UNITED NATIONS VIET NAM

Gender Audit Report

United Nations Viet Nam

UN Viet Nam Gender Audit Report

Executive summary

In 2008 the Gender PCG conducted a gender audit of the One UN in Viet Nam, to provide a baseline for progress on gender mainstreaming and inform development of a gender mainstreaming strategy for the One UN and One Plan 2006-2010. The gender audit was conducted internally by the UN Gender Advisor and a small team of Gender PCG members from June-November 2008. The UN Viet Nam gender audit drew on lessons learned from gender audits and evaluations by UN agencies and other development organizations, and methodologies used in these assessments, in particular the ILO gender audit tool.

The audit focused on the following issues: leadership, staff capacity, gender mainstreaming in programming and policy, tools and resources, budget, monitoring and evaluation, and workplace issues including sexual harassment. As implementation of the One Plan started in mid-2008 with the signing of the One Plan and establishment of Programme Coordination Groups, the gender audit focused on both UNCT and individual agency capacity and progress towards gender mainstreaming. Data was collected from a range of sources including parallel assessments of the One UN (the Dahlberg capacity assessment and TNS stakeholder survey); an extensive document review; and a staff survey conducted jointly with the Human Rights Technical Working Group.

The audit was conducted in a complex environment with competing demands on UN staff and management, which affected the timing and implementation of audit activities, in particular the staff survey. The gender audit represents a primarily internal perspective, as due to time and other constraints it was not possible to on external partnerships or advocacy or the impact of UN programming on gender equality and women's empowerment.

Key findings of the gender audit include the following:

- Gender policies are in place at headquarters level and mandate UNCT responsibility for promotion of gender equality and women's empowerment. However, many staff are not aware of or well informed about their agency's gender policy, leading to often weak implementation of UN and agency mandates for gender.
- The UN is perceived to take a leadership role on gender by stakeholders and staff, however, lack of management support is a barrier to implementation of gender mainstreaming for many staff. In addition the UN's leading role on gender is not always well reflected in external communications, such as speeches and press releases.
- A significant proportion of staff do not see gender mainstreaming as their job or as a priority. As most staff and management are not accountable for gender equality outcomes or gender mainstreaming processes, support for and implementation of gender mainstreaming is largely dependent on personal interest and commitment.
- A third of UN staff say they lack capacity to mainstream gender in their work and almost half would like more training. Staff are willing to invest their time in gender training, and most would prefer training for 1-2 days.
- Tools and guidelines for gender mainstreaming are available from various UN agencies, including several Viet Nam specific resources. However, many staff are not aware of and

do not use tools for gender mainstreaming. Similarly, while most staff know their gender focal point, only a third regularly consult gender focal points or gender specialists.

- The UN in Viet Nam has a strong portfolio of gender-specific initiatives worth an estimated $20 million, or 5 percent of the One Plan budget. However, gender mainstreaming in broader UN programming is weak. Gaps include lack of allocated resources for gender, limited use of gender sensitive and sex-disaggregated data, and lack of a gender perspective in the analysis. Mainstreaming of gender equality and women's empowerment is also unevenly addressed in policy analysis and research across the UNCT.
- Many staff think gender is effectively mainstreamed in practice, but that gender mainstreaming is not effectively monitored or evaluated. Barriers to gender mainstreaming are significant and include perceived lack of interest from counterparts, insufficient support from technical experts and lack of personal interest and commitment.
- There has been insufficient investment in staff capacity for gender to date, with only a small number of dedicated positions, most of which are in UNIFEM and UNFPA, and very few senior staff. While most agencies have gender focal points, their role is often not well supported or recognized, and is performed in addition to their other duties.
- The UN in Viet Nam has a predominantly female workforce. Men dominate in senior and technical roles, while women are concentrated in junior positions and among national staff. Anecdotally it is becoming harder to recruit national male staff.
- Lower levels of job satisfaction are evident among female staff who are more likely to report unequal opportunities at work and unfair distribution of workload than men. There is lack of awareness and trust in sexual harassment policies among staff. While only small numbers of staff report awareness of sexual harassment in their agency, this is of concern given the UN's zero tolerance policy towards any form of sexual exploitation or abuse.
- Gender mainstreaming is not tracked in allocations or expenditure at the UNCT, agency or programme level. Nor are gender results monitored or measured effectively. This leads to significant underestimation of the investment in and impact of UN interventions on gender equality and women's empowerment in Viet Nam.

Key recommendations of the UN gender audit include:
- Put gender policies and mandates on the map through awareness raising and training
- Make sure gender really is everyone's business by strengthening accountability for management and staff
- Urgently invest in capacity building for all staff including but not limited to training
- Ensure gender mainstreaming in programming and policy through capacity building and oversight by gender specialists
- Scale up investment in technical expertise and support staff working on gender
- Address gender imbalance in UN agencies
- Address workplace culture and sexual harassment through awareness raising, training and enforcement of appropriate penalties
- Track allocations and expenditure on gender in financial management systems.
- Increase use of gender sensitive indicators and data to demonstrate the benefits and results of UN investment in promotion of gender equality and women's empowerment

These recommendations will form the basis of the gender mainstreaming strategy for the Viet Nam UNCT and One Plan, currently being drafted by the Gender PCG. A comprehensive approach to strengthening UNCT performance will be critical, targeting action on a number of fronts to achieve short term results, as well as sustainable change.

1.   Introduction

In 2008 the UN Gender Programme Coordination Group (PCG) conducted a gender audit of the One UN in Viet Nam. The gender audit was designed to provide a baseline for progress on gender mainstreaming and to inform development of a gender mainstreaming strategy for the One UN and One Plan 2006-2010.   The gender audit was conducted internally and coordinated by the UN Gender Advisor together with a small team of Gender PCG members.   Data collection took place from June to October 2008, with analysis and reporting conducted in October-November 2008.

> **What is a gender audit?**
> A gender audit typically focuses on both internal process and support for gender mainstreaming (such as policies, capacity, resourcing) as well as external progress on gender mainstreaming (for examples in programmes, policy advice, public relations). It establishes a baseline, identifies gaps and challenges and examples of good practice, and recommends ways of addressing gaps as well as new and more effective strategies.
>
> *(ILO 2007:11)*

This report outlines the objectives and scope, methodology and timeline, and the key findings and recommendations from the gender audit. The audit will be used to inform development of a gender mainstreaming strategy by the UN Gender PCG. The audit will also provide a baseline for roll-out of the UN Performance Indicators for Gender Equality for UN Country Teams.

The report was prepared by the UN Gender Advisor with advice and inputs from the Gender PCG (see Appendix A for a list of the gender audit team). Every effort has been made to ensure that the data and information included is accurate and up to date.

1.1   Objectives and scope

The main objective of the gender audit was to inform development of a gender mainstreaming strategy for the One UN and One Plan. Specifically, the audit was designed to:

- □ Provide a baseline for progress on gender mainstreaming in the One UN
- □ Inform development of gender mainstreaming strategy for One UN (and some agencies)
- □ Identify training and capacity needs of staff in relation to gender
- □ Support implementation of One Plan 2 and planning for One Plan 3
- □ Inform the work of the Gender Programme Coordination Group in 2009 and beyond
- □ Provide a baseline for implementation of the UN HQ Performance Indicators for Gender Equality for UN Country Teams introduced in 2008.

Implementation of the One Plan commenced with the signing of One Plan 2006-2010 by government on 20 June 2008, and the establishment of Programme Coordination Groups (PCGs). It was therefore decided that the gender audit would need to focus at both the level of the UNCT and One Plan, but also on agency capacity and progress towards gender mainstreaming. This dual approach allowed for a broad assessment of the status of gender mainstreaming in the UNCT in Viet Nam.

The UN Viet Nam gender audit drew on lessons learned from gender audits and evaluations conducted at by UN agencies at headquarters as well as gender audits by other development

organizations such as DFID (Moser 2005). This allowed the audit team to identify key issues to be considered and to use methods and tools that had been previously tested.

Previous gender audits and evaluations by UN agencies (ILO 2002, UNESCO 2002, UNDP 2006, UNICEF 2008) identify the following critical factors for success in promoting gender equality and women's rights through the process of gender mainstreaming:

> **What is gender mainstreaming?**
> Gender mainstreaming refers to the *process* of ensuring that gender perspectives and attention to the goal of gender equality are central to all activities of UN agencies. In practice, it usually includes both specific initiatives to promote women's participation and empowerment, and a gender sensitive approach to mainstream development work. The *outcome* of gender mainstreaming is gender equality.
>
> *(ECOSOC 1997)*

- □ Demonstrated leadership and commitment by senior and middle management.
- □ Gender policies and strategies at the corporate level which clearly outline the policy and mandate for gender mainstreaming.
- □ Staff accountability for gender mainstreaming and availability of resources for gender, including dedicated gender specialists and recognized gender focal points.
- □ Capacity-building for staff at all levels, together with development of appropriate tools and methods for gender mainstreaming.
- □ Gender mainstreaming across all practice areas which systematically focuses on changing gender relations and addressing gender inequalities, along with initiatives for women's empowerment.
- □ Dedicated budget and financial systems which can track gender expenditure.
- □ Inclusion of gender-sensitive indicators and gender analysis in monitoring and evaluation.
- □ Partnerships and advocacy for gender, including capacity-building for counterparts.
- □ Gender parity at all levels including senior management.

Drawing on these findings, the scope of the UN gender audit included the following:

Leadership	• Staff and stakeholder perceptions about UN leadership on gender • External communications
Staff capacity	• Staff positions allocated to gender, role and recognition of gender focal points • Staff capacity including awareness, knowledge, previous training
Programming and policy	• Extent to which gender is mainstreamed in programming • Extent to which gender is mainstreamed in policy analysis and advice
Tools and resources	• Whether tools and resources on gender mainstreaming are available • Whether staff are aware of and use tools and resources (eg gender specialists)
Budget and M&E	• Extent to which budget and expenditure for gender can be tracked • Whether M&E is gender sensitive
Workplace issues	• Whether there is gender parity in UN agencies • Perceptions of access to opportunity among staff • Sexual harassment

The audit did not focus on external partnerships and advocacy, for example through stakeholder interviews, as the UNCT stakeholder survey was being conducted during the same period by independent research firm TNS. However, the audit did examine external communications, looking at speeches and media releases.

In addition, implementation and impact of the UN's programmes was not addressed.   An assessment of the impact of the UN's programmes was well beyond the timeframe and resources available. Assessment of implementation and impact of UN agency interventions in the area of gender equality and women's empowerment should be addressed in programme evaluation by individual agencies and within joint programmes.
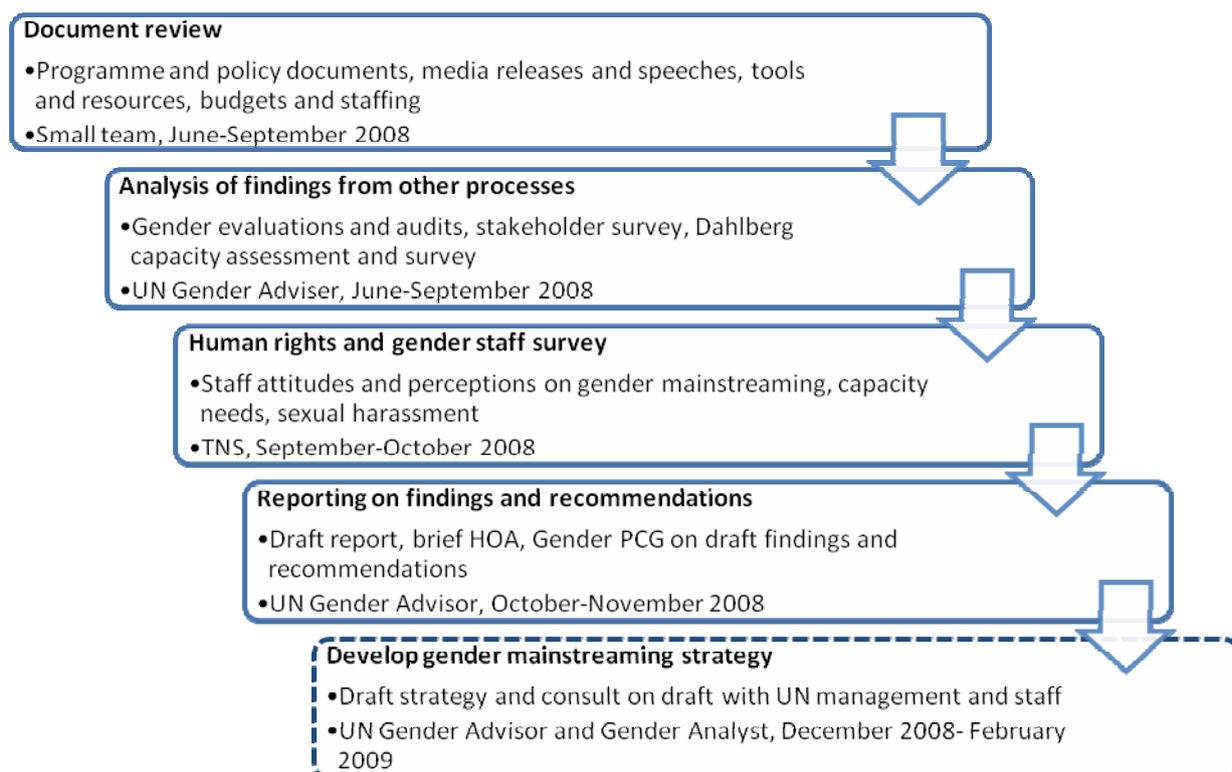
1.2   Methodology and timeline

Based on the broad subject areas identified above, possible indicators for data collection were identified. (See Appendix B for a list of indicators used). Data for the gender audit (Table 1) was collected through:

- Analysis of data and information available from existing processes including the TNS stakeholder survey and the Dahlberg staff survey and capacity assessment.
- An extensive document review which included agency gender policy and strategy documents, external communications (media releases and speeches), programme and policy documents including the One Plan, Country Programme Action Plans (CPAPs), Country Programme Documents (CPDs), and Joint Programme documents, tools and guidelines for gender mainstreaming and staffing data. The document review was conducted by a small team of Gender PCG members working with the Gender Advisor. A complete list of the documents reviewed is at Appendix C, and the checklists used in the document review are included at Appendix D.
- A staff survey, conducted jointly with the Human Rights Technical Working Group. The survey was implemented by independent research agency TNS. The survey questionnaire is at Appendix E.

Table 1: Gender audit data sources

Existing data	Document review	Staff survey
• **TNS stakeholder survey - qualitative findings** • **Dahlberg staff survey results** • **Dahlberg capacity assessment report**	• 13 UN agency gender policy documents • 68 speeches and media releases • 38 programme documents • 25 policy documents • 8 UN agency CPAPs • One Plan 2 • 3 Joint Programme Documents • Staff position descriptions and staffing data	• 235 respondents – 51% of total sample • 64% female & 36% male • 68% programme staff, 5% management, 27% operational staff • 63% national and 37% international staff

The timeline for the gender audit was as follows:

Document review
- Programme and policy documents, media releases and speeches, tools and resources, budgets and staffing
- Small team, June-September 2008

Analysis of findings from other processes
- Gender evaluations and audits, stakeholder survey, Dahlberg capacity assessment and survey
- UN Gender Adviser, June-September 2008

Human rights and gender staff survey
- Staff attitudes and perceptions on gender mainstreaming, capacity needs, sexual harassment
- TNS, September-October 2008

Reporting on findings and recommendations
- Draft report, brief HOA, Gender PCG on draft findings and recommendations
- UN Gender Advisor, October-November 2008

Develop gender mainstreaming strategy
- Draft strategy and consult on draft with UN management and staff
- UN Gender Advisor and Gender Analyst, December 2008- February 2009

1.3 Constraints and limitations

The UN gender audit was conducted in a complex environment with multiple competing demands on the time of staff and management of UN agencies, which lead to some significant constraints. For example, a number of parallel processes including a staff survey and capacity assessment to support the One UN initiative took place during the same time frame. Although the gender audit was able to "piggyback" to some extent on these processes for data collection, the timing of several key activities was affected, in particular the implementation of the human rights and gender staff survey which was scheduled for June but had to be postponed until September. In addition, the quantitative findings from the TNS stakeholder survey were not available during the audit timeframe.

Although conducting the audit survey in partnership with the Human Rights Technical Working Group offered significant advantages including sufficient funding to contract an external research agency, it also limited the number of questions each group was able to ask, and made the survey longer to complete, which may have impacted on the response rate. The survey response rate was also impacted by problems with UN agency servers blocking incoming emails, which it was not possible to resolve in all cases.

While the original intention was to conduct discussion groups to test the findings from the earlier stages of data collection, this was not possible due to the delay in the timing of the staff survey, and competing demands and time constraints in the fourth quarter of 2008.

In addition, while all UN agencies were extremely helpful in releasing documents for inclusion in the document review, we were not able to review documents such as policy and programme papers from every agency, so a generalized and aggregate picture is presented in this report which may not apply to every agency in all instances.

Finally, and importantly, the gender audit represents a primarily internal perspective, as there has been no testing of findings with government counterparts or other partners, and nor have implementation or results been assessed, as noted above.

2.   Key findings

2.1   Gender policies and mandates

Gender policies are in place at HQ level and mandate UN Country Team responsibility for gender mainstreaming
Achieving gender equality and women's empowerment is recognized by the United Nations as central to achieving international development goals, including international human rights agreements and normative statements such as the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and the Millennium Development Goals (MDGs), in particular Goal 3: 'Achieve Gender Equality and Women's Empowerment.'   As former UN Secretary-General Kofi Anan put it:

> *"Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance."*

Promotion of gender equality and women's empowerment through the process of gender mainstreaming is part of the mandate of all UN agencies. All UN agencies are called on to strengthen efforts to mainstream gender, including " in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres and to further undertake to strengthen the capabilities of the United Nations system in the area of gender" (ECOSOC 2008) and to:

> *"mainstream a gender perspective and to pursue gender equality and the empowerment of women in their country programmes, planning instruments and sector-wide programmes and to articulate specific country-level goals and targets in this field in accordance with national development strategies"* (UN GA 2007).

