none"> • Gender Theme Group adequately resourced, and resourced equally to other Theme Groups. 	<p>Needs Improvement (score 3)</p> <p>Comment:</p>

<p>effective</p> <p>Source: TCPR 2007</p>	<ul style="list-style-type: none"> • All key stakeholders participate (e.g. national partners, Bretton Woods institutions, regional banks, civil society, trades unions, employer organizations, the private sector, donors, and international NGOs). • Gender Theme Group recommendations taken into account in preparation of CCA/UNDAF. • Gender Theme Group has a clear terms of reference with membership of staff at decision making levels and clear accountability as a group. <p>Meets minimum standard</p> <ul style="list-style-type: none"> • Gender Theme Group adequately resourced. • Gender Theme Group recommendations taken into account in preparation of CCA/UNDAF. • Gender Theme Group has a clear terms of reference. <p>Needs improvement</p> <p>Meets any two of the above (under <i>Meets minimum standard</i>).</p> <p>Inadequate</p> <p>Meets any one of the above (under <i>Meets minimum standard</i>).</p> <p>Missing</p> <p>Not applicable</p>	<p>The Gender Team has been revived at the initiative of the Resident Coordinator and the hard work of some people with previous training (before entering the UN) and experience in the gender approach. By consensus, they decided that this year the Gender Team will work to promote the strengthening of gender mainstreaming into the UN system while MESAGEN will work on the external front supporting the state. Usually the Gender Team's meetings are attended by between 8-10 people (not Bretton Woods institutions, only the World Bank attends MESAGEN in few cases).</p> <p>Some of the agencies interviewed felt that working simultaneously on the Gender Team and MESAGEN can create a level of attrition that is exacerbated by limited financial resources available and, in some cases, the same people of the UN system attend both networks.</p> <p>The Gender Team is received and heard in the UNCT when requested and we were informed that UN Women was asked to comment on the CCA and UNDAF, however, even though a gender analysis has not been developed to serve as a support for programming with a gender approach.</p> <p>Evidence base: Interviews with</p>
--	---	---

		the World Bank, IMF, UN agencies and other donors.
<p>4.b - Capacity assessment and development of UNCTs in gender equality and women's empowerment programming</p> <p>Source: ECOSOC 2006</p>	<p>Exceeds minimum standard</p> <ul style="list-style-type: none"> • Resident Coordinator systematically promotes, monitors and reports on capacity assessment and development activities related to gender equality and women's empowerment. • Regular review of capacity of UNCT to undertake gender mainstreaming (e.g. once every one or two years). • The impact of the gender component of existing training programmes regularly reviewed, and revised based on the review. • Training on gender mainstreaming takes place for all UNCT staff (one day every six months for new staff for first year, minimum of one day of training once every year after this). • Gender specialists and gender focal points receive specific training (minimum four days of training a year on gender equality and women's empowerment programming). <p>Meets minimum standard</p> <ul style="list-style-type: none"> • Resident Coordinator systematically promotes, monitors and reports on capacity development activities related to gender equality and women's empowerment • Regular review of capacity of UNCT to undertake gender mainstreaming (e.g. once every two or three years). • Training on gender mainstreaming takes place for all UNCT staff (one day every six months for new staff 	<p>Inadequate (score 2)</p> <p>Comments:</p> <p>Limited attention is paid to strengthening UNCT capacities on gender mainstreaming, while trying to reverse this situation with actions taken by the Gender Team and supported by the Resident Coordinator.</p> <p>The gender focal points are usually volunteers or JP1 (junior professionals); no focal point receives additional recognition for this role and in some cases, this responsibility is seen as a punishment. Focal points on gender point out that they are overwhelmed due to multiple responsibilities and tasks they are expected to comply, gender being one of them. They have not received gender training and they have been appointed as focal points on gender because of their personal interest in the topic and their previous knowledge of the approach.</p> <p>Of the eight UN agencies interviewed (not including the Bretton Woods) 4 have gender focal points with training and experience.</p>