This strong commitment is reflected in individual agency strategy and policy documents. Most UN agencies have gender strategies or policies in place at the headquarters level. Of the agencies represented in Viet Nam, only UNIDO, UNODC and UNIFEM have no such strategy in place, though development of gender strategies is under discussion in both UNIDO and UNODC. UNIFEM does not have a gender strategy because all of its' work relates to promotion of gender equality and women's rights (see Appendix C for a list of policies reviewed).

While many agency gender policies focus on gender mainstreaming in the programme and policy areas relevant to their mandate, both UN-wide and individual agency policies identify the following critical success factors which are essential to achieve gender equality and women's empowerment:

- □ A dual approach, which includes both a focus on gender mainstreaming, and on specific activities designed to promote gender equality and women's empowerment.
- □ Investment in capacity building for all staff to undertake gender mainstreaming.

- Senior management taking a leadership role and actively promoting gender equality and women's empowerment within the agency and with partners.
- Staff and management need to be accountable and responsible for gender mainstreaming, and this should be reflected in job descriptions and performance reviews.
- Gender is integrated into all stages of the programme cycle from planning and implementation, to review, monitoring and evaluation.
- Changes in gender equality and women's empowerment as a result of agency interventions are tracked, monitored and evaluated, including through development of gender sensitive indicators and collection of sex-disaggregated data.
- Knowledge-sharing, documenting good practices, coordination and networking.
- Tracking of allocation and expenditure on gender equality and women's empowerment through financial management and reporting systems.
- Targets and strategies to achieve gender parity within agencies, including in senior roles.
- Investment in human and financial resources, including dedicated gender specialists, gender theme groups, and gender focal points. Location of gender specialists at senior levels within organizations.
- A clear, mandated and accountable role for gender focal points.

The importance of these factors is affirmed in recent gender audits and evaluations conducted by UN agencies as noted earlier.

UN Country Teams' responsibility and accountability for gender mainstreaming is emphasized in new UNCT Performance Indicators for Gender Equality (the Scorecard), developed by the UN Develop Group (UNDG) Task Team on Gender Equality, initially rolled out in 2008. In the context of UN reform, the Scorecard assesses processes and systems for gender mainstreaming at the UNCT level, not the performance of individual agencies or development results (UNDG Task Team on Gender Equality 2008).

The UN in Viet Nam is committed to promoting gender equality and women's empowerment through the process of gender mainstreaming.   One Plan 2006-2010 identifies attention to cross-cutting issues including gender as a priority for implementation; including both "*systematic* integration of these cross-cutting issues in projects and programmes, advocacy, and monitoring and evaluation, and the establishment of good practices [and] specific targeted initiatives" (Government of Viet Nam and UN 2008).
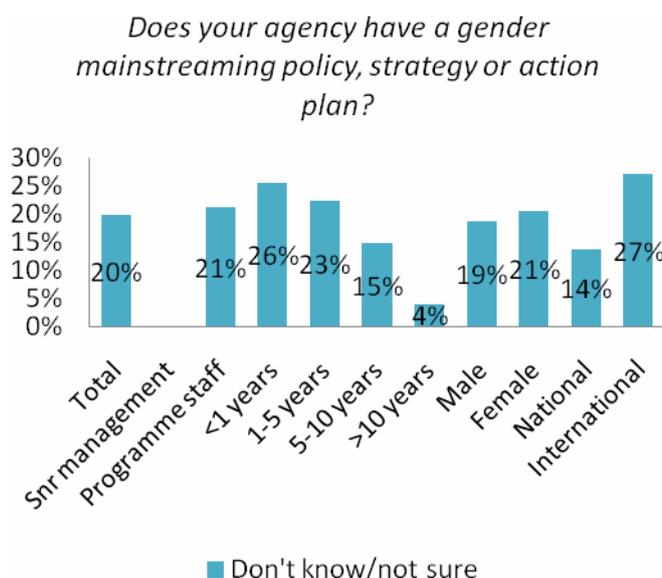
However, at the time of writing, no country office in Viet Nam had a gender policy or action plan in place, though UNFPA's Gender Strategy and Action Plan is under development, and UNDP is considering whether to develop such a policy.

Many staff are not aware of or well informed about their agencies' gender policy, leading to often weak implementation of UN-wide and HQ mandates
As noted in recent UN gender audits and evaluations, United Nations and individual agency headquarter gender mandates and policy statements are not always well recognized or implemented at the national level.   Part of the reason for this is that there is usually no local gender strategy or action plan at the local level. This is currently the case in Viet Nam as noted above.

Gaps in awareness and use of gender policies and mandates were identified in the UN Viet Nam gender audit. One in five programme staff are not aware of any gender policy in their agency at the HQ, regional or country office level, while 100 percent senior management were aware of gender policies and mandates. Staff working for longer periods were much more likely to be aware of existing policies than new arrivals, however staff in the system for 1-5 years had similar levels of awareness to those working less than one year (Figure 1).

Of those who were aware of existing policies, only 22 percent of programme staff were well informed about the content of the policy, compared to 55 percent of senior management (Figure 2).

**Figure 2: Knowledge of gender policy**
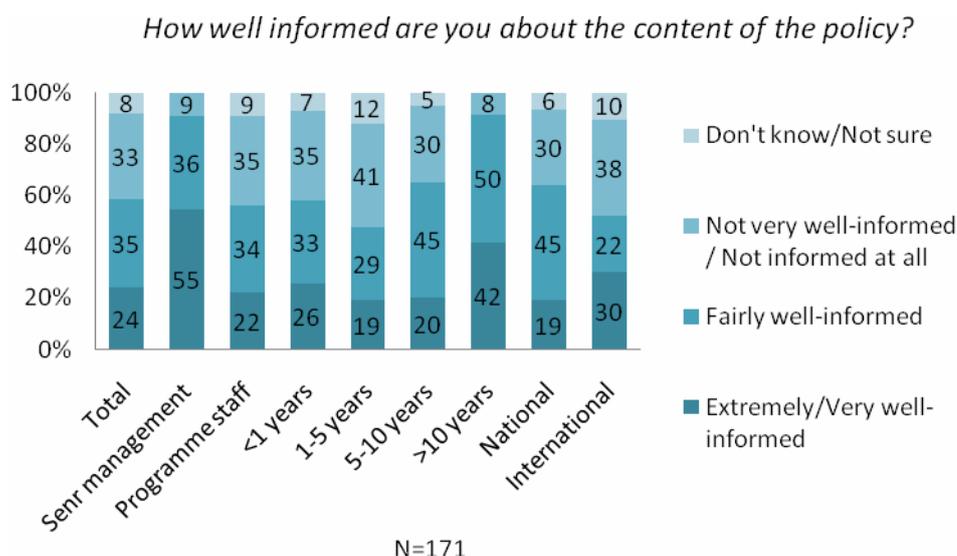
Once again, those working in the system for longer were more likely to report that they were well informed.   One possible explanation for this difference is that UN-wide gender training has not been provided in Viet Nam for some years, so longer-serving staff (who are also mostly national staff) are more likely to have participated in training than more recent arrivals. Certainly, these findings point to the need to increase awareness of gender policies, including through induction, staff retreats, and training.

Unsurprisingly, given the relatively low level of knowledge of gender policies and strategies among UN staff, a substantial number of staff do not use relevant agency policies. Only 37 percent of staff refer to agency policies regularly or often for information about gender mainstreaming. 28 percent of programme staff never refer to agency policies.

 Those working in the UN for less than one year were more likely to refer to agency policies for this information as were those working for more than 10 years (Figure 3).

Figure 3: Use of agency policies

How often do you refer to agency policy documents to find out information about gender mainstreaming?

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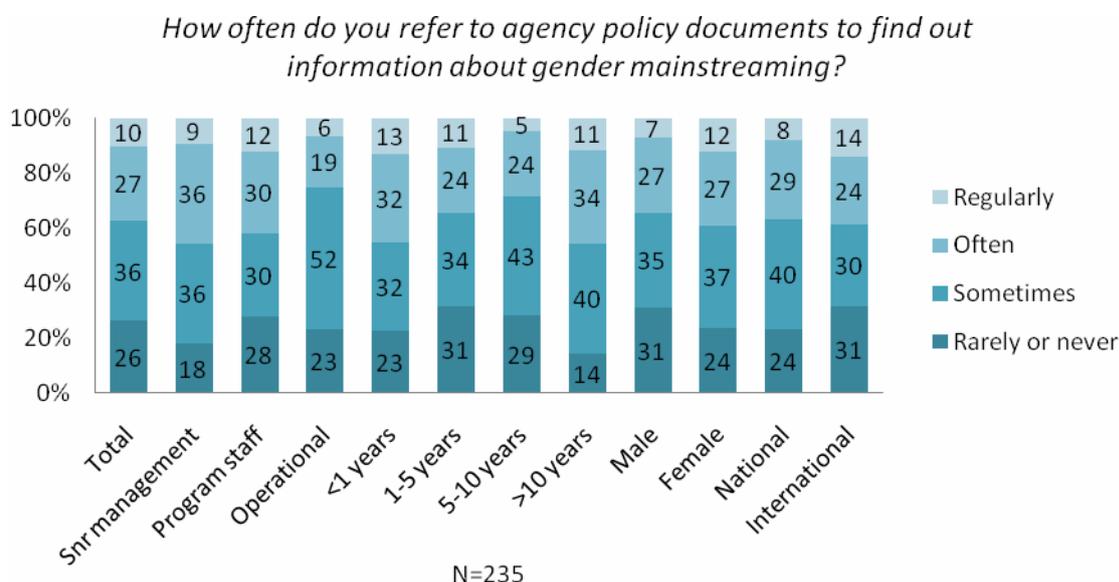
Lack of knowledge and use of relevant policies contributes to the lack of commitment and priority given to gender mainstreaming by some staff, discussed below.

2.2   Leadership and accountability

The UN is perceived to take a leadership role on gender
In qualitative research conducted by independent research firm TNS with UN stakeholders, the UN was identified as taking a leadership role on gender, in particular women's rights and reproductive health, by government and mass organizations. Donors had a more mixed view however (TNS 2008), and it will be interesting to see the results of the quantitative survey when these become available.

Figure 4: Management responsibility and accountability

Senior management in my agency is responsible and accountable for gender mainstreaming

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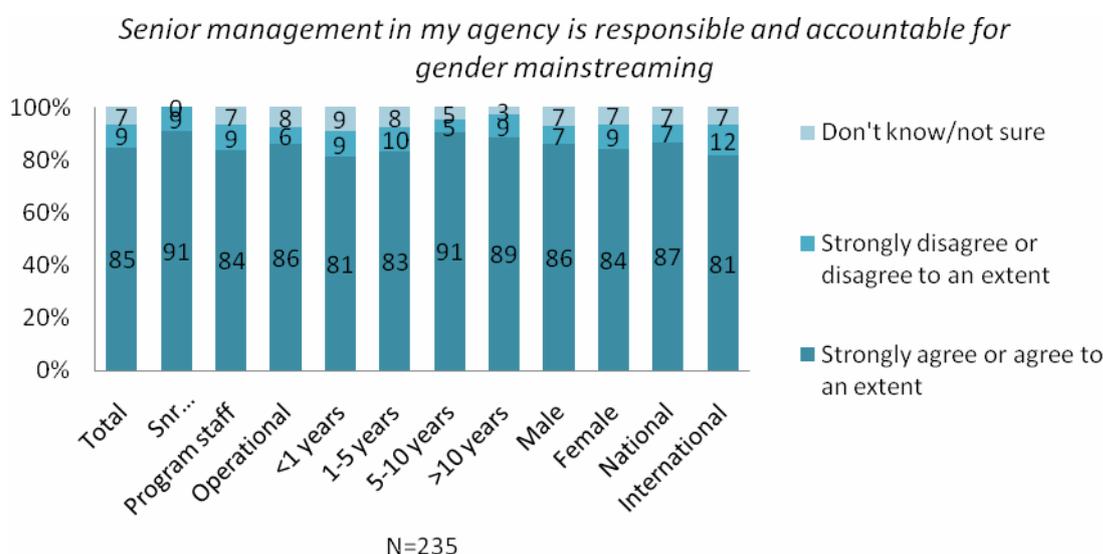
Staff accord with this positive view. Most staff see senior management as responsible and accountable for gender mainstreaming. Senior management and staff who have been working in the UN for longer have a more positive view than more recent arrivals and international staff (Figure 4 above).

Similarly, 84 percent of staff think senior management actively promotes gender equality in their agency (Figure 5). Senior management, those working more than ten years in the UN, and men have a more positive view while 23 percent of staff working less than a year and 21 percent of international staff did not agree. This finding suggests that senior management have perhaps been less active in promoting gender equality with more recent arrivals, in particular over the past 12 months. Again, this points to the need to strengthen promotion of gender equality and women's empowerment in staff induction, staff retreats, and in training for staff. It is also critical that senior management are seen as actively promoting gender equality in One UN processes, such as the work of all Programme Coordination Groups.

Figure 5: Management promotes gender equality
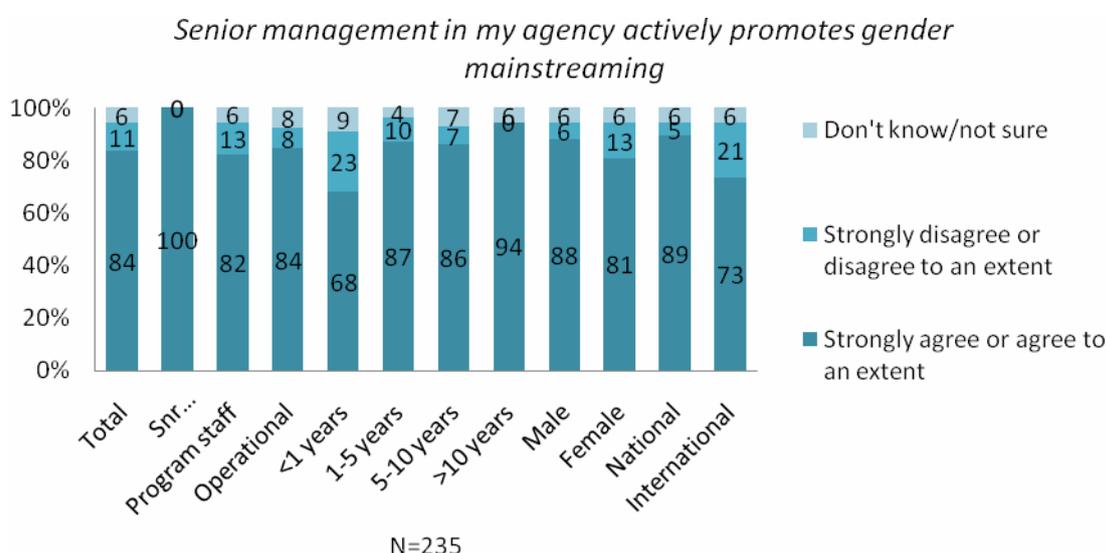
It is also worth noting that 28 percent of staff reported that lack of management support was a barrier to gender mainstreaming in their agency (see Figure 15 below). There are several possible explanations for this. There may be a gap between the "rhetoric" of support for gender mainstreaming and gender equality, and management support for implementation of a gender mainstreaming approach in the face of competing priorities, or a gap may exist between support at senior and middle management level, in particular in larger agencies. This issue requires more exploration in discussions with management and staff.

The UN's leadership role on gender is not always well reflected in external communication

Another dimension of leadership on gender issues is the face that the UN presents in its external communication activities, for example in speeches and media releases. At present the UN does not consistently ensure a common voice and position on gender issues or on mainstreaming of gender in communication activities. There is also considerable variation between agencies in terms of the extent to which gender is mainstreamed in media releases and speeches.

Analysis of 33 media releases and 35 speeches from 9 UN agencies and the RCO showed that releases and speeches on gender-specific issues consistently address gender comprehensively, regardless of which agency produces them. However, gender is inconsistently mainstreamed in materials on general issues, unsurprisingly in the case of media releases which are brief and cannot always consider issues in depth, but also in speeches. In addition gender is not always well mainstreamed on issues where gender equality and women's empowerment should be "centre stage" such as health, education and HIV.

The following criteria were used to assess media releases and speeches (ILO 2007: 114-115):

- □ Information and data is broken down by sex
- □ Explicit gender equality promotion messages are included
- □ Explicitly addresses gender issues in content and/or analysis
- □ Promotes equal partnership of men and women
- □ Refers to international or national agreements or milestones on gender equality
- □ Gender sensitive language is used
- □ Women and men's voices are represented, e.g. spokespeople, those quoted (media releases only)

Media releases and speeches which met five or more of these criteria exceeded requirements, those which met three or four met requirements, while those which met only two three needed improvement. Media releases and speeches that met one or none were assessed as inadequate or missing. Of the 27 general media releases, only two adequately mainstreamed gender, the remaining 25 were missing or inadequate. Of the 25 general speeches reviewed, 6 effectively mainstreamed gender, 5 required improvement, and gender mainstreaming was missing or inadequate in 14 (Figure 6).

Figure 6: Gender in external communications
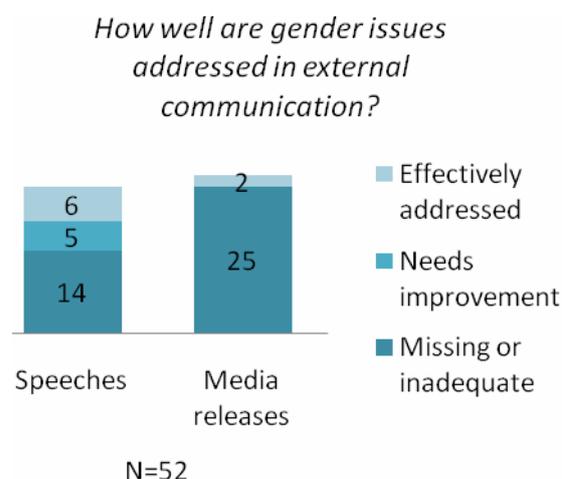
The main gaps were failure to include sex-disaggregated data, or address gender issues in the content or analysis of the issue, for example by discussing different impacts on men and women. There was however some variation between agencies, some agencies such as UNFPA and UNICEF, together with the Resident Coordinator's Office, scored higher than others.
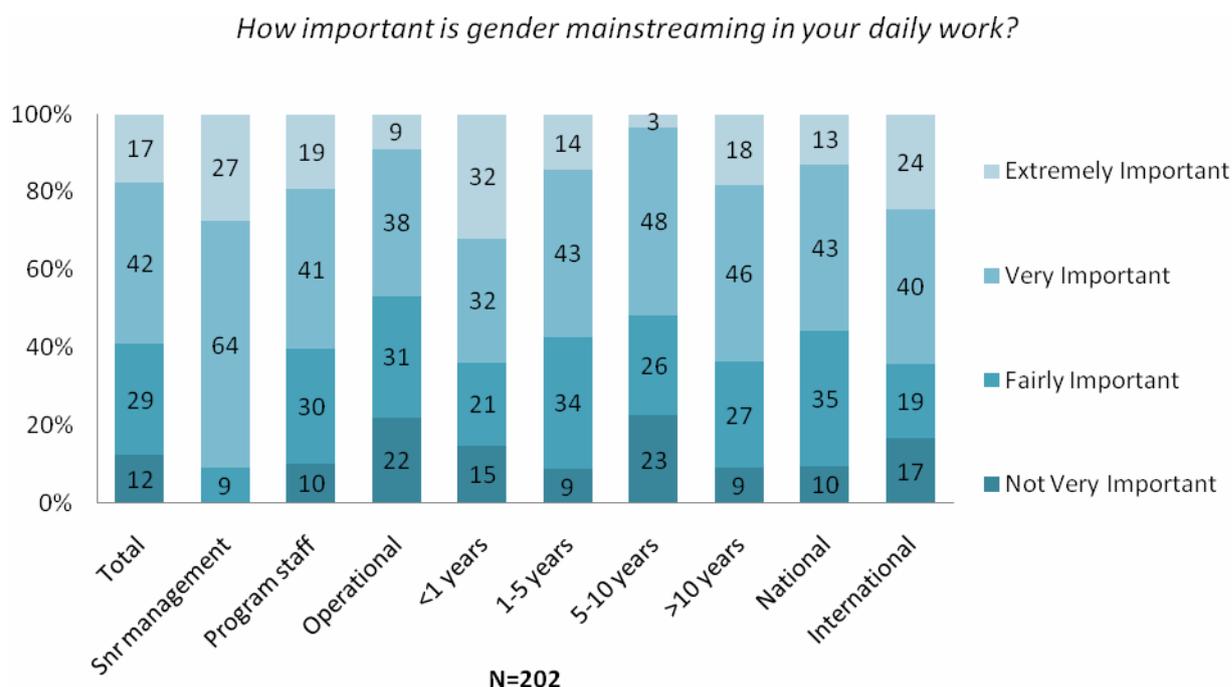
Some staff do not see gender mainstreaming as their job or as a priority
A significant proportion of staff do not see gender mainstreaming as their responsibility. In the gender and human rights staff survey, 14 percent of staff did not see gender mainstreaming as their job, including 9 percent of programme staff, and 30 percent of

operational staff. 100 percent of senior management do see gender mainstreaming as their job however.

Of those 86 percent of staff who do see gender mainstreaming as their job, 59 percent see it as a priority (as either very important or extremely important), including 91 percent of senior management, 60 percent of programme staff and 47 percent of operational staff. However, it is important to note that a substantial proportion of both programme and operational staff don't see gender mainstreaming as important in their daily work. 41 percent of programme staff and 53 percent of operational staff hold this view (Figure 7).

Figure 7: Priority given to gender mainstreaming

Most UN staff are not accountable for gender equality outcomes or gender mainstreaming processes
One of the reasons some staff do not see gender mainstreaming as their job or as a priority is that they are not accountable for ensuring gender equality and women's empowerment are addressed or for mainstreaming gender in their work. A review of those position descriptions collected for the Dahlberg capacity assessment shows that responsibility for gender mainstreaming and experience in gender mainstreaming or gender-specific work is not included in the terms of reference or position descriptions of most UN staff across UN agencies.   UNIFEM, UNFPA and UNESCO are the only exceptions, although UNDP is currently considering including this requirement in job descriptions.   Similarly, while the Resident Coordinator is responsible for promotion of gender equality and women's empowerment, most Heads of Agency and senior and middle managers are not.

Where gender is included in position descriptions, it is usually a broad requirement for "gender sensitivity", rather than a specific function or task (to mainstream gender) and competency or experience in gender mainstreaming is not required. As a result, gender mainstreaming is not assessed in performance reviews for most staff.

Importantly, 29 percent of programme staff report that lack of personal commitment is a barrier to mainstreaming gender in their work (see Figure 15 below). In the absence of systemic and formal accountability, performance review and reporting requirements for gender mainstreaming, support for and implementation of gender mainstreaming depends largely on personal interest and commitment.

> **Good practice: UNFPA and UNESCO**
> UNFPA requires that staff, including senior management, are responsible for gender mainstreaming. The UNFPA competency framework requires management to actively promote diversity and gender equality in all organization activities and in office management. In addition staff are required to address gender equality in their programme and technical work, including with counterparts. UNESCO recently added the following to all position descriptions:
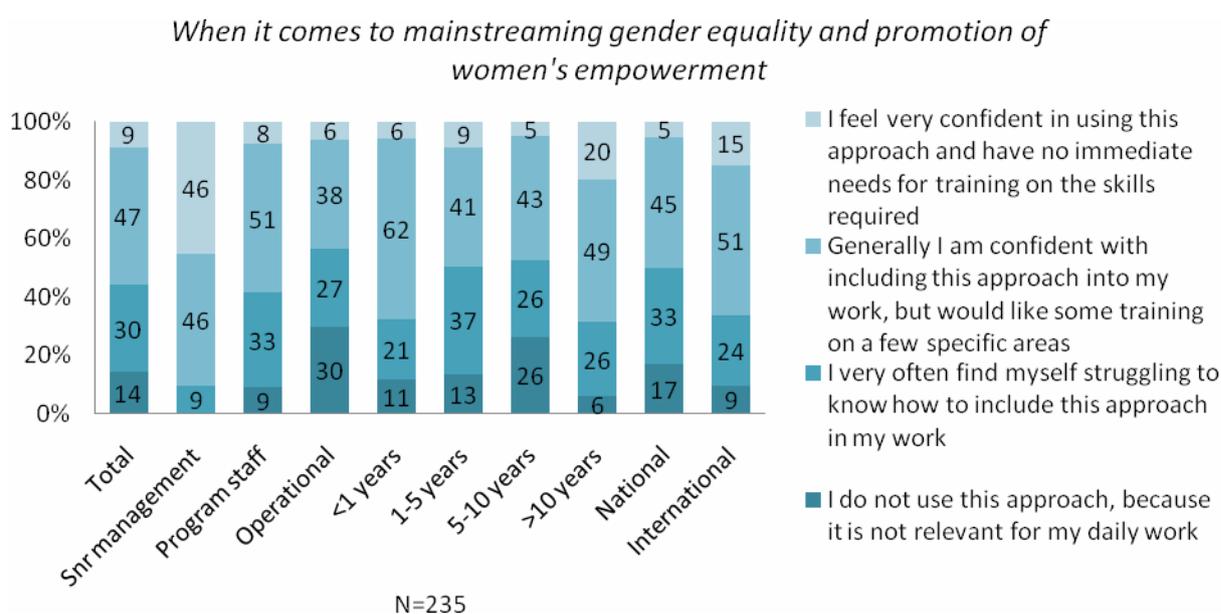>
> *Assist in the formulation and preparation of new activities, in line with the One Plan, including the development of project proposals; based on gender mainstreaming and a human-rights-based approach to development.*

2.3   Capacity-building

Many UN staff lack capacity to mainstream gender in their work
30 percent of UN staff report that they struggle to integrate gender into their work, and 47 percent say they would like more training. Programme staff were most likely to say they were struggling and to identify a need for further training, 33 percent said they were struggling and 56 percent want more training.

Figure 8: Capacity to mainstream gender equality and women's empowerment

When it comes to mainstreaming gender equality and promotion of women's empowerment

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Legend:
- I feel very confident in using this approach and have no immediate needs for training on the skills required
- Generally I am confident with including this approach into my work, but would like some training on a few specific areas
- I very often find myself struggling to know how to include this approach in my work
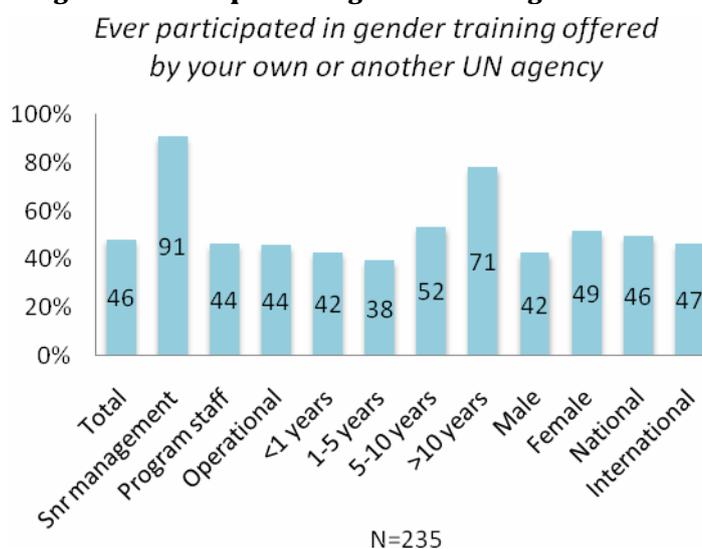- I do not use this approach, because it is not relevant for my daily work

While 46 percent of senior management report confidence in their capacity to mainstream gender, 46 percent said they would like to receive more training (Figure 8). Similarly, 34 percent of programme staff rated their capacity to include gender mainstreaming in their work as poor or fair, compared to 9 percent of senior management.

System wide gender training has not been offered in the UN for some years (the last UN wide training was delivered in December 2004). Unsurprisingly therefore, many staff said they had not received training offered by their own or another UN agency. 58 percent of staff said their agency sometimes or frequently offered capacity-building activities which support gender mainstreaming, including training, mentoring, opportunities to work on gender-related projects or attend relevant workshops or conferences. Senior management and staff working in the UN for more than five years were more likely to report that their agency provided capacity building opportunities.

Figure 9: Participation in gender training

However, only 46 percent of staff have attended gender training offered by their own or another UN agency. Again, senior management and longer-serving staff were much more likely to report having attended training. Staff serving 1-5 years were least likely to have received training, perhaps reflecting the participation of newer staff in Gender PCG training for gender focal points, many of whom are new to the UN system. Certainly, gender focal points were more likely than any other staff apart from senior management to have received such training.

Most staff are willing to invest their time in gender training, and only 5 percent said that they did not need any such training. Most staff (57 percent) would prefer training for 1-2 days, however 22 percent, and 36 percent of new arrivals, said they would be willing to participate in training for up to a week. Respondents were asked to nominate the main topics they would like to receive training on, and listed the main subject areas as follows, in order of importance:

- □ A general introduction to gender mainstreaming in the programme cycle
- □ Tools and methods for gender mainstreaming
- □ Practical examples, evidence and case studies
- □ Gender equality, what it is, gender equality in Vietnam
- □ Gender mainstreaming in specific sectors
- □ Advocacy and communication
- □ Gender analysis, policy, research and data
- □ Monitoring and evaluation
- □ Working with partners and capacity-building
- □ Gender issues in the workplace

Tools for gender mainstreaming are available, but many staff do not know of or use them

Most UN agencies have developed tools and methods for gender mainstreaming, at the headquarters and regional levels. The gender audit team identified 59 different tools and guides for gender mainstreaming from 12 UN agencies, including general awareness raising tools, tools for gender mainstreaming, and tools and guidelines for gender mainstreaming in specific sectors, such as health or education (see Appendix C for a complete list). In most cases these tools were produced by agency headquarters, or regional offices, but some examples of national resources developed for use in the Vietnamese context were also identified, including:

- ☐ Gender Mainstreaming Guidelines in National Policy formulation and implementation (NCFAW and UNDP)
- ☐ Gender Mainstreaming in Practice - UNFPA Viet Nam Guidelines (UNFPA)
- ☐ A Training Manual on CEDAW: Promoting Gender Equality and Women's Human Rights (UNIFEM)
- ☐ Promoting gender equality in education (UNESCO)

Given that a wide range of gender mainstreaming tools is available, and includes Viet Nam specific resources, it is of concern that many staff are not aware of and do not use available tools and resources. 33 percent of programme staff were not aware of any tools or methods for gender mainstreaming developed by their own or any other UN agency. Only 34 percent of programme staff use tools or methods for gender mainstreaming on a regular basis (Figure 10). In addition, 31 percent of staff said that lack of appropriate tools was a barrier to gender mainstreaming (see Figure 15 below).

At the same time, there is considerable demand for tools and tailored sectoral resources, expressed by gender focal points, programme staff and Programme Coordination Groups (PCGs). In addition to lack of awareness, this may be because available tools are not user-friendly or appropriate, however the gender audit team did identify a number of tools and guidelines that are suitable for use at the country office level.

Figure 10: Use of gender mainstreaming tools

How often do you use gender mainstreaming tools or methods?

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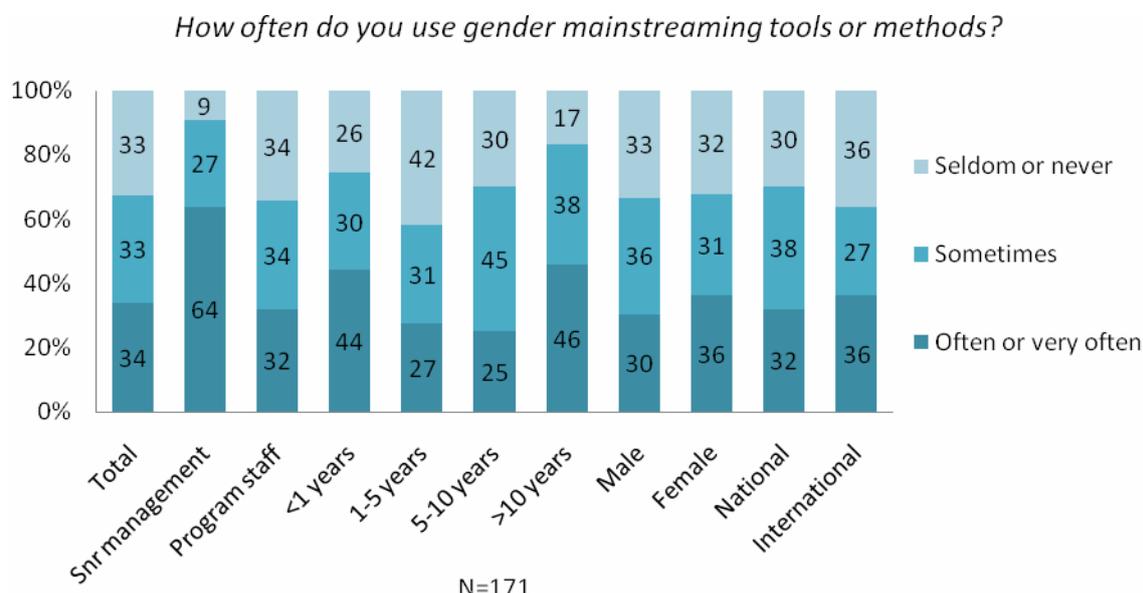
Most staff know their gender focal point, but few staff consult gender focal points or gender specialists.

Most UN agencies have gender focal points, many of whom are members of the Gender PCG. 85 percent of UN staff are aware of gender focal points in their own or other UN agencies at the national regional or headquarters level, while 72 percent of programme and senior management staff know the gender focal point in their country office. However, of those who are aware of gender focal points, only senior management consult them regularly: 75 percent of senior management consult gender focal points often or very often compared to 34 percent of programme staff (Figure 11).

Figure 11: Consult gender focal points

How often do you consult gender focal points in your country office?