	<p>for first year, minimum of one day of training once every two years after this).</p> <ul style="list-style-type: none"> Gender specialists and gender focal points receive specific training (minimum two days of training a year on gender equality and women's empowerment programming). <p>Needs improvement</p> <p>Any two of the above (under <i>Meets minimum standard</i>) are met.</p> <p>Inadequate</p> <p>Token attention to capacity development of UNCTs in gender mainstreaming.</p> <p>Missing</p> <p>Not applicable</p>	<p>It is possible to notice efforts to allocate resources for capacity building (particularly from UNFPA, the Gender Team, UNDP, PAHO and UN Women) and to make more visible the aspects related to gender equality in projects and programs.</p> <p>Some other factors mentioned repeatedly are the reduction of staff and workload increase that make it difficult to have time available for training.</p> <p>Evidence base:</p> <p>Interviews with gender focal points of the UN System and other agency staff.</p>
<p>4.c - Gender expert roster with national, regional and international expertise used by UNCT members²⁸</p> <p>Source: ECOSOC 2006</p>	<p>Exceeds minimum standard</p> <ul style="list-style-type: none"> Gender expert roster exists, is regularly updated and includes national, regional and international experts. Experts participate in key UNCT activities (e.g. UNDAF planning, development of Joint Programmes on gender equality and women's empowerment). Roster used on a regular basis by UN agencies (dependent on size of UN country programme). <p>Meets minimum standard</p> <ul style="list-style-type: none"> Gender expert roster exists. Roster used on a regular basis by 	<p>Needs improvement</p> <p>(score 3)</p> <p>Comment:</p> <p>While there is a small list of gender experts (6 to 10), this does not seem to be updated regularly and systematically used by all UN agencies. In other cases, they rely on the expert roster of the region or national experts known in certain subject areas or previously used by an agency of the UN System that</p>

²⁸The roster can be maintained at national or regional levels.

	<p>some UN agencies (dependent on size of UN country programme).</p> <p>Needs improvement</p> <p>Roster in place but not updated or utilised.</p> <p>Inadequate</p> <p>No roster exists.</p> <p>Missing</p> <p>Not applicable</p>	<p>have delivered quality work.</p> <p>It is noteworthy that, the agencies with greater interest and leadership on gender equality (particularly UNFPA, UN Women and PAHO) made more frequent use of this directory of experts although there are limited opportunities to finance consultancies in gender issues.</p> <p>Evidence base</p> <p>Interviews with Gender Team, other UN agencies, representatives.</p>
5. DECISION-MAKING		
<p>5.a - Gender Theme</p> <p>Group coordinator is part of UNCT Heads of Agency group</p> <p>Source: TCPR 2007</p>	Yes/No	<p>No (score 0)</p> <p>Comment:</p> <p>The current Coordinator of the Gender Team (led by PAHO since January of 2012) is not part of the UNCT but upon request, she may attend to present a proposal, campaign or initiative linked to the Secretary General supported by the Gender Team.</p> <p>In the case of the former Coordinator of the Gender Team (UNFPA), she, sometimes, attended on behalf of UNFPA representative as she is the Assistant representative and not because she coordinated the Gender Team. However, her position and commitment to gender issues allowed her to include gender as part of the UNCT agenda.</p>

		Evidence base: Interview with Coordinator of Gender Theme Group, agencies, Resident Coordinator and UNCT.
5.b - UNCT Heads of Agency meetings regularly take up gender equality programming and support issues Source: TCPR 2007	<p>Exceeds minimum standard</p> <ul style="list-style-type: none"> Gender equality programming and support issues included in 75% of Heads of Agency meetings. Decisions related to gender equality programming and support issues are followed through. <p>Meets minimum standard</p> <ul style="list-style-type: none"> Gender equality programming and support issues are included in 50% of Heads of Agency meetings. Decisions related to gender equality programming and support issues are followed through. <p>Needs improvement</p> <p>Heads of Agency meetings occasionally include gender equality programming on their agenda.</p> <p>Inadequate</p> <p>Token attention to gender equality programming and support issues.</p> <p>Missing</p> <p>Not applicable</p>	<p>Need improvement (score 3)</p> <p>Comment: Usually the UNCT agenda is not programmatic (with exceptions) and technical and focuses much more on monitoring working groups or committees.</p> <p>However, UNCT meetings have shown openness both by regular attendance of the Coordinator of UN Women to their meetings and listening to the reports and proposals submitted by the Gender Team in support of campaigns (such as the Secretary General on violence against women) and specific initiatives to support women's rights.</p> <p>Evidence base: Interviews with UNCT, Resident Coordinator, UN agencies and the Gender Team.</p>
6. BUDGETING		
6.a - UNCT Gender	Exceeds minimum standard	