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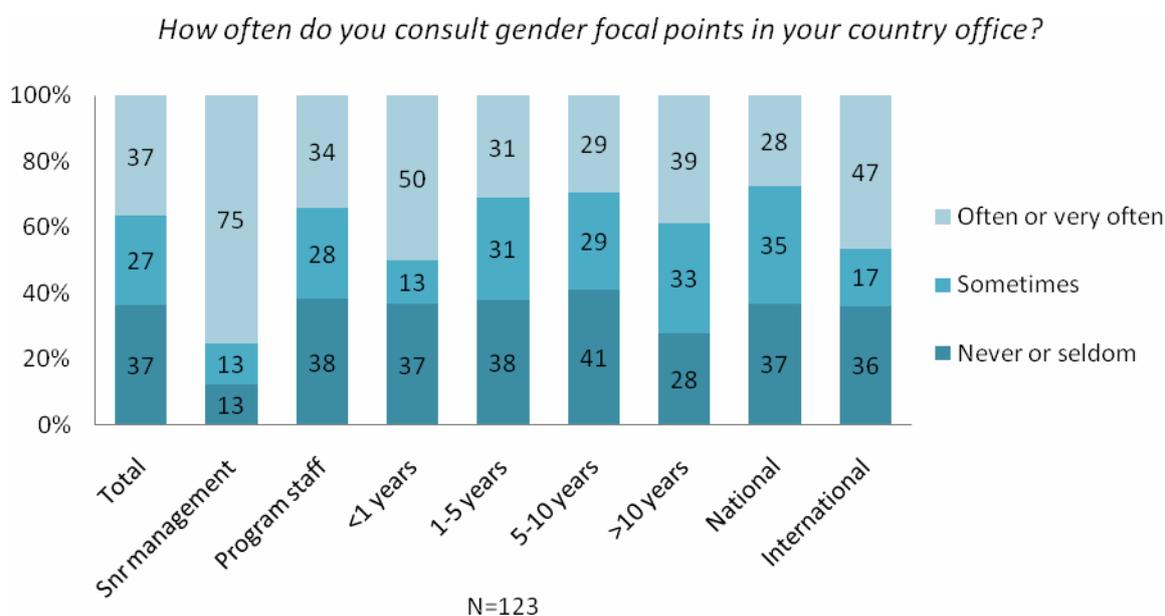
2.4   Gender mainstreaming in programmes and policy

While the UN has a strong portfolio of gender specific programmes and projects, inclusion of gender in mainstream programming is weak

In the One Plan 2006-2010, gender specific programming includes programmes and projects worth an estimated $20 million, or around 5 percent of the overall budget. This includes the $4.5 million joint programme on gender equality which aims to support the government to implement two new laws, the Law on Gender Equality and the Law on Preventing and Combating Domestic Violence, and to improve the quality of gender sensitive and sex-disaggregated data. In addition, around $15.5 million is allocated to initiatives designed to bring about gender equality and

Figure 12: Gender in the One Plan

Gender specific outputs and budget in One Plan 2006-2010

17 •
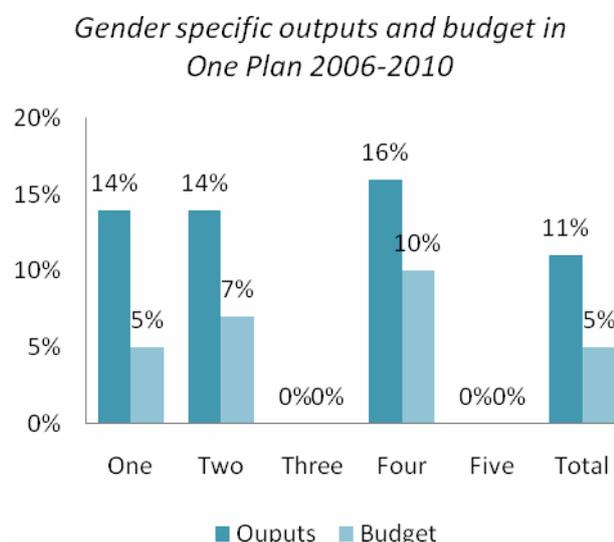
women's empowerment, including by improving maternal and reproductive health services and outcomes, increasing women's economic and political participation and access to social and legal protection, and raising awareness of CEDAW and women's rights. Eleven percent of all One Plan outputs are gender-specific. (Note that this is likely to be a significant underestimation as some results within outputs are gender-specific, however as it is not possible to break budget allocations down, these have been excluded).

However, while gender-specific programming and gender analysis of contextual factors and challenges is strong in the One Plan, mainstreaming of gender into outcomes, outputs and results is very uneven. In two of the outcome areas, environment and natural resources, and natural disasters, communicable diseases and emergencies, there are no gender-specific initiatives, and gender mainstreaming is superficial (Figure 12).

Gaps and weaknesses at the agency and individual programme level are directly reflected in the outputs and results in the One Plan, with the result that gender is yet to be mainstreamed in a consistent and systematic way. The One Plan is based on agency Country Programme Documents and Country Programme Assistance Plans. Gender mainstreaming is weak in many agency CPDs and CPAPs, even in those agencies with a strong in principle commitment to gender equality and women's empowerment, such as UNICEF and UNFPA. Of the 7 agency CPAPs and CPDs reviewed for the gender audit, none mainstreamed gender comprehensively. Similarly, in two of the three joint programme documents reviewed, Kon Tum and Avian Influenza, gender mainstreaming was missing or inadequate. The HIV Joint Programme is a notable exception.

> **Good practice: HIV Joint Programme**
> In the HIV Joint Programme, sex-disaggregated data is used, the situation analysis includes a gender perspective, specific activities are included targeting men and women, the document refers to international and national standards and agreements for gender equality, and the programme focuses not only on women's empowerment, but also on achieving change in gender relations to promote gender equality. While there is a lack of gender-specific objectives and outputs, and some issues such as spousal transmission and the relationship between HIV and gender-based violence are not addressed, overall gender is effectively mainstreamed.
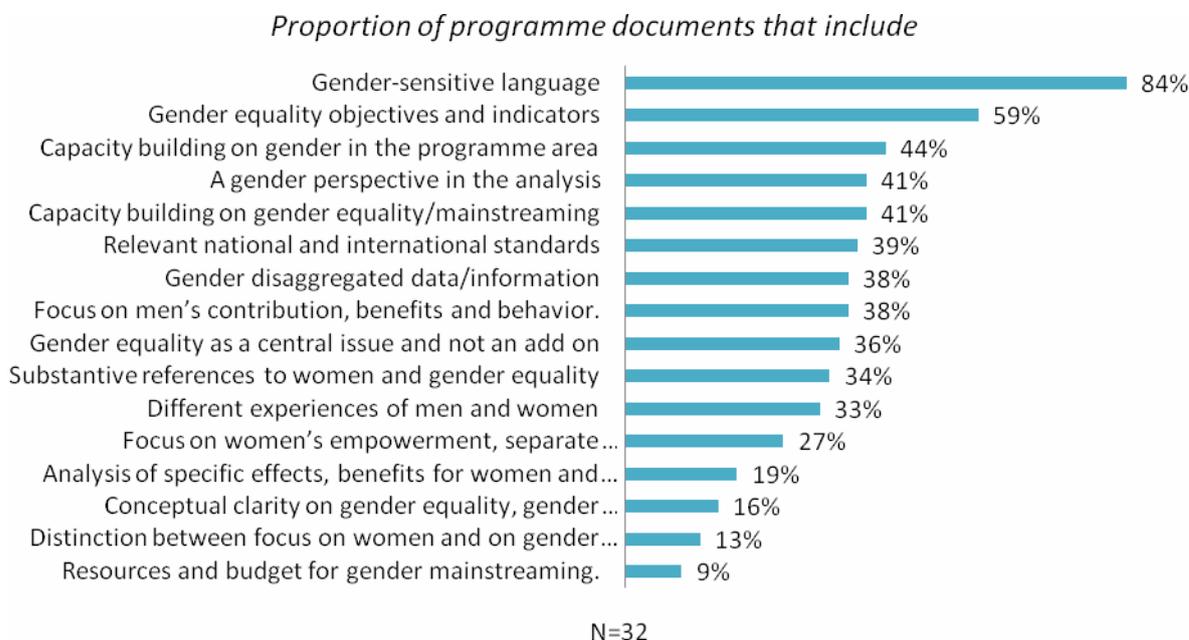
In addition to joint programme documents, 38 programme documents from 10 UN agencies were reviewed by the Gender Audit team. Of these, 6 were gender-specific initiatives designed to promote gender equality or women's empowerment, while the remaining 32 were programmes with broader development objectives.

Gender was effectively integrated in 10 out of 32 mainstream programme documents reviewed. Gender mainstreaming was inadequate even in some programme documents with explicit gender equality and/or human rights objectives. The main gaps included: no allocated resources for gender equality and women's empowerment; lack of a gender perspective in the context or situation analysis, limited use of sex-disaggregated data, lack of a dedicated budget for gender mainstreaming or gender specific activities, and lack of specific activities targeting gender equality and women's empowerment. Few programmes targeted men and their role in gender relations. In addition, capacity building with partners and counterparts was almost always focused on the narrow technical issues covered by the programme, and the opportunity to build capacity for gender mainstreaming or an understanding of gender equality was often missed, even in programmes where promotion of

gender equality was recognized as important to achieve programme objectives, for example in reproductive health (Figure 13).

Figure 13: Gender mainstreaming in programme documents

Proportion of programme documents that include

Gender-sensitive language	84%
Gender equality objectives and indicators	59%
Capacity building on gender in the programme area	44%
A gender perspective in the analysis	41%
Capacity building on gender equality/mainstreaming	41%
Relevant national and international standards	39%
Gender disaggregated data/information	38%
Focus on men's contribution, benefits and behavior.	38%
Gender equality as a central issue and not an add on	36%
Substantive references to women and gender equality	34%
Different experiences of men and women	33%
Focus on women's empowerment, separate…	27%
Analysis of specific effects, benefits for women and…	19%
Conceptual clarity on gender equality, gender…	16%
Distinction between focus on women and on gender…	13%
Resources and budget for gender mainstreaming.	9%

N=32

Gender was more effectively mainstreamed in UNDP programme documents than in most agencies, perhaps due to the oversight of a dedicated gender specialist, with an overview role. This kind of oversight is not available in most UN agencies.

Not only is gender not well mainstreamed in most progamme documents, but human rights based approaches are generally not applied either. Where human rights based approaches are employed, the approach is narrow, for example, child rights and the CRC may be a focus but other important rights and entitlements are not addressed.   Similarly, there is often an assumption that programme interventions are meeting needs, but this is not explicitly articulated. Where women's needs are the focus, it is usually their practical needs, such as access to services, rather than strategic needs such as a say in decision-making, that are addressed. In general, there is a lack of conceptual clarity about the approach to development that is being promoted in UNCT programming, whether it is needs based, rights based, or aimed at increasing aid effectiveness and efficiency. This points to a need to explore and refocus on the underpinning reasons for UN intervention, including in capacity building for staff.
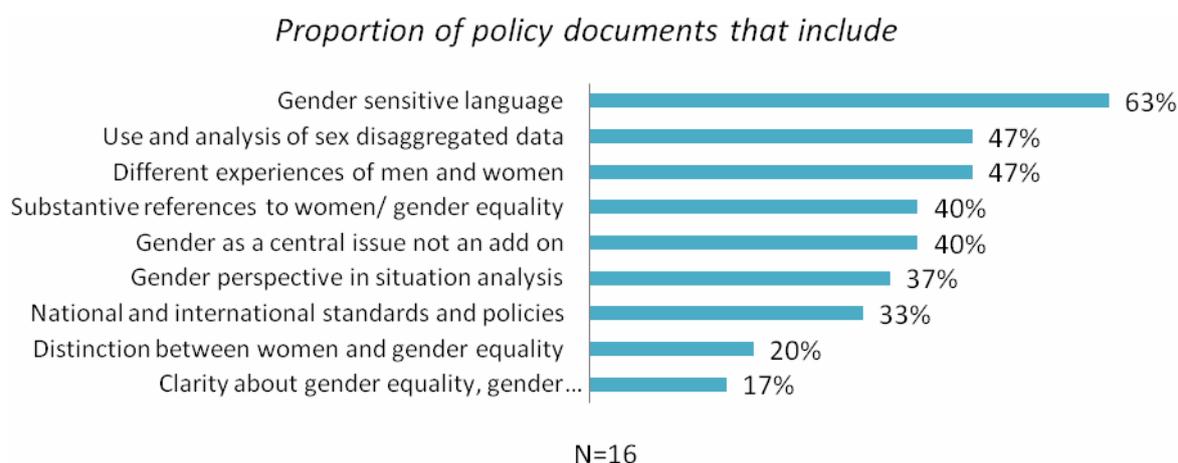
Finally, it is important to note that programme documents, including the One Plan, agency CPAPs and CPDs and programme documents may not reflect the actual extent of gender mainstreaming in implementation. However, there is no way of demonstrating or tracking this given lack of gender-sensitive outputs and indicators as discussed below.

Mainstreaming of gender equality and women's empowerment is unevenly addressed in policy analysis and research across the UNCT.
The Gender Audit team reviewed 25 policy documents and research reports from 10 UN agencies. Of these, 9 were gender-specific, and focused on issues such as women's economic empowerment, legislative frameworks for women's rights, and violence against women. 16

related to other development issues and objectives. Gender was effectively mainstreamed in 5 of these and was missing or inadequate in the remainder. Specific gaps in policy and research analysis included lack of use of sex-disaggregated data, inclusion of a gender perspective in the analysis, and attention to the different experience of men and women (Figure 14). Analysis of the impact of policy interventions on men and women, and of men's role in gender relations and achieving gender equality was frequently missing.

Figure 14: Gender mainstreaming in policy documents

Proportion of policy documents that include

Gender sensitive language	63%
Use and analysis of sex disaggregated data	47%
Different experiences of men and women	47%
Substantive references to women/ gender equality	40%
Gender as a central issue not an add on	40%
Gender perspective in situation analysis	37%
National and international standards and policies	33%
Distinction between women and gender equality	20%
Clarity about gender equality, gender…	17%

N=16

While lack of gender-sensitive and sex-disaggregated data, together with limited availability of gender related research is often cited as a barrier to conducting gender analysis in policy and research, awareness and use of available research and data may be a more significant problem. The Gender PCG conducted a review of recent research on gender in Viet Nam, which identified more than 350 reports, studies and papers on gender issues, in English, produced since 2002, when the last such review was conducted.

Available studies focus on domestic violence, reproductive health, women's economic and labour market participation, and gender roles and sexuality. There are some significant gaps in available research however, with few studies on ethnic minorities, the environment and natural resources, and women's political participation. Nevertheless, there is clearly a lot of relevant material available which is not being accessed or used. It is worth noting that gender analysis was one of the main areas staff nominated when asked about their training needs.

A second difficulty is that most research and policy papers are commissioned by UN agencies and developed by external consultants or research agencies. The extent to which gender is mainstreamed is therefore dependent on the capacity and interest of the consultant or research team, together with the extent to which gender analysis is prioritised in the terms of reference and briefings given by UN staff.

Many staff think gender is effectively mainstreamed in practice, but that gender mainstreaming is not effectively monitored or evaluated
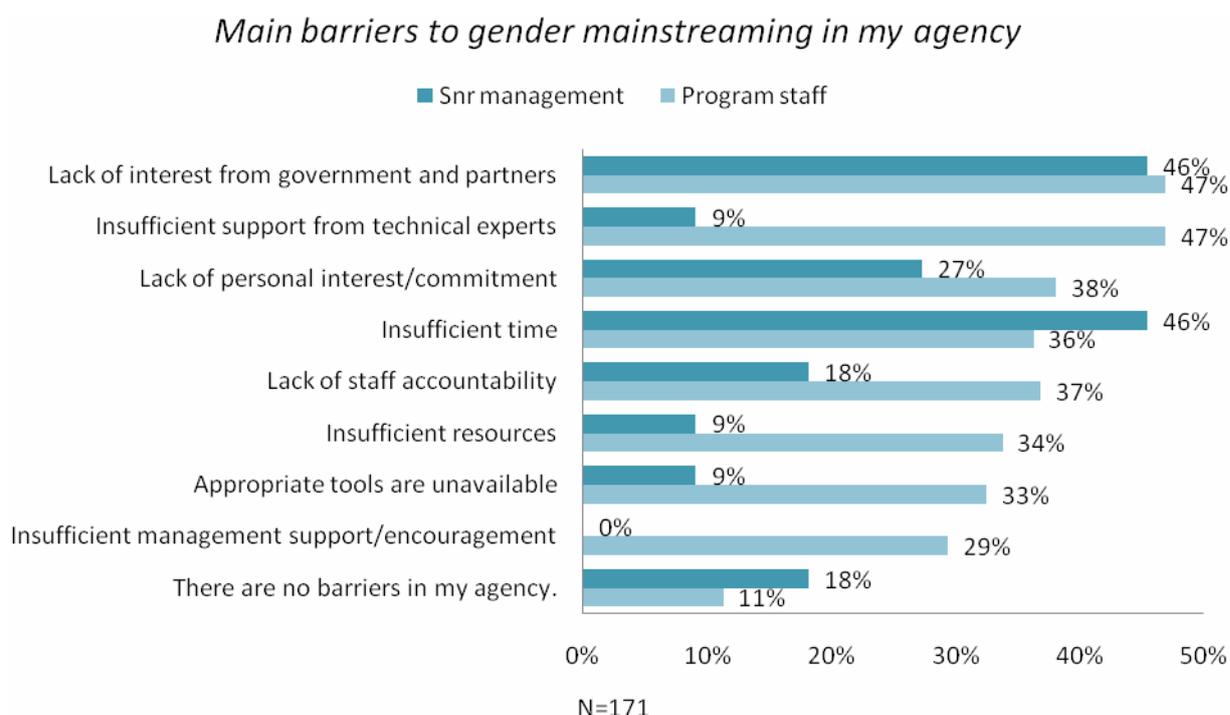Staff tend to have a more positive view of the effectiveness of gender mainstreaming than the gender audit suggests is actually the case in practice. Just over two thirds of staff (68 percent) think gender is effectively mainstreamed in their agency, including 100 percent of senior management. However, just over half of staff think gender is effectively monitored

and evaluated in their agency, including 73 percent of senior management. This is consistent with the finding from the document review that gender-sensitive data and indicators are often missing in programme documents.

In addition, only 42 percent of programme staff say they regularly assist national partners to mainstream gender, which suggests that implementation of gender mainstreaming in programme implementation is weaker than staff perceive it to be.

Barriers to gender mainstreaming are significant and include perceived lack of interest from counterparts, insufficient support from technical experts, lack of personal interest and commitment, insufficient time and lack of staff accountability. Lack of time was a more significant issue for senior management, while insufficient support from technical experts, lack of interest from counterparts, and lack of personal commitment were more significant for programme staff (Figure 15).

Figure 15: Barriers to gender mainstreaming

Main barriers to gender mainstreaming in my agency

Snr management   Program staff

	Snr management	Program staff
Lack of interest from government and partners	46%	47%
Insufficient support from technical experts	9%	47%
Lack of personal interest/commitment	27%	38%
Insufficient time	46%	36%
Lack of staff accountability	18%	37%
Insufficient resources	9%	34%
Appropriate tools are unavailable	9%	33%
Insufficient management support/encouragement	0%	29%
There are no barriers in my agency.	18%	11%

N=171

2.5   Staff capacity and gender parity

There has been insufficient investment in staff capacity for gender to date
The Dahlberg capacity assessment investigated current capacity within the UN system, including staffing resources available for work on different issues. The assessment shows that staff capacity for gender, including gender specialists, is relatively limited in the UN in Viet Nam, especially when compared to staff capacity for other target populations such as children and youth, and for issues such as HIV and social protection.

In addition, very few senior staff are dedicated to gender, in comparison to areas such as children and youth, the environment, HIV, and governance. In most agencies, staff with responsibility for gender including gender specialists are UNVs or JPOs.

Most full time equivalent positions are in UNIFEM and UNFPA, both of which have recently employed additional staff to work on gender issues. With the exception of the UNIFEM Country Manager and the UNFPA UN Reform and Gender Specialist, however, there are no other long-term (P or L) international positions for gender in UNIFEM and UNFPA. Senior gender specialists in UNIFEM and UNFPA, and the UN Gender Adviser, are employed on ALD or SSA contracts.   Other experienced international gender staff are recruited as UNVs and JPOs. National staff positions tend not to be at senior levels. This raises questions about the sustainability of gender work in the UN in Viet Nam.

The largest UN agencies are under-investing in gender at present. UNDP has only one national staff member dedicated to gender and is currently recruiting a UNV gender specialist. UNICEF has one dedicated national staff member, and WHO has one international JPO, however she is responsible for trade, gender and human rights. Despite these capacity gaps, only UNIFEM, UNIDO and IOM currently report demand for gender specialist staff.

Most agencies nominate gender focal points, however their role is usually not well supported or recognized. Usually the role of gender focal point is in addition to other duties, and is not recognized in staff terms of reference or in annual performance reviews.   Often gender focal points do not receive any direction or management in their role, nor is a proportion of their time allocated to act in this role.

The Gender PCG has been actively supporting gender focal points, including by providing training and capacity-building opportunities. However agencies still have a responsibility to provide recognition and support to gender focal points including through the performance review system.

The UN has a "bifurcated" workforce, with predominantly female national staff, and predominantly male international staff.
Across the UN workforce, gender parity is poor. While there is good gender balance at the Head of Agency level, with seven agencies (UNDP, UNODC, UNIDO, UNESCO, ILO, UNV and UNIFEM) headed by women, overall, the workforce is two thirds female (64 percent). Men dominate in senior and technical roles at the P (L) 4 and NOD level and above, including in international positions, while women are concentrated in junior roles, including as JPOs and UNVs.   Women dominate among national staff, with the exception of the most senior roles (NOD), and drivers (Figure 16). There are exceptions such as UNFPA, which has 50 quotas in place at all levels of the agency.

There is a "glass ceiling" in place, not only for national and international women, who find it difficult to rise to senior and technical positions, but also for national male staff, who cannot rise to the most senior roles in the organization, which are generally international as well as being held by men. In addition, it is becoming more difficult to recruit male national staff as salaries in the private sector become more competitive. The glass ceiling for women and national male staff may help to explain this.

The upshot is that the UN is a feminized workplace, where predominantly female national staff work for predominantly male international staff. This is inconsistent with the UN mandate for gender equality and women's empowerment, and does not present a positive example to our counterparts.

Figure 16: Gender parity in UN agencies

Staff positions by sex
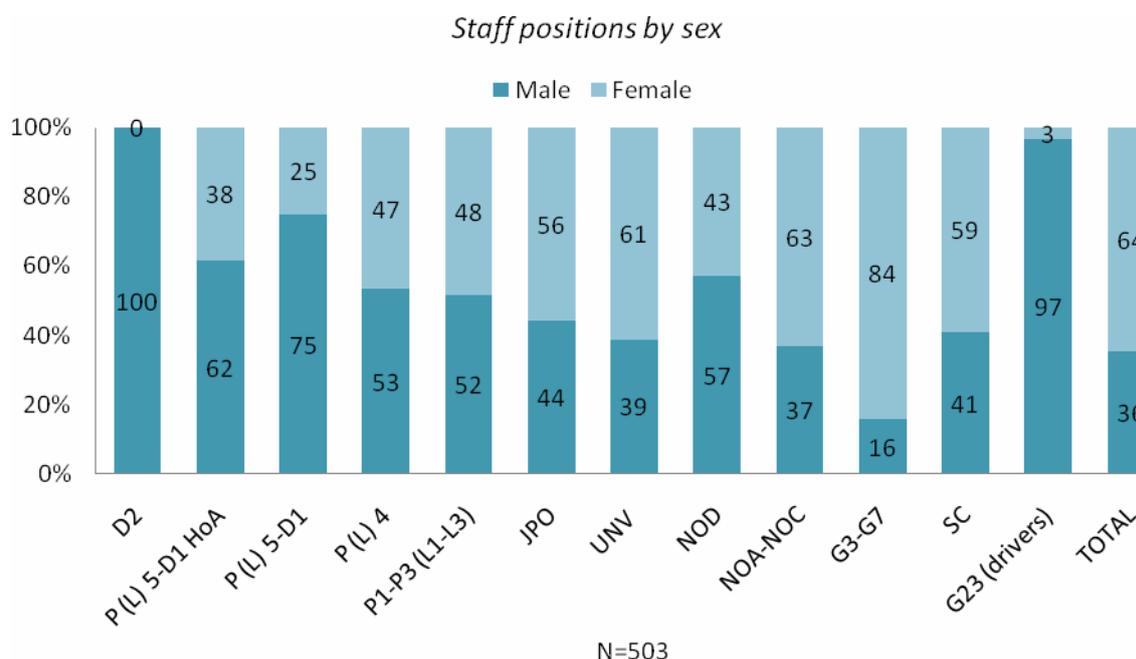
2.6   Workplace culture and sexual harassment

Lower levels of job satisfaction are evident among female staff
The staff survey conducted by Dahlberg investigated UN staff perceptions of fairness and equality opportunity in the workplace.   Female staff were more likely to report unequal opportunities at work, and unfair distribution of workload, than their male counterparts. 43 percent of female staff said that opportunities were fairly distributed in their agency, compared to 58 percent of male staff, while 59 percent of female staff said they were given adequate opportunities to develop their skills and abilities, compared to 69 percent of male staff. Given the skewed profile of the UN workforce which sees women concentrated in junior and administrative roles, these differences are unsurprising.

Women were also more likely to express dissatisfaction with workload in their agency. 65 percent of female staff said work pressures in their agency were acceptable compared to 73 percent of male staff, and only 42 percent of female staff said that workload was distributed fairly, compared to 50 percent of male staff.

It is difficult to quantify whether access to opportunities is in fact unfair without data on recruitment decisions and access to development opportunities such as training. Most UN agencies do not collect data on participation in training and development broken down by sex and position.

There is lack of awareness and trust in sexual harassment policies among staff
The Dahlberg staff survey revealed some skepticism about implementation of sexual harassment policies in the UN in Viet Nam, with only 57 percent of respondents agreeing that "appropriate action is taken towards those people who show actions of sexual harassment in my agency". However it was not clear whether this was because respondents were not aware of existing policies, or not aware of instances of their implementation.

The gender audit team therefore included questions about sexual harassment in the human rights and gender survey. 27 percent of staff were not aware of any policy relating to sexual harassment in their agency, and 3 percent thought no policy existed. 100 percent of senior management was aware while 34 percent of programme staff and 27 percent of operational staff were unaware or thought there was no policy.

Of those who were aware of existing policies, only 66 percent expressed complete satisfaction with implementation of the policy, 20 percent were less than completely satisfied, and 14 percent said they did not know. Female staff were less satisfied than male staff – 24 percent compared to 14 percent (Figure 17). As the UN has a zero tolerance policy towards any form of sexual exploitation or abuse this is cause for concern.

Figure 17: Satisfaction with implementation of sexual harassment policies
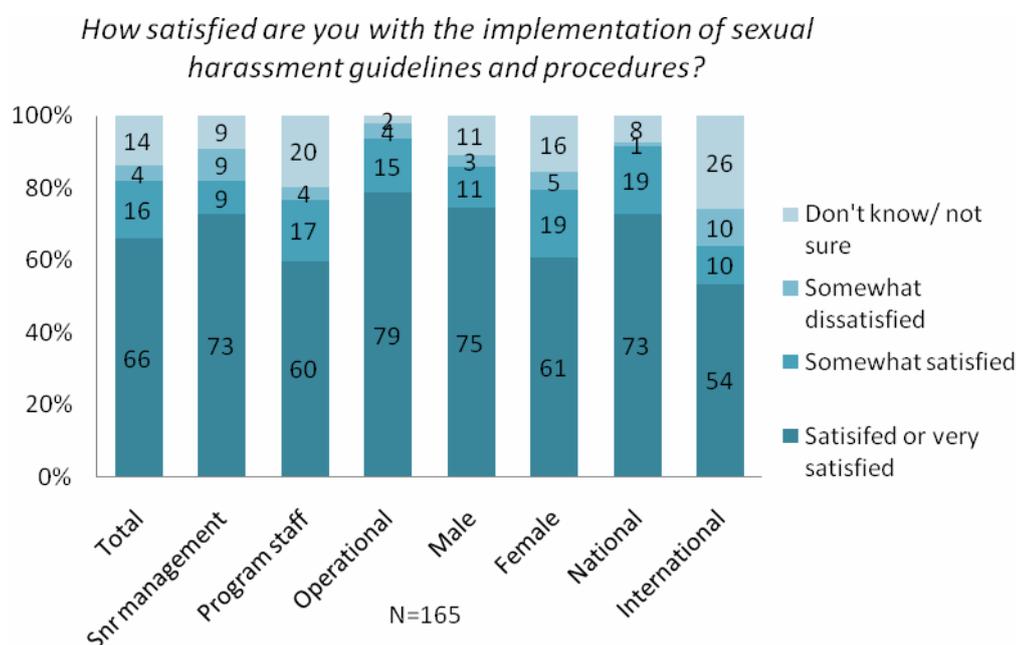
The UN is not perceived to be a harassment free workplace or to respond appropriately to incidents of sexual harassment

In the Dahlberg survey, a proportion of staff reported incidence of prejudice and harassment in their agency, with a smaller percentage reporting sexual harassment. 14 percent of staff said there was prejudice, 7 percent said there was harassment, and 3 percent said there was sexual harassment in their agency. However, sexual harassment was not defined, and given low levels of awareness of sexual harassment policies, this may have affected the results. The human rights and gender staff survey found that 8.5 percent of staff were aware of an incident of sexual harassment (any unwelcome sexual advance, request for sexual favors, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature which causes offense or humiliation) in their workplace. Five percent said the incident had occurred in the past 12 months. No senior manager reported awareness of sexual harassment however, 10 percent of operational staff and 16 percent of international staff did so (Figure 18).

Figure 18: Awareness of sexual harassment
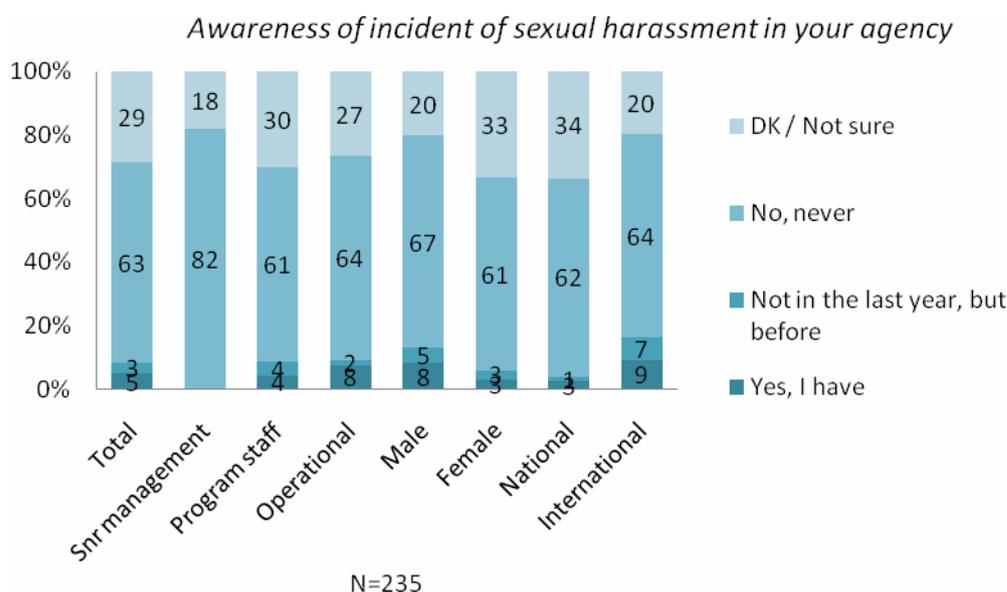
Very few staff admitted to having actually experienced sexual harassment, however, of those who did none had reported it, which strongly indicates a lack of awareness and trust in available procedures and mechanisms for dealing with cases of sexual harassment. Clearly, awareness raising for all staff, together with training for management and responsible operations staff is required.

2.7   Resources for gender equality and gender mainstreaming

Gender mainstreaming is not tracked or trackable in budgets or expenditure
Resources for gender-specific programming are clearly earmarked at the One UN and agency level, with an estimated $20,220,000 allocated to gender equality and women's empowerment programming in the One Plan 2006-2010, representing approximately 5 percent of the overall budget.

However, it is not possible to identify resources allocated to gender mainstreaming in general programming, at the One Plan, agency or programme level, as no agency or programme budgets identify gender-related commitments, and nor does the One Plan budget. The result is that it is not possible to clearly analyse who benefits from UN programming in Viet Nam. It is likely that this leads to significant under-estimation of UN investment in promotion of gender equality and women's empowerment, which in turn leads to under-estimation of our impact.

Similarly, mechanisms do not exist to track expenditure on gender mainstreaming. However, UNDP headquarters commissioned a pilot to trial using Atlas to track commitments and expenditure on gender within mainstream programming, which found that that estimates of spending on gender equality increase by between 6-12 percent when budgets and tracking systems are more gender sensitive (Budlender and Basak 2008).

The UN in Viet Nam should give serious consideration to adopting such a tracking mechanism in future.

2.8   Monitoring and evaluation

Gender results are not monitored or measured leading to under-reporting of impact
Analysis of the One Plan, agency CPAPs and CPDs, joint programmes and agency programme documents identified that with the exception of gender specific activities designed to promote gender equality and women's empowerment, use of gender indicators, targets and baseline data is woefully inadequate at the UNCT, agency and programme level. For example, although the review of programme documents found that 59 percent included gender related objectives or indicators, in many cases the actual number of gender specific indicators was low, often only one or a handful of many indicators for the programme or initiative. In addition, indicators which should have been sex-disaggregated were often gender blind, even in cases where sex-disaggregated data was available to provide a baseline. This is consistent with staff perceptions that monitoring and evaluation of gender equality is often weak, and constrains the capacity of the UN to monitor and report on gender-related outcomes and impacts, or to identify examples of best practice.

One of the reasons for the limited use of gender-sensitive indicators and baselines is that there is insufficient use of and access to gender sensitive and sex-disaggregated data. While this has been identified as an issue by the UN and government, and strategies are in place to improve the quality and sensitivity of data collected across sectors, lack of awareness and use of available data is also an issue. The document review identified many examples of programme documents which did not use or refer to gender sensitive or sex-disaggregated data, or include appropriate indicators, even where the data was available. A comprehensive and consistent approach to setting targets and identifying indicators and baseline data is required, alongside efforts to improve the quality and sensitivity of available data and indicators.

While the gender audit did not examine evaluation practice in any depth, some general observations can be made. Impact evaluation is rare in the UN system, as it is expensive and time consuming to conduct: it is therefore difficult to demonstrate impact on gender equality and women's empowerment objectives. In addition, when gender sensitive indicators and targets are not set during the programme design phase, it is very unlikely that they will be monitored or evaluated when the programme is reviewed or concludes. As evaluation is often carried out by independent consultants, the extent to which gender issues are addressed depends on their capacity, and the briefing and TOR developed by the commissioning UN agency.

3.   Recommendations

The main recommendations of the UN gender audit can be summarized as follows:

☐   Put gender policies and mandates on the map through awareness raising and training
☐   Make sure gender really is everyone's business by strengthening accountability for management and staff
☐   Urgently invest in capacity building for all staff including but not limited to training
☐   Ensure gender mainstreaming in programming and policy through capacity building and oversight by gender specialists
☐   Scale up investment in technical expertise, support staff working on gender, and address gender imbalance in UN agencies
☐   Address workplace culture and sexual harassment through awareness raising, training and enforcement of appropriate penalties
☐   Track investment and expenditure on gender in budgets and financial management systems
☐   Increase use of gender sensitive indicators and data to demonstrate the benefits and results of UN investment in promotion of gender equality and women's empowerment

A comprehensive approach is required, targeting action on each of these issues simultaneously to achieve results in the short term, as well as sustainable change. Specific actions recommended in relation to each of these broad recommendations are identified below.   Suggested responsibility for addressing these recommendations is included in brackets.

Put gender policies and mandates on the map
1   Adopt a UN Viet Nam gender mainstreaming strategy and action plan for the One Plan and UNCT (HOA)
2   Adopt agency specific action plans consistent with agency HQ policies and mandates and the UNCT strategy, with priorities for immediate action (Individual Agencies).
3   Actively promote gender policies and the UN mandate for gender equality and women's empowerment in the UNCT and within agencies, via awareness raising in UNCT and agency internal communications (UNCT/HOA).
4   Include briefings on UNCT and agency gender policies in staff meetings and retreats (UNCT/HOA).
5   Ensure availability of all relevant documents on UN and agency intranets (Gender PCG/UNCT).
6   Highlight gender and sexual harassment policies in induction training and materials, and in briefings for new staff, including short term contract staff and consultants (UNCT/HOA/HR).