<p>responsive budgeting system instituted</p> <p>Source: ECOSOC 2005</p>	<p>The UNCT has implemented a budgeting system which tracks UNCT expenditures for gender equality programming, as a means of ensuring adequate resource allocation for promoting gender equality.</p> <p>Meets minimum standard</p> <p>The UNCT has clear plans for implementing a budgeting system to track UNCT expenditures for gender equality programming, with timelines for completion of the plan noted.</p> <p>Needs improvement</p> <p>Discussions ongoing concerning the need to implement a budgeting system to track UNCT expenditures for gender equality programming.</p> <p>Inadequate</p> <p>The issue of implementing a budgeting system to track UNCT expenditures for gender equality programming has been raised, but a decision was taken not to proceed with this.</p> <p>Missing</p> <p>Not applicable</p>	<p>Missing (score 1)</p> <p>Comment:</p> <p>Several testimonies point to the serious restriction of funds that has been around the UN system in Peru so that the work being done is more focused on providing technical assistance instead of providing funding to a middle income country with very good macroeconomic performance and enough public resources.</p> <p>The UN support to the government is primarily aimed at improving the performance of public administration and accompany the action of consultation and participation of the population, particularly the most excluded population (for example, community validation tasks with indigenous population to finalize the National Plan of Equal Opportunities).</p> <p>No system has been set up for a gender sensitive budget in the UNCT.</p> <p>Base of evidence: interviews with the Resident Coordinator and UNCT members.</p>
<p>6.b - Specific budgets allocated to stimulate stronger programming on</p>	<p>Exceeds minimum standard</p> <p>Specific budgets to strengthen UNCT support for gender equality and</p>	<p>Inadequate (score 2)</p> <p>Comment:</p>

<p>gender equality and women's empowerment</p> <p>Source: ECOSOC 2005</p>	<p>women's empowerment located for:</p> <ul style="list-style-type: none"> • Capacity development and training of UNCT members. • Gender equality pilot projects. • Support to national women's machinery. • Support to women's NGOs and networks. • Maintenance of experts' roster. • Gender mainstreaming in CCA/ UNDAF exercises (e.g. for the preparation of background documentation, gender analysis capacity building, technical resource persons, etc.). <p>Meets minimum standard</p> <p>Specific budgets allocated for any four of the above.</p> <p>Needs improvement</p> <p>Specific budgets allocated for any three of the above.</p> <p>Inadequate</p> <p>Specific budget allocated for one or two of the above.</p> <p>Missing</p> <p>Not applicable</p>	<p>In general, it is difficult to mobilize resources for Peru because it is a middle income country (despite its profound inequalities), and that also applies to funding gender mainstreaming.</p> <p>The UN staff are fully aware of the need for gender mainstreaming in the CCA and UNDAF and to develop greater technical capabilities to incorporate a gender perspective in programming.</p> <p>The Un in Peru is developing a joint program on violence and one of the main axes of the Gender Team plan is the training of focal points and agency staff. However, there are insufficient funds for gender training.</p> <p>Evidence base: Interviews with agency staff, UNCT, Resident Coordinator, Gender Team.</p>
<p>7. MONITORING AND EVALUATION</p>		
<p>7.a - Monitoring and evaluation includes adequate attention to gender mainstreaming and the promotion of</p>	<p>Exceeds minimum standard</p> <ul style="list-style-type: none"> • A dedicated gender equality evaluation is carried out once during the UNDAF period. • Gender audit undertaken once during UNDAF period. 	<p>Missing (score 1)</p> <p>Comment:</p> <p>Due to the difficulties encountered with the previous</p>