Make sure gender really is everyone's business
1   Include responsibility for promotion of gender equality and women's empowerment in staff and management TOR and job descriptions, including for short term staff and consultants (UNCT/HOA).
2   Specify responsibility for implementation in TOR, for example for gender mainstreaming in policy and programme positions, and for promotion of an equal and harassment free workplace in operational positions (UNCT/HOA).

3 Include experience in gender mainstreaming and analysis in selection criteria for policy and programme staff, and in promotion of gender equality and harassment free workplaces in criteria for operational staff (UNCT/HOA).

4 Ensure responsibility for promotion of gender equality and women's empowerment is actively reviewed and addressed in annual performance reviews (HOA/Senior management/HR).

5 Ensure middle management responsibility for gender mainstreaming is reinforced by senior management, including through performance reviews (HOA).

6 Link promotion and merit based pay increases for staff to performance on gender equality and women's empowerment and implementation of gender mainstreaming (HOA/Senior Management/HR).

7 Monitor promotion of gender equality and women's empowerment in external communications by UN agencies and increase use of gender-sensitive and sex-disaggregated data in external communications materials including press releases and speeches (Communications Team/Gender PCG).

8 Ensure oversight of communications materials by gender specialists and focal points (Communications Team/Gender PCG).

Urgently invest in capacity building for all staff

1 Provide gender training to all UN staff including operations and programme staff on an bi-annual basis. Include face to face training as well as self paced online learning opportunities (UNCT/HOA/Gender PCG).

2 Provide training in gender analysis and gender mainstreaming in programme development, implementation and monitoring and evaluation, as well as sectoral gender training for all programme and policy staff (UNCT/HOA/Gender PCG).

3 Provide follow up and support for training participants including mentoring, opportunities to work on gender-related projects and with specialist staff, to attend and speak at gender related workshops and conferences (HOA/Senior Management).

4 Include capacity-building for gender in staff development plans and in tracking and reporting on staff development and training (HR).

5 Identify and/or develop appropriate tools to support gender mainstreaming in policy, programmes and operational work and provide staff with training in their use (Gender PCG).

6 Ensure tools, policies, case studies and other relevant materials including gender related data are available on the UN intranet (Gender PCG).

Ensure gender mainstreaming in programming and policy

1 Empower gender specialists and gender focal points to provide oversight and review of all policy and programme documents at the initial concept note and final draft stages (HOA/Senior Management).

2 Include requirement for gender mainstreaming and analysis, including previous demonstrated expertise, in TOR for external consultants and research agencies (HOA/Senior Management/Programme Managers).

3 Ensure capacity-building for partner organizations includes gender mainstreaming and gender analysis, in particular where objectives of the programme or intervention are gender-related (HOA/Senior Management/Programme Managers).

4 Integrate and harmonise gender, human rights based approaches, and culture mainstreaming in training, tools, and advice to programme and policy staff (Gender PCG/HRTWG/UNESCO).

5   Provide updated information about available research and data to support gender analysis, for example in the form of a database or annotated bibliography (Gender PCG).

6   Create a directory of gender specialists at the country, regional and HQ levels who can provide advice and support to staff (HQ/RDT/Gender PCG).

7   Engage external gender specialists in key UN processes and planning, including programme development and policy analysis (HOA/Senior Management).

8   Ensure gender is mainstreamed in analysis and planning for One Plan Three, including in the Common Country Assessment (HOA/UNCT/Gender PCG).

Scale up investment in technical expertise and address gender imbalance in UN agencies

1   Appoint dedicated gender specialists in larger agencies (UNDP, UNICEF and WHO) (HOA/Senior Management).

2   Ensure specialist positions are appropriately senior, with secured long term funding (HOA/Senior Management).

3   Introduce and/or strengthen the role and recognition of gender focal points and create a higher profile for gender focal points in all UN agencies (HOA/Senior Management).

4   Develop a common set of TOR for gender focal points, and provide them with management and support, allocated time with their duties, and assess their role and impact in annual performance assessments (UNCT/HOA/Senior Management).

5   Build capacity of gender focal points through specific training and support activities, as well as mentoring arrangements with more senior staff (HOA/Senior Management/Gender PCG).

6   Review recruitment and promotion practices to ensure existing gender parity policies are being implemented (Operations/HR managers).

7   Consider introducing short term quotas or targets to address gender imbalance in UN agencies in key positions such as senior technical roles (UNCT/HOA/Operations).

8   Investigate and address barriers to recruiting male national staff to UN positions (Operations/HR).

Address workplace culture and sexual harassment

1   Review awareness and use of work-life balance policies and barriers to uptake of flexible working conditions across UN agencies (Operations/HR)

2   Collect data on participation in staff development and training broken down by sex and position (Operations/HR)

3   Conduct UN-wide awareness raising on codes of conduct, including sexual harassment policies and reporting mechanisms (UNCT/HOA/Operations)

4   Provide training in how to respond to sexual harassment to managers and operational staff including face to face training (UNCT/HOA/Operations)

5   Consider introducing an independent complaints mechanism for staff experiencing harassment, abuse of authority and sexual harassment (UNCT/HOA)

Track investment and expenditure on gender

1   Modify programme budgets to clearly indicate resources allocated to gender-specific activities and gender mainstreaming (UNCT/HOA/Senior Management).

2   Conduct a gender budgeting exercise in the UNCT once data becomes available to identify beneficiaries of UN interventions (UNCT/Gender PCG).

3   Pilot using financial management systems (eg Atlas) to track gender budgets and expenditure (UNCT/Operations/Gender PCG)

4   Ensure One Plan 3 clearly identifies resources allocated to gender equality and women's empowerment including both gender-specific activities, and gender mainstreaming (UNCT/HOA)

Increase use of gender sensitive indicators and data
1   Coordinate efforts to strengthen gender-sensitive data collection and analysis across sectors including through technical advice and support to GSO and line Ministries (UNCT/M&E Working Group/Gender PCG).
2   Increase use of gender-sensitive indicators, targets and baseline data in programming at the programme, agency and One Plan level (UNCT/M&E Working Group)
3   Ensure TOR for monitoring and evaluation consultants include a requirement for gender mainstreaming and collection of gender-sensitive data (HOA/ Senior Management/M&E Working Group)
4   Introduce and or strengthen gender impact assessment of major programmes, including joint programmes, conducting pre and post testing among target groups (HOA/Senior Management/M&E Working Group).

Appendix A: Gender audit team - document review

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Dahlberg and UN Global Change Management Support Team (2008) UN *Delivering as One: Capacity Assessment for Viet Nam*, Powerpoint presentation 15 September 2008

Economic and Social Council of the UN (1997) *Report of the Economic and Social Council for 1997* (A/52/3, 18 September 1997) – Chapter IV. Special session on Gender Mainstreaming

Economic and Social Council of the UN (2008) *Mainstreaming a gender perspective into all policies and programmes in the United Nations System,* 23 July 2008

Government of Vietnam and UN (2008) *One Plan (Common Action Plan) 2006-2010*, June 2008

ILO (2002) *First ILO Gender Audit Final Report*, ILO, Geneva

ILO (2007) *A Manual for Gender Audit Facilitators: The ILO Participatory Gender Audit Methodology*, ILO, Geneva

Moser, C. (2005) *An Introduction to Gender Audit Methodology: Its design and implementation in DFID Malawi*, ODI, London

TNS Public and Social Research Viet Nam (2008) *Stakeholder Review: the UN system in Viet Nam in the content of the One UN reform process*, Powerpoint presentation 11 June 2008

UNDG Task Team on Gender Equality (2008) *UNCT Performance Indicators for Gender Equality and Women's Empowerment,* UNDG New York

UNDP Evaluation Office (2006) *Gender Equality: Evaluation of Gender Mainstreaming in UNDP*, UNDP New York

Pennells, L. (2002) *Gender Audit: UNESCO Bangkok,* UNESCO Bangkok

UN General Assembly (2007) *General Assembly resolution 62/208: Triennial comprehensive policy review of operational activities for development of the United Nations system.* Adopted 19 Dec. 2007 without a vote.

UNICEF Evaluation Office (2008) *Evaluation of Gender Policy Implementation in UNICEF*, UNICEF, New York

Appendix B: Indicators and Data Sources

Key result area	Key questions	Baseline indicators	Data source
Leadership	1. Do stakeholders perceive UN as leading on promotion of gender equality and women's empowerment?	1. % of stakeholders perceive UN to lead on gender equality and mainstreaming	• One UN Stakeholder survey
	2. Are senior leaders responsible for gender mainstreaming?	2. % staff see senior management as responsible for gender mainstreaming	• Combined Gender and HRBA staff survey
	3. Do senior leaders actively promote gender equality within their agency, in the One UN, and with stakeholders and partners?	3. % staff see senior management as actively promoting gender quality and mainstreaming	• Combined Gender and HRBA staff survey
	4. Is there gender parity within UN agencies?	4. Ratio of female to male staff in UN agencies and UNCT at all levels including senior management	• Staff lists of agencies
	5. Is gender mainstreamed in media and communications strategy?	5. No of press releases and speeches which effectively mainstream gender or deal with gender-specific issues.	• Review of agency media materials.
Staff capacity	6. What are the staffing levels available to support gender mainstreaming in each agency?	6. Number of dedicated full time positions for gender in the UNCT.	• Dahlberg capacity assessment
	7. Is gender included in TOR or job descriptions?	7. Number of positions aside from gender specialists with gender included in TOR/position descriptions	• Dahlberg capacity assessment
	8. What capacity building/training has been done on gender?	8. % staff trained on gender or participated in capacity building	• Combined staff survey •

Key result area	Key questions	Baseline indicators	Data source
		9. % staff willing to invest time in training	
Evidence base	9. Is there an evidence base available to support gender analysis and gender mainstreaming in policy and programme work?	10. Statistical and qualitative gender studies available to support analysis and programming	• Gender research mapping exercise
Policy	10. Is there substantive gender analysis in the Common Country Assessment, UNDAF and One Plan?	11. Gender analysis in One Plan	• Document review
	11. Is gender mainstreamed in 1) policy analysis and 2) policy advice to government?	12. % of staff who believe gender is effectively mainstreamed 13. % of policy papers with substantive gender mainstreaming	• Combined staff survey • Review of selection of policy papers and reports
Programming	12. Is gender mainstreamed in programming in the UNDAF/One Plan?	14. Gender mainstreaming in One Plan including outputs and indicators	• Document review
	13. Is gender mainstreamed in agency and joint programmes?	15. % of staff who believe gender is effectively mainstreamed 16. % of programmes with substantive gender mainstreaming	• Combined staff survey • Review of selection of programme documents including joint programmes
Tools and Resources	14. Do staff know and consult gender focal points?	17. % staff know of and consult gender focal points	• Combined staff survey
	15. What external capacity and expertise do staff draw on?	18. % staff consult external gender specialists	• Combined staff survey

Key result area	Key questions	Baseline indicators	Data source
	16. Do staff use gender policies or strategies in their work?	19. % of staff aware of , and apply, HQ/regional/national policy	• Combined staff survey
	17. Is there a national gender policy or strategy which reflects HQ/regional gender policy?	20. No of agencies with national gender strategy or policy reflecting HQ/regional policy	• Agency gender policies (HQ/Regional/national)
	18. Are gender specialists/focal points available in agencies/teams?	21. No of agencies with gender focal points in policy, programme, monitoring/planning units	• Information from gender PCG members
	19. Are tools on gender mainstreaming available and do staff use them?	22. % staff aware of, and use, GM tools 23. No of agencies with gender mainstreaming tools available (HQ/regional/ national)	• Combined staff survey • Gender mainstreaming tools (HQ/Regional/national)
M&E	20. Are gender sensitive indicators used in monitoring and evaluation?	24. % staff who see M&E of gender mainstreaming as effective 25. % of programme documents which include gender sensitive indicators 26. Availability of gender sensitive monitoring and evaluation plans/frameworks in agencies and agency programmes	• Combined staff survey • Agency programme documents
Budget	21. What resources are allocated to gender equality under the One Plan?	27. Budget allocation for gender equality and women's empowerment, and for gender mainstreaming	• Document review
	22. Is funding for gender equality and mainstreaming clearly identified in budget and expenditure systems (eg Atlas?)	28. Existence and use of tracking mechanism for spending on gender mainstreaming, gender equality and women's empowerment	• Document reveiw

Key result area	Key questions	Baseline indicators	Data source
	23. What resources are allocated to gender equality and women's empowerment, and gender mainstreaming	29. % of budget allocated to gender through: • One Plan • Agency Plans • Individual programmes	• One Plan • Agency CPAPs and CPDs • Programme documents
Agency culture	24. Do agencies actively promote work/life balance and enable staff to manage family responsibilities?	30. % staff believe workload is fairly distributed	• Dahlberg staff survey
	25. Does HR policy implementation support equal opportunity and gender parity in line with international best practice?	31. % staff perceive staff are treated fairly and without discrimination 32. % of staff who report sexual harassment	• Dahlberg staff survey • Dahlberg staff survey • Combined staff survey
	26. Are opportunities available on an equal opportunity basis?	33. % staff believe opportunities are provided on an equal opportunity basis	• Combined staff survey

Appendix C: Documents reviewed

1. UN and agency gender policies

Economic and Social Council of the UN (2006) *Mainstreaming a gender perspective into all policies and programmes in the United Nations System*, 27 July 2006

Economic and Social Council of the UN (2008) *Mainstreaming a gender perspective into all policies and programmes in the United Nations System*, 23 July 2008

Chief Executives Board for Coordination (2006) *United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact*, 27 October 2006

UN General Assembly (2007) *Resolution 62/208. Triennial comprehensive policy review of operational activities for development of the United Nations system: C. Gender equality and women's empowerment.*

FAO (2002) *FAO Gender and Development Plan of Action (2002-2007)*

ILO (2007) *The ILO Action Plan for Gender Equality* November 2007

IOM (1998) *Gender Mainstreaming in IOM* August 1998

UNICEF (1994) *Gender equality and empowerment of women and girls: a policy review.* 22 February 1994

UNICEF (2007) *Programme Policy and Procedure Manual: Programme Operations.* Ch 6, Sec 17 "Review and assessment of Gender Mainstreaming" 03/08/2007

UNDP (2008) *Empowered and Equal: Gender Equality Strategy* 2008-2011

UNESCO (2002) *UNESCO's Gender Mainstreaming Implementation Framework (GMIF) for 2002-2007.*

UNAIDS (2008) *22nd Meeting of the UNAIDS Programme Coordinating Board, Chiang-Mai, Thailand, Gender Sensitivity of AIDS Responses*, 11 April 2008.

UNFPA (2007) *Delivering on the Promise of Equality: UNFPA's Strategic Framework on Gender Mainstreaming and Women's Empowerment 2008-2011*, September 2007

UNV (2008) *Gender Action Plan* Rev 4 as of 11 June 2008

UN-Habitat (2002) *UN-Habitat's Gender Policy 2002*

UNHCR (2007) *Age, Gender and Diversity Mainstreaming Action Plan 2007-2009*

World Health Organisation (2007) *Integrating gender analysis and actions into the work of WHO: draft strategy*, 29 March 2007

World Health Organisation (2007) *Integrating gender analysis and actions into the work of WHO: draft strategy*, 23 May 2007

2. One Plan, Agency CPAPs and CPDs

Government of Vietnam and UN (2008) *One Plan (Common Action Plan) 2006-2010*, June 2008

United Nations Viet Nam (2006) *UN Development Assistance Framework for the Socialist republic of Vietnam 2006-2010*

FAO (2007) *Vietnam National Medium-term priority framework (NMTPF) August 2007*

ILO (2006) *Promoting decent work in Viet Nam: A national cooperation framework between the socialist republic of Vietnam and the ILO for the period 2006-2010*

UNICEF (2006) *Country Programme Action Plan between the Government of the Socialist Republic of Viet Nam and the United Nations Children's Fund January 2006*

UNDP (2006) *Country Programme Action Plan 2006-2010*

UNODC (2005) *Strategic Programme Framework, Viet Nam 2005-2007*

UNESCO (2008) *UNESCO Country Programming Document (UPCD) for the Socialist Republic of Viet Nam, Second edition, February 2008*

UNFPA (2006) *Country Programme Action Plan (2006-2010)*

World Health Organisation (2007) *Country Cooperation Strategy Viet Nam 2007-2011*

3. Programme documents

Joint programmes

1. Joint Programme on HIV in Viet Nam 2008-2010

2. Strengthening Capacity in Socio-Economic Development Planning, Implementation and Provision of Basic Social Services in Kon Tum.

3. Avian and Human Pandemic Influenza Joint Government/United Nations System Programme 2005-2010

Agency programmes

1. FAO *Capacity building to enhance positive impacts of WTO accession on the fisheries sector and alleviate coastal poverty*

2. FAO *Emergency assistance for early detection, response and control of Porcine reproductive and respiratory syndrome (PRRS) and other pig-related diseases*

3. FAO *Market-oriented agroforestry to reduce poverty in Quang Nam Province, Viet Nam (Phase II)*

4. ILO *Expansion of Employment Opportunities for Women (EEOW)*

5. ILO *Extension of Microfinance and Microinsurance to Informal Women Workers (Reducing vulnerability of low income households through sustainable microfinance services in Viet Nam – Extension 2007 – September 2008*

6. ILO *Labour market project: Better information for creating jobs and developing skills in Viet Nam*

7. IOM *Comprehensive Return and Reintegration through Partnership and Collaboration*

8. IOM *EU Proposal: migrant women affected by violence*

9. UNDOC *Strengthening of the Legal and Law Enforcement Institutions in Preventing and Combating Money Laundering in Viet Nam*

10. UNDP *Cambridge-Viet Nam Women's Leadership Programme: Empowerment of Women in the Public Sector in the context of International Economic Integration*

11. UNDP *Capacity building for the implementation of International Human Rights Treaties in Viet Nam*

12. UNDP *Capacity building for the Viet Nam Union of Science and Technology Associations (VUSTA)*

13. UNDP *Capacity Strengthening for Ethnic Minority Policy Formulation, Implementation and Monitoring*

14. UNDP *Macro Management Support to PAR in MARD in 2007-2012*

15. UNDP *Strengthening institutional capacity for Disaster Risk Management in Viet Nam, including Climate Change related disasters*

16. UNDP *Strengthening national capacities to respond to Climate Change in Viet Nam, reducing vulnerability and controlling GHG emissions*

17. UNDP *Support for Public Financial Policy Analysis*

18. UNDP *Support for the formulation of Socio-Economic Development Strategy 2011–2020*

19. UNDP *Support to the preparation of National Millennium Development Goals Reports 2008 and 2010*

20. UNESCO *Safeguarding My Son World Heritage Phase II – Demonstration and Training in the Application of International World Heritage Standards of Conservation at My Son Group G. Monuments*

21. UNESCO *Strategic Development of LIFE Resource Support System in Viet Nam, 2006-07*

22. UNFPA *Improvement of the Quality and Utilization of Reproductive health services in Tien Giang province, focusing on safe motherhood, adolescent reproductive health, reproductive tract infections, sexually transmitted infections, including HIV/AIDS*

23. UNFPA *Improvement of the quality and utilization of reproductive health services in Ninh Tuan province*

24. UNFPA *Improvement of the quality and utilization of reproductive health services in Hoa Binh province, with emphasis on remote and mountainous areas, $1,570,000USD over 4.75 years*

25. UNFPA *Improvement of the quality and utilization of reproductive health services in Ha Giang province, concentrated on ethnic minorities group in remote area of province*

26. UNFPA *Strengthen the capacity of the GSO in providing and utilizing data on population, reproductive health and gender*

27. UNFPA *Strengthening the capacity of the Vietnam Commission for Population, Family and Children and concerned institutions in the implementation of the second stage of the Vietnam Population Strategy 2001-2010*

28. UNFPA *Support to the voice of Vietnam in producing and broadcasting an entertainment-education radio programme for positive behavior change on HIV/AIDS prevention*

29. UNICEF *Water, Environment and Sanitation Programme 2006-201: Rural Water Supply and environment project*

30. UNICEF *Child Protection Programme Project Outline, 2006-2010*

31. UNICEF *Childhood Injury Prevention: Programme/Project Outline*

32. UNICEF *Education Programme Outline 2005*

33. UNICEF *Health and Nutrition: Project One: Health and Nutrition Policy Support, Project 2: Integrated primary Health and Nutrition Care, Project 3: Prevention and Control of HIV.*

34. UNICEF *Planning and social policy programme*

35. UNICEF *Provincial child-friendly programme (PCFP)*

36. UNIFEM *Community-based approaches to trafficking and HIV/AIDS*

37. UNODC *Drug abuse and HIV prevention among ethnic minorities in northwest Viet Nam – extension to VIEH61*

38. UNV *Establishing a volunteer information resource centre to promote volunteerism in Viet Nam*

4. Policy documents
1. FAO *HPAI Control and eradication in Viet Nam. FAO's country strategy and work plan for 2007-2010*

2. FAO *Report on gender analysis in poultry production*

3. FAO *Study on Rural Value Chain Development*

4. IOM *The context of gender based violence for Vietnamese migrant women factory workers in Southern Vietnam (draft)*

5. UNDP 2007 *Top 200: Industrial Strategies of Viet Nam's Largest Firms*

6. UNDP 2008 *Choosing Success The Lessons of East and Southeast Asia and Vietnam's Future*

7. UNDP 2005 *Preparing for the future*

8. UNDP 2006 *Globalisation, Gender and Work*

9. UNDP 2007 *How Progressive is social security in Vietnam*

10. UNFPA 2006 *Provision and Utilization of Reproductive Health Care Services in 7 UNFPA supported provinces in the 7th country programme*

11. UNFPA 2006 *Research on Reproductive Health in Vietnam*

12. UNFPA 2007 *Knowledge and Behaviour of Ethnic Minorities on Reproductive Health*

13. UNFPA 2007 *New Common Sense Family Planning Policy and Sex Ratio in Vietnam ISDS*

14. UNFPA 2008 *Recent change in sex ratio at birth in Viet Nam: a review of evidence*

15. UNICEF 2006 *Legal Review on Child Abuse*

16. UNICEF 2008 *Result of nation-wide survey on the family in Viet Nam: Summary Report*

17. UNICEF and UNESCO *The transition of ethnic minority girls from primary to secondary education*

18. UNIDO *Entrepreneurship Development Programme for Women in Food Processing in Central Viet Nam: Draft end of project report (Phase 1)*

19. UNIDO *Entrepreneurship Development Programme for Women in Food Processing in Central Viet Nam: Independent Evaluation (Phase 2)*

20. UNIDO *Entrepreneurship Development Programme for Women in Food Processing in Central Viet Nam: Draft end of project report (Phase 2)*

21. UNIFEM *CEDAW and the Law: A gendered and rights-based review of Vietnamese legal documents through the lens of CEDAW*

22. UNV *Contributions to the achievement of the MDGs*

23. WHO 2003 *Health and Ethnic Minorities in Vietnam*

24. WHO 2007 *Viet Nam National Trade and Health Assessment*

25. WHO *Accelerating harm reduction interventions to confront the HIV epidemic: the role of WHO*

5. Media releases and speeches

Media releases

1. FAO *FAO says pig diseases in Vietnam can be controlled*

2. FAO *Media Release on HPAI in Vietnam*

3. FAO *Workshop on community level trials/demonstrations to manage Brown Plant Hopper (BPH) and associated virus diseases.*

4. ILO *World day for Safety and Health at Work*

5. Res Cor *A unified UN response to the global food price challenge*

6. Res Cor *Canada, Ireland and New Zealand pledge 11.7 million to One UN Initiative in Viet Nam*

7. Res Cor *Ending domestic violence is everyone's business*

8. Res Cor *New UN action plan with government strengthens cooperation for achieving national goals*

9. Res Cor *Drowning: a leading cause of death among children in Viet Nam*

10. Res Cor *More HIV-positive children and pregnant women getting AIDS treatment*

11. Res Cor *New UN, Ministry of Foreign Affairs project offers women leaders a bright future*

12. Res Cor *UN: Viet Nam's largest firms play key role in economy but need help with skills and markets to remain competitive*

13. UNAIDS *AIDS remains the leading cause of death and lost work days in the most productive age groups in Asia*

14. UNDP *Conference focuses on building capacity of national assembly*

15. UNDP *Harvard and Cambridge Universities to support training and research initiatives*

16. UNDP *Project to help MARD pilot creative reform initiatives*

17. UNDP *Strengthening people's participation in Viet Nam*

18. UNDP *UNDP and National Assembly to improve public accountability of elected officials*

19. UNDP *UNDP helps Viet Nam with development strategy for next decade*

20. UNDP *Viet Nam's largest firms play key role in economy but need help with skills and markets to remain competitive*

21. UNDP *Working toward increased legal protection of natural environment and conservation of energy*

22. UNFPA *No population boom in Vietnam*

23. UNICEF *Clean toilets, hand washing facilities needed to save lives in rural Viet Nam*

24. UNICEF *Disparities threaten Viet Nam's progress in child survival*

25. UNICEF *Family undergoing major shifts in Viet Nam, shows first-ever nationwide survey on the family*

26. UNICEF *Why do so few ethnic minority girls make the transition to lower secondary school?*

27. UNIFEM *UN Congratulates Viet Nam on NA passage of domestic violence law*

28. UNIFEM *UN: Ending domestic violence is everyone's business*

29. UNODC *Launching of a media training manual on drug prevention communication*

30. WHO *Hand Foot and Mouth disease is now notifiable*

31. WHO *Improving water, sanitation and hygiene*

32. WHO *Laboratory Quality Key for Effective TB Control*

33. WHO *WHO support boosts flood relief efforts in Central Viet Nam*

Speeches

1. FAO *On the Occasion of the World Food Day 2007*

2. FAO *Regional Workshop in Developing Fisheries Practices in line with CODEX, WTO/SPS legal framework and the FAO Code of Conduct for Responsible Fisheries*

3. FAO *Speech by FAO Representative in Viet Nam, at the International Workshop on Avian Influenza Research to Policy*

4. ILO *National Workshop on the Prevention of Human Trafficking in Viet Nam*

5. ILO *Integrating Gender in Labour and Social Legislations and Programmes*

6. ILO *Viet Nam Employment Forum: Decent Work, Growth, Integration*

7. Res Cor *MOFA workshop on "The Right to development and the Rights-based approach"*

8. Res Cor *Biannual conference and legal partnership forum: John Hendra UN RC*

9. Res Cor *Consultation on the 3rd and 4th draft national reports on the implementation of the convention on the child: John Hendrs*

10. Res Cor *Equality and integration: celebrating International Day of Disabled Persons, World AIDS Day and International Volunteer Day*

11. Res Cor *Signing ceremony for MOFA-UNDP project: 'Implementing Human Rights Treaties in Viet Nam': John Hendra, RC.*

12. Res Cor *Viet Nam Employment Forum: Decent work, growth and integration: John Hendra*

13. Res Cor. *Ceremony of the International Day for Natural Disaster Reduction in Viet Nam*

14. UNAIDS *Gender and AIDS*

15. UNAIDS *HIV epidemic in Viet Nam*

16. UNAIDS *Viet Nam National Harm Reduction Conference*

17. UNDP *Empowerment of women in the public sector in the context of international economic integration: Christophe Bahuet UNDP*

18. UNDP *Conference on draft biodiversity law: Christophe Bahuet*

19. UNDP *Human Development Report for Viet Nam*

20. UNDP *International Day for the Eradication of Poverty event hosted by the Fatherland Front and GCAP: Setsuko Yamzaki, Country Director*

21. UNDP *VUSTA Signing Ceremony: Setzuko Yamakazi*

22. UNDP *World Environment Day: Setsuko Yamazaki*

23. UNFPA *Press launch: 2007 State of world population report and UN Film Festival: Ian Howie, UNFPA Rep.*

24. UNFPA *Speech at the celebratory meeting on World Population Day 2007*

25. UNFPA *Speech re population and development issues at a meeting with the central party commission: Ian Howie*

26. UNFPA *Statement at the celebration of 30 years of UNFPA-Viet Nam Collaboration: Ian Howie*

27. UNFPA *Statement on the occasion of the signing of Luxembourg support to VINAFPA with UNFPA support: Ian Howie, UNFPA Representative*

28. UNFPA *The role and participation of the midwife in community reproductive health care*

29. UNFPA *Towards eliminating domestic violence: Ian Howie*

30. UNICEF *Launch of the Survey of the Family in Viet Nam by Ms. Maniza Zaman, Deputy Rep of UNICEF*

31. UNIFEM *Towards eliminating domestic violence: Rosemarie Greeve*

32. UNODC *Comprehensive drug prevention through communication and community mobilization project Narumi Yamada UNODC Rep*

33. UNODC *Event for handing over parenting skills training materials for VWU and COHED: Speech Narumi Yamada UNODC Rep.*

34. WHO *World Health Day*

35. WHO *WTO, International Trade and Health: Dissemination Workshop*

6. Tools and guidelines for gender mainstreaming
1. FAO *A Guide to Gender sensitive microfinance (SEAGA Programme)*

2. FAO *Field Level Handbook (SEAGA Programme)*

3. FAO *Gender-disaggregated data for agriculture and rural development (SEAGA Programme)*

4. FAO *Macro Level Handbook (SEAGA Programme)*

5. FAO *Project Cycle Management - Technical Guide (SEAGA Programme)*

6. ILO *A Manual for Gender Audit Facilitators - The ILO Participatory Gender Audit Methodology* 2007

7. ILO *ABC of Women Workers' Rights and Gender Equality* 2007

8. ILO *Gender Equality and Decent Work - Good Practices at the Workplace* 2004

9. ILO *GM Strategies for Labour and Social Welfare Agencies Employers' and Workers' Organizations: Programming Tools* 2007

10. ILO *Good Practices in Promoting Gender Equality in ILO Technical Cooperation Project* 2007

11. IOM *How Can I?* 2008

12. IOM *Understanding Gender Sensitive Budgets* 2008

13. UNAIDS *20th meeting of the UNAIDS programme coordinating board - Presentation of policy guidance to address gender issues* 2007

14. UNAIDS *Operational guide on gender and HIV/AIDS - a right-based approach* 2005

15. UNDAW (UNICEF, UNDP, UNFPA, UNIFEM) *Resource Guide for Gender Theme Groups* 2005

16. UNDP *Environment and Energy Gender Mainstreaming Manual. Part 2: For Facilitators* 2007

17. UNDP *Gender Mainstreaming - UNDP Learning Manual and Information Pack* 2001

18. UNDP *Gender Mainstreaming Guidelines in National Policy formulation and implementation* 2004

19. UNDP *Gender Mainstreaming in practice: A Handbook* 2002

20. UNDP *Guide to developing a UNDP Country Gender Briefing Kit* 2001

21. UNDP *Introductory Gender Analysis and Gender Planning Training Module for UNDP staff* 2001

22. UNDP *Environment and Energy Gender Mainstreaming Manual. Part 1: For Participants* 2007

23. UNESCO *Everything you always wanted to know about gender equality* 2007

24. UNESCO *Handbook for Gender Focal Points in UNESCO National Commissions* 2005

25. UNESCO *Promoting gender equality in education* 2004

26. UNESCO *UNESCO Gender Lens* 2003

27. UNFPA & UNIFEM *Gender Responsive Budgeting in Practice: A Training Manual & A Resource Pack* 2006

28. UNFPA *Distance Learning Courses on Population Issues: Essentials on Population, Reproductive Health and Gender*

29. UNFPA *Empowering Young Women to Lead Change* 2006

30. UNFPA *Focusing on Gender: An Assessment of Gender Integration in UNFPA Materials*

31. UNFPA *Gender Mainstreaming in Practice - UNFPA VN Guidelines* 2006

32. UNFPA *Guidelines/Checklist for Mainstreaming Gender, Culture, and HR in planning and programming processes* 2004

33. UNFPA *Review of Gender Programming from a Field Perspective* 2005

34. UNFPA *UNFPA Training Manual - Gender, Population & Development* 2001

35. UNICEF *Programme Policy and Procedure Manual: Program Operation Chapter 6: Programming tool - Section 17: Review and Assessment of Gender Mainstreaming* 2007

36. UNIDO *Better access to growth: mainstreaming gender in cluster development* 2007

37. UNIDO *Reference file on the consideration of women in project design, management and evaluation* 1991

38. UNIFEM *A Training Manual on CEDAW: Promoting Gender Equality and Women's Human Rights* 2008

39. UNIFEM *Act Now: A resource guide for young women on HIV/AIDS* 2002

40. UNIFEM *CEDAW and the Human Rights Based Approach to programming May* 2007

41. UNIFEM *Empowering Women Migrant Workers in Asia* 2005

42. UNIFEM *Gender, HIV and Human Rights: A Training Manual* 2000

43. UNIFEM *HIV/AIDS and Gender Factsheets* 2001

44. UNIFEM *Human Rights Protection Applicable to Women Migrant Workers* 2003

45. UNIFEM *Making a Difference: Strategic Communications to End Violence against Women* 2003

46. UNIFEM *Operational Guide on Gender and HIV/AIDS. A Rights-based Approach* 2005

47. UNIFEM *Passport to Equality* 2006

48. UNIFEM *Picturing a Life Free of Violence* 2001

49. UNIFEM *Training Trainers on Mainstreaming gender into National HIV/AIDS Programs: A Manual*

50. UNIFEM *Transforming the National AIDS Response. Mainstreaming Gender Equality and Women's the "Three Ones"* 2006

51. UNIFEM *Turning the Tide: CEDAW and the Gender Dimensions of the HIV/AIDS pandemics* 2001

52. UNV *Gender Session for UNV PO Briefing - The Toolkit* 2008

53. WHO *Integrating Poverty and Gender into Health Programmes (six modules)* 2005

Appendix D: Checklists used in document review

1. Programme documents, including the One Plan and Joint Programems

(Adapted from the ILO Gender Audit Kit, pp 117-118)

A. Is the programme gender specific?

- Deals directly with gender equality and promotion of women's empowerment.
- On a specific gender issue.
- Addresses barriers to and needs for promotion of gender equality and women's empowerment.
- Addresses underlying issues which support and reinforce gender inequality.
- Specific measures (outputs, indicators) to improve gender equality and promote women's empowerment.

B. Is gender effectively mainstreamed?

- A gender perspective is incorporated in the analysis of economic, social and political factors
- Conceptual clarity on what gender equality, gender mainstreaming means
- Uses and analyses gender disaggregated data/information
- Uses gender-sensitive language
- Takes into account different experiences of men and women eg in case studies, quotes, anecdotes, testimonials
- Distinguishes between a focus on women and a focus on gender relations
- References to women and gender equality are substantive, not tokenistic
- Treats gender equality as a central issue and not an add on
- Refers to national and international agreements and standards for gender equality and promotion of women's empowerment.
- Demonstrates the specific effects on and benefits for women and men of the project
- Includes gender equality objectives and indicators to monitor and measure outcomes and impacts on gender equality.
- Focuses on women's empowerment and provides for separate programmes and activities
- Addresses men's contribution, benefits and behavior.
- Indicates capacity building for staff, partners, and implementing organizations on gender equality and gender mainstreaming
- Indicates capacity building for national and/or local government, staff, staff of government machinery on gender issues in the field covered by the programme.
- Indicates resources and budget for gender mainstreaming.