<p>gender equality and women's empowerment</p> <p>Source: UNDG Guidance</p>	<ul style="list-style-type: none"> • The UNDAF Monitoring and Evaluation Framework measures gender-related outcome and output expected results. • Data for gender-sensitive indicators in the UNDAF Results Matrix is gathered as planned. • All monitoring and evaluation data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex. • The UNDAF Annual Review reports on the main gender-related expected results. • Resident Coordinator reporting covers the main gender-related expected results. • Gaps against planned results are rectified at an early stage. <p>Meets minimum standard</p> <ul style="list-style-type: none"> • The UNDAF Monitoring and Evaluation Framework measures gender-related outcome and output expected results. • Data for gender-sensitive indicators in the UNDAF Results Matrix is gathered as planned. • All monitoring and evaluation data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex. • The UNDAF/CAP Annual Review reports on the main gender-related expected results. • Resident Coordinator reporting covers the main gender-related expected results. <p>Needs improvement</p> <p>Any four of the above (under <i>Meets minimum standard</i>) are achieved.</p> <p>Inadequate</p> <p>Less than four of the above (under</p>	<p>UNDAF in which progress could not be measured due to problems with the indicators, special care has been taken to have operational definitions of each indicator, specifying who reports, what the source is, etc.. and include a description of assumptions and risks.</p> <p>The team in charge of monitoring and tracking matrix is working to revise the existing indicators, means of verification and development of proxy indicators to measure progress in programming.</p> <p>Currently, UNDAF indicators are under review to see which are viable of monitoring because they require sufficient financial resources to collect them or generate them (for example, to have baselines).</p> <p>There are a limited number of indicators disaggregated by sex despite be information available (for example in the direct effect 2, promotion of decent employment and database of program beneficiaries).</p> <p>Finally, there is no active participation of a gender specialist or a external gender expert to include gender indicators in the UNDAF.</p> <p>Evidence base: Interviews with team members of the monitoring and evaluation Committee of the UNDAF,</p>
---	---	---

	<p><i>Meets minimum standard</i>) are achieved.</p> <p>Missing</p> <p>Not applicable</p>	UNDAF results matrix.
8. QUALITY CONTROL AND ACCOUNTABILITY		
<p>8.a - CCA/UNDAF quality control²⁹</p> <p>Source: UNDG Guidance</p>	<p>Exceeds minimum standards</p> <ul style="list-style-type: none"> • Gender experts involved in all aspects of CCA/UNDAF preparation. • Readers' Group comments refer specifically to gender equality and empowerment of women. • Evidence of changes based on Readers' Group comments concerning gender equality and empowerment of women. • Relevant assessment on gender equality and empowerment of women from the CCA quality review template taken into account in revising the CCA/. • Relevant assessment on gender equality and empowerment of women from the UNDAF quality review template taken into account in revising the UNDAF. <p>Meets minimum standard</p> <ul style="list-style-type: none"> • Gender experts involved in all aspects of CCA/UNDAF preparation. • Relevant assessment on gender equality and empowerment of women from the CCA quality review template taken into account in revising the CCA. • Relevant assessment on gender equality and empowerment of women from the UNDAF quality review template taken into account in revising the UNDAF. 	<p>Inadequate (score 2)</p> <p>Comment:</p> <p>No use has been made of the mechanism of having a group of readers or external experts to revisit the UNDAF.</p> <p>UN Women's participation in the review of CCA and UNDAF to give recommendations and ensure a gender perspective, however, have not resulted in an explicit reference to gender equality and the empowerment of women throughout the document. There is not a gender analysis of national policy priorities in the country.</p> <p>Evidence base: UNDAF and CCA, interviews with agencies.</p>

²⁹ To be completed once during the CCA/UNDAF process.

	<p>Needs improvement</p> <p>Meets only one or two of the above (under <i>Meets minimum standard</i>).</p> <p>Inadequate</p> <p>Token attention to gender equality during review and quality control exercises.</p> <p>Missing</p> <p>Not applicable</p>	
--	---	--

Anexo B: People interviewed

Person	Position	Institution
United Nations System		
Rebeca Arias	Resident Coordinator	PNUD
Bethsabe Andia	Program Coordinator	UN Women
Karen Suarez	Gender sensitive Budgets	UN Women
Mima Barnechea	Deputy Representative	UNFPA / MESAGEN
Maria Edith Baca	Coordinator GTG	PAHO/GTG
Pilar Sifuentes	Program Analyst	PNUD
Carmen Moreno	Director for Andean Countries	ILO
Eduardo Rodriguez	Specialist in activities with workers	ILO
Jorge Illingworth	Especialist in employers organizations	ILO
Beatriz Yermenos	Representative	WFP
Ivan Bottger	Program assistant	WFP
Jasmin Casafranca	Program assistant	FAO
Paul Martin	Representative	UNICEF
Melva Johnson	Deputy Representative	UNICEF
Patricia Bracamonte	Officer - monitoring and evaluation	UNAIDS
Maria Eugenia Mujica	Coordinator - Joint Programmes	PNUD/Monitoring Team UNDAF
Walter Mendoza	Program analyst in the population and development program	Monitoring Team UNDAF/UNFPA
Zilda Carcamo	Gender, intercultural and humanitarian actions	UNFPA
Melissa Bustamante	Specialist in rights and public management	UNFPA
Karina Olivas	Country officer - Peru	World Bank
Kevin Ross	Resident Representative	IMF
Public sector		

Marcela Huaita	Vice-Minister	MIMP
Silvana Vargas Winstanley	General Director of Policies and Strategies	MIDIS
Jenny Menacho	Articulation of social programs	MIDIS
Paola Bustamante	(former Director of management and international cooperation in APCI)	APCI (Public agency on international cooperation)
Rosario Zamora	Responsible of United Nations portfolio	APCI (Public agency on international cooperation)
Carolina Garces y Patricia Sarmiento	Women Unit	Ombudsman Office
Cirila Gutierrez	Director of the social and gender area	National Statistics Institute
NGOs and civil society		
Carmela Sifuentes	Women Secretariat	CGTP (union organization)
Lourdes Huanca	President	FEMUCARINAP (women's organization)
Maria Isabel Cedano	Lawyer	DEMUS/MIMP
Blanca Fernandez/Cecilia Olea		Flora Tristán
Ana Maria Yañez	Ex -Director	Manuela Ramos
Martin Benavides	Director	GRADE
Donors		
Ismael López Alguar	Interlocutor Nacional en Materia de Género de la GIZ-Perú	GIZ
Susana Araujo	Responsible of NGOs and gender	AECID (Spanish cooperation)
Simeon McKay	Responsible on Gender	CIDA

Annex C: Documents review

Acuerdo Nacional.

APCI. Política Nacional de Cooperación Técnica Internacional (PNCTI).

CEDAW. Concluding comments of the Committee on the Elimination of Discrimination against Women: Peru

CEPLAN. Plan Bicentenario (Peru hacia 2021)

ECOSOC 2006. Resolution 2006/36 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

ECOSOC 2005. Resolution 2005/31 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

ECOSOC 2004 Resolution 2004/4 Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system. E/2004/INF/2/Add.2

ECOSOC 1997 Agreed Conclusions 1997/2: Mainstreaming the gender perspective into all policies and programmes in the United Nations system.

TCPR. Triennial comprehensive policy review of operational activities for development of the United Nations system. A/62/424/Add.2, 18 December 2007.

MIDIS. Cien días. Rendición de cuentas y lineamientos básicos de la política de desarrollo e inclusión social. Enero del 2012.

Ministerio de la Mujer y Poblaciones Vulnerables (MIMP). Plan Nacional Contra la Violencia Hacia la Mujer 2009-2015

Ministerio de la Mujer y Poblaciones Vulnerables (MIMP). Plan Nacional para la Igualdad de Género PNIG 2012-2017

Ministerio de la Mujer y Desarrollo Social (MIMDES). Programa Presupuestal con Enfoque de Resultado: Lucha contra la Violencia Familiar 2012-2017.

Ministerio de Salud. Plan estratégico nacional del sector salud contra la violencia hacia la mujer 2010-2015.

UNDG. Common Country Assessment and United Nations Development Assistance Framework. Guidelines for UN Country Teams on Preparing a CCA and UNDAF. February 2007.