None (0) - Missing
One- four (1) - Inadequate
Five-eight (2) – Needs improvement
Nine to twelve (3) – Meets minimum standard
Thirteen or more (4) – Exceeds minimum standard

2. Policy documents

(Adapted from the ILO Gender Audit Kit, pp 111-112)

A. Is the policy document gender-specific?

- Deals directly with gender equality and promotion of women's empowerment.
- On a specific gender issue.
- Addresses barriers to and needs for promotion of gender equality and women's empowerment.
- Addresses underlying issues which support and reinforce gender inequality.
- Specific analysis of policy measures required to improve gender equality and promote women's empowerment.

B. Is gender effectively mainstreamed in the policy document?

- A gender perspective is incorporated in the analysis of economic, social and political factors
- Conceptual clarity on what gender equality, gender mainstreaming means
- Uses and analyses gender disaggregated data/information
- Uses gender-sensitive language
- Takes into account different experiences of men and women eg in case studies, quotes, anecdotes, testimonials
- Distinguishes between a focus on women and a focus on gender relations
- References to women and gender equality are substantive, not tokenistic
- Treats gender equality as a central issue and not an add on
- Refers to national and international agreements and standards for gender equality and promotion of women's empowerment

None (0) - Missing
One- two (1) - Inadequate
Three-four (2) – Needs improvement
Five-six (3) – Meets minimum standard
Seven or more (4) – Exceeds minimum standard

3. Media releases and speeches

Media releases

Is gender effectively mainstreamed in the media release?

- Information and data is broken down by sex
- Explicit gender equality promotion messages are included
- Explicitly address gender issues in content/analysis
- Have explicit gender equality promotion messages and promote equal partnership of men and women
- Refer to international or national agreements or milestones on gender equality
- Gender sensitive language used
- Women and men's voices represented (eg spokespeople, those quoted)

None (0) - Missing
One (1) - Inadequate
Two-three (2) – Needs improvement
Four-five (3) – Meets minimum standard
More than five (4) – Exceeds minimum standard

Speeches

Is gender effectively mainstreamed in the speech?

- Information and data is broken down by sex
- Explicit gender equality promotion messages are included
- Explicitly address gender issues in content/analysis
- Have explicit gender equality promotion messages and promote equal partnership of men and women
- Refer to international or national agreements or milestones on gender equality
- Gender sensitive language used

None (0) - Missing
One (1) - Inadequate
Two-three (2) – Needs improvement
Four-five (3) – Meets minimum standard
More than five (4) – Exceeds minimum standard

Appendix E: Human rights and gender staff survey questionnaire

Would you like to do the questionnaire in English or Vietnamese?

1 English

2 Vietnamese

INTERVIEW:

"Thank you very much for your interest in this survey. Please click <button/link> to start the survey".

As a warm-up, we would like you to participate in a small quiz about human rights. We will let you know the results of this quiz at the end of this survey.

A1 The anniversary of the Universal Declaration of Human Rights falls on 10 December. But in which year did the General Assembly of the United Nations originally adopt the declaration?

1. 1918

2. 1948

3. 1968

Right answer: 2

Wrong answer: 1, 3

A2 Which of the following are guaranteed as human rights in UN human rights conventions? (PLEASE TICK ALL THAT APPLY) (Rotate randomly)

1	The right to food
2	The right to health
3	The right to clean water
4	The right to free association
5	The right to work
6	The right to promotion
7	The right to life
8	The right to be free from inhuman and degrading treatment
9	The right to recognition everywhere before the law

10	
	The right not to be subjected to arbitrary arrest or detention
11	
	The right to dignity
12	The right not to be discriminated against on grounds of gender, race, sex, or political or other opinions

Right answers: 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 12

Wrong answer: 6

A3 Which of the following are human rights principles? (PLEASE TICK ALL THAT APPLY)

(Rotate randomly)

1	Accountability and Rule of Law
2	Meeting of Needs
3	Participation and Inclusion
4	Universality and Inalienablity
5	Equality and Non-Discrimination
6	Indivisibility
7	Interdependence and Interrelatedness

Right answer: 1, 3, 4, 5, 6, 7

Wrong answer: 2

A4 Which of the following Human Rights Treaties has Vietnam ratified so that they are legally binding and are part of national Vietnamese law? (PLEASE TICK ALL THAT APPLY)

(Rotate randomly)

1	
	International Covenant on Economic, Social and Cultural Rights
2	
	International Covenant on Civil and Political Rights
3	International Convention Against Torture and other Cruel , Inhuman and Degrading Treatment or punishment
4	
	International Convention on the Elimination of all forms of Racial Discrimination
5	
	International Convention on the Elimination of all forms of Discrimination against Women
6	
	International Convention on the Rights of the Child
7	International Convention on the Protection of the Rights of all Migrant Workers and Members of Their Family.
8	
	Convention on the Rights and Dignity of Persons with Disabilities

Right answer: 1, 2, 4, 5, 6,

Wrong answer: 3, 7, 8

Thank you, we'll show you your results at the end of the questionnaire.

SB: Before you start the survey, please let us know what position you are in now.

1   Senior management
2   Program staff (including program management, policy advice, technical assistance, advocacy, etc.)
3   Operational (including administration for programmes and offices, facilities, support services, etc.)

B. Human Rights-Based Approaches

We would like to ask you about your training needs in the area of a human-rights based approach.

B1 When it comes to using a Human Rights based approach to development <u>in your daily work</u>, which of the following statements best describes your situation in your current position? (single answer)

1   I do not use this approach, because it is not relevant for my daily work (SKIP THE NEXT QUESTION)
2   I very often find myself struggling to know how to to include this approach in my work
3   Generally I am confident with including this approach in my work, but would like some training on a few specific areas
4   I feel very confident in using this approach and have no immediate needs for training on the skills required

B2 How important is a Human Rights based approach to development in your <u>daily work?</u> (single answer)

5 Extremely Important
4 Very Important
3 Fairly Important
2 Not Very Important
1 Not at All Important

B3 How would you assess your overall ability to include a human rights-based approach to development into your current work? (single answer)

5 Extremely high
4 Very high
3 Good
2 Fair
1 Poor

Show B4a to B7 only to Program staff or Management (SB=2 or SB=1)

B4a How important do you find it to refer to the following documents in project/programme documents? (SA)

(rotate items)	4: Extremely important	3: Considerably important	2: Not very important	1: Not important at all	8: Don't know / Not sure
International Treaties					
Treaty Body Reports and Recommendations					
The Constitution of Viet Nam					
UN policies					

B4b How often do you refer to the following documents in programme/project documents? (SA)

(rotate items)	4: Always	3: Often	2: Sometimes	1: Rarely or never
International Treaties				
Treaty Body Reports and Recommendations				
The Constitution of Viet Nam				
UN policies				

B5a How important do you think it is to identify the following groups in projects or programmes? (SA)

	5: Extremely important	4: Very important	3: Fairly important	2: Not very important	1: Not at all important	8: Don't know / It depends
Rights holders						
Duty bearers						

B5b How often do you identify the following groups <u>in your projects and programmes?</u> (SA)

	4: Always, in every project	3: Often	2: Sometimes	1: Rarely or never
Rights holders				
Duty bearers				

B6 How important do you think is it to include <u>rights holders</u> in the following phases of the project/programme? (SA)

	5: Extremely important	4: Very important	3: Depends	2: Not so important	1: Not important at all
Design					
Implementation					
Monitoring & Evaluation					

B7 How important do you think is it to include <u>duty bearers</u> in the following phases of the project/programme? (SA)

	5: Extremely important	4: Very important	3: Depends	2: Not so important	1: Not important at all
Design					
Implementation					
Monitoring & Evaluation					

B8a Does your agency have a human rights-based approach mainstreaming policy, strategy or action plan? (SA)

		Yes	No	Don't know
1	At headquarters			
2	In the regional office			
3	In the country office			

B8b How well-informed do you consider yourself about the contents of a human rights-based approach to mainstreaming policy, strategy or action plan? (single answer)

    5 Extremely well informed
    4 Very well informed
    3 Fairly well informed
    2 Not very well informed
    1 Not at all informed
    8 Don't know/Not sure

B9 Does your agency offer capacity-building to support including human rights-based approaches in your work (e.g. training, mentoring, opportunities to work on human rights-related projects, attend relevant workshops and conferences etc). (single answer)

4 Yes, frequently
3 Yes, sometimes
2 Rarely
1 No, never
8 Don't know/Not sure

ONLY IF SB=1 OR SB=2

B10a Are you aware of available tools or methods for mainstreaming human rights-based approaches <u>developed by</u> (PLEASE TICK ALL THAT APPLY):

(Multiple answers)

		1: Aware	2: Not aware
1	Your agency headquarters		
2	Your regional office		
3	Your country office		
4	Other UN agencies		
5	Other		

Only if B10a5=1 then prompt:

You have mentioned "Other" in the previous question, what is the other agency that developed tools or methods for mainstreaming human rights-based approaches?

_____ **(open)**

ONLY IF SB=1 OR SB=2

B10b How often do you use human rights based approach tools or methods in your work? (single answer)

5 Very often
4 Often
3 Sometimes
2 Seldom
1 Never
8 Don't know

ONLY IF SB=1 OR SB=2

B11a Do you know where your human rights-based approaches/human rights focal point/advisor is located? (PLEASE TICK ALL THAT APPLY)

(multiple answers)

1 My agency headquarters
2 Our regional office
3 My country office
4 Other UN agencies
5 Not aware of any human rights focal points
8 Don't know/not sure

If B11a=1,2,3 then show B11b(1,2,3)
If B11a=4,5,8 then only show B11b4.

B11b How often do you consult the following people on the human rights-based approach?

	(only show mentioned in B11a)	5: Very often	4: Often	3: sometimes	2: seldom	1: Never
1	Human rights focal points at my agency headquarters					
2	Human rights focal points in our regional office					
3	Human rights focal points in my country office					
4 ALWAYS SHOW	External human rights experts or specialists outside your agency					

ONLY IF SB=1 OR SB=2

B12a How often do you assist national partners to mainstream human rights-based approaches into their work? (single answer)
5 Very often
4 Often
3 Sometimes
2 Seldom
1 Never
8 Don't know

B13 Do you believe that human rights-based approaches are effectively mainstreamed and implemented in your agency? (single answer)
4 Yes, I completely believe so.
3 Yes, I somewhat believe so.
2 I doubt it.
1 No, I don't think so.

8 Don't know

B13b Do you think that mainstreaming human rights-based approaches are effectively monitored and evaluated in your agency (in mid-term performance reviews, final evaluations, annual reports, etc.)? (single answer)
4 Yes, I completely believe so.
3 Yes, I somewhat believe so.
2 I doubt it.
1 No, I don't think so.
8 Don't know

B14 Which of the following do you think are main barriers to mainstreaming human rights- based approaches in your agency? (PLEASE TICK ALL THAT APPLY)
(rotate items)

1 Appropriate tools are unavailable
2 Insufficient time
3 Lack of staff accountability
4 Insufficient resources
5 Insufficient support from technical experts
6 Insufficient support and encouragement from management
7 Lack of interest from government and partners
8 Lack of personal interest/commitment
9 Other (please specify) _____
10 There are no barriers in my agency.

	Yes	No	Don't remember / Don't know
F1b Have you ever participated in human rights/human rights based approaches training offered by your agency or another UN agency?			

	1 day	2 days	3 days	One week	Any of these	I do not need any training (skip F4a)
F2b If you were to receive training on human rights-based approaches how much time would you be able to spend on this training?						

F4a What issues would you like such a training to cover?

_____ **(open)**

F3a How often do you use the following sources to find out information about human rights-based approach when you need to?

	4 Regularly	3 Often	2 Sometimes	1 Rarely or Never
1 Agency Policy Documents				
2 Internet				
3 UN Guidelines				
4 OHCHR				
5 VNGOs				
6 INGOs				
7 Work Colleagues				
8 Other				

Only if F3a8 > 1 then prompt:

You have mentioned "Other" in the previous question, what is the other source that you use to find out information about human rights-based approach?
_____ (open)

C TRAINING NEEDS: GENDER

Now we would like to know more about your training needs in the area of gender mainstreaming.

C1 When it comes to mainstreaming gender equality and the promotion of women's rights (gender mainstreaming), which of the following statements describes your situation in your current position best? (single answer)

1   I do not use this approach, because it is not relevant for my daily work (SKIP THE NEXT QUESTION)
2   I very often find myself struggling to know how to include this approach into my work
3   Generally I am confident with including this approach into my work, but would like some training on a few specific areas
4   I feel very confident in using this approach and have no immediate needs for training on the skills required

C2 How important is gender mainstreaming in your daily work? (single answer)

5: Extremely Important
4: Very Important
3: Fairly Important
2: Not Very Important
1: Not at All Important

ONLY IF SB=1 OR SB=2

C3 How would you assess your overall ability to include gender mainstreaming in your current work? (single answer)

5 Extremely high
4 Very high
3 Good
2 Fair
1 Poor

C4a Does your agency have a gender mainstreaming policy, strategy or action plan (PLEASE TICK ALL THAT APPLY) (multiple answers)
1   At headquarters
2   In the regional office
3   In the country office
4   No such policy
5   Don't know/not sure

C4b How well-informed are you about the content of the gender mainstreaming policy, strategy or action plan? (single answer)
5 Extremely well informed
4 Very well informed
3 Fairly well informed
2 Not very well informed
1 Not at all informed
8 Don't know/Not sure

C5 Does your agency offer capacity-building to support gender mainstreaming in your work (e.g. training, mentoring, opportunities to work on gender-related projects, attend relevant workshops and conferences etc). (single answer)
4 Yes, frequently
3 Yes, sometimes
2 Rarely
1 No, never
8 Don't know/Not sure

ONLY IF SB=1 OR SB=2

C6a Are you aware of available tools or methods for gender mainstreaming developed by (PLEASE TICK ALL THAT APPLY)
(multiple answers)

1   Your agency headquarters
2   Your regional office
3   Your country office
4   Other UN agencies
5   Other (Please specify)
6   No such tools or methods
8   Don't know/not sure

ONLY IF SB=1 OR SB=2

C6b How often do you use gender mainstreaming tools or methods in your work?
(single answer)
5 Very often
4 Often
3 Sometimes
2 Seldom
1 Never

ONLY IF SB=1 OR SB=2

C7a Do you know where your gender focal point/advisor is located (PLEASE TICK ALL THAT APPLY) (multiple answers)

1   My agency headquarters
2   Our regional office
3   My country office
4   Other UN agencies
5   Not aware of any gender focal points
8   Don't know/not sure

If C7a=1,2,3 then show C7b(1,2,3)
If C7a=4,5,8 then only show C7b4.

ONLY IF SB=1 OR SB=2

C7b How often do you consult the following people?

	Only show mentioned in C7a	5: Very often	4: Often	3: sometimes	2: seldom	1: Never
1	Gender focal points at my agency headquarters					
2	Gender focal points in our regional office					
3	Gender focal points in my country office					
4 ALWAYS SHOW	External gender experts or specialists outside your agency					

ONLY IF SB=1 OR SB=2

C8a How often do you assist national partners to mainstream gender into their work?
(single answer)
4 Very often
3 Often
2 Not often
1 Never

C9a Do you believe that gender equality is effectively mainstreamed and implemented in your agency? (single answer)

4 Yes, I completely believe so.
3 Yes, I somewhat believe so.
2 I doubt it.
1 No, I don't think so.
8 Don't know

ONLY IF SB=1 OR SB=2

C9b Do you think that gender mainstreaming is effectively monitored and evaluated in your agency (in mid-term performance reviews, final evaluations, annual reports, etc)?
(single answer)

4 Yes, I completely believe so.
3 Yes, I somewhat believe so.
2 I doubt it.
1 No, I don't think so.
8 Don't know

C10 Which of the following do you think are main barriers to gender mainstreaming in your agency? (PLEASE TICK ALL THAT APPLY)
(multiple answers)

1   Appropriate tools are unavailable
2   Insufficient time
3   Lack of staff accountability
4   Insufficient resources
5   Insufficient support from technical experts
6   Insufficient support and encouragement from management
7   Lack of interest from government and partners
8   Lack of personal interest/commitment
9   Other (please specify) _____
10   There are no barriers in my agency.

	Yes	No	Don't remember / Don't know
F1a Have you ever participated in gender training offered by your agency or another UN agency?			

	1 day	2 days	3 days	One week	Any of these	I do not need a training (skip F4b)
F2a If you were to receive training on gender mainstreaming how much time would you be able to spend on this training?						

F4b What issues would you like such a training to cover?

_____ (open)

F3b How often do you use the following sources to find out information about gender mainstreaming when you need to?

	4 Regularly	3 Often	2 Sometimes	1 Rarely or Never
1 Agency Policy Documents				
2 Internet				
3 UN Guidelines				
4 OHCHR				
5 VNGOs				
6 INGOs				
7 Work Colleagues				
8 Other				

Only if F3b8 > 1 then prompt:

You have mentioned "Other" in the previous question, what is the other source that you use to find out information about gender mainstreaming?
_____ (open)

E. Leadership

Now we would like to know a little more about the leadership in the areas of a human rights-based approach and gender mainstreaming. Senior management in the following questions indicates **Head of agencies, Deputies, Cluster or Unit Heads and above**.

E1 To what extent would you agree with the following statements?

	5: Strongly agree	4: Agree to an extent	3: Disagree to an extent	2: Strongly disagree	1: Don't know/not sure
Senior management in my agency is responsible and accountable for gender mainstreaming					
Senior management in my agency is responsible and accountable for human rights-based approaches					

E2 To what extent would you agree with the following statements?

	5: Strongly agree	4: Agree to an extent	3: Disagree to an extent	2: Strongly disagree	1: Don't know/not sure
Senior management in my agency actively promotes gender equality in my organization					
Senior management in my agency actively promotes human rights-based approaches in my organization					

D. Sexual