World Summit Outcome 2005 Resolution adopted by the General Assembly 60/1.

Annex D: Sequence of steps in the incorporation of a gender approach

Programming	Planning	Partnerships	Capacities	Decision making	Budgeting	Monitoring	Accountability
Each UN agency should prepare specific question on gender issues as part of preparing the CCA	UN agencies should not have a disperse representation during UNDAF debates. Ensure that GTG's Coordinator be the representative of his/her agency	UN system should provide technical assistance to improve public management by engaging participation of MIMP in preparation of UNDAF and the identification of opportunities for programming.	Include knowledge of gender approach as a comparative advantage in job openings in UN. Ensure that induction process of new staff includes the gender mandate, with emphasis on ECOSOC.	Representative of leading agency in charge of the GTG should bring a brief report on progress regarding gender issues to every UNCT monthly meeting.	GTG should submit a work plan, including budgeting before RC and the UNCT for consideration.	Specific gender indicators - when available - should be included in final follow up matrix of UNDAF. They should take into account gender gaps of rural and indigenous population.	Programming annual evaluation should include a gender approach.
Summary of agencies questions should be part of TOR of consultant responsible for drafting CCA report	A senior gender specialist with most experience in the UN should be part of the Committee in charge of final revision of UNDAF and follow up matrix.		Systematize all available resources on training in gender approach within the UN system to manage it more broadly; organize brown bags seminars to disseminate consultancies	Monthly meeting of UNCT should include at least one gender issue in the agenda, possibly presented by UN Women in consultation with the GTG	Every agency should report budget share allocated to programs and project with a gender focus or addressing women's empowerment.	If no disaggregated data by sex is available from official sources, technical assistance should be considered to either update or generate such data.	Assess the participation of a gender Experts Committee to make feasible recommendations to UNCT and the RC at least once during UNDAF revision (at the beginning and

			reports				midterm)
GTG will hire a gender consultant to support CCA and UNDAF preparation	Analyze the actual use of gender markers. World Bank, UNDP and UNICEF to present before the GTG	UN Women may bring technical assistance to MIMP to strengthening its institutional capacities regarding a need assessment of technical cooperation on gender engaging also APCI.	Develop a global strategy on gender mainstreaming in the UN system engaging not only gender focal points but also staff in charge of programming and representatives.		Every UN agency should allocate an annual share of its budget - to be determined by consensus in the UNCT - to support GTG work plan.	Include a gender/indicators expert in the Follow up and monitoring Committee. Prepare a proposal with gender indicators to be followed up by UN Women and the GTG.	Accountability report should include changes introduced in UNDAF and CCA because of GTG recommendations or due to external consultations.
Consultant in charge of CCA should have expertise on gender analysis	GTG should propose a Consultative Committee to support UNDAF programming.		In the future, training on gender should focus on how to implement a gender approach to programming		Systematize on actual implementation of gender markers by UNDP, World Bank and UNICEF in programming in order to assess to what extent they are useful for follow up of programming and	Annual Review of UNDAF should report on expected outcomes regarding gender issues.	

					budgeting with a gender focus.		
One member of GTG should be in the Committee to select CCA consultant	Prepare a joint programme on gender (in progress) with a main focus on gender equality and women's empowerment		Design of a web site - within the UN site in Peru - for registration of gender experts. This will allow identify gender experts by topic (e.g. BRIDGE - <i>Gender experts Marketplace</i>) and regional expertise.				
Ensure participation of NGOs with expertise on gender during the consultation process of UNDAF	Celebration of emblematic dates should be an explicit part of programming (including budgeting) in each agency as well as they should be articulated to other programmes and projects.		GTG should actively participate in the design of a training strategy but it cannot be the only one or the main responsible for that. The leadership of the RC and representatives as part of the audience of such training activities				

There is more need for advocacy work to keep contribution on gender in the final version of the UNDAF.			might be crucial to engage all staff.				
RC should promote active participation of GTG in key moments of UNDAF preparation.			It is recommended a regular follow up and evaluation of capacities on gender approach				
An external Consultative Committee should revisit UNDAF.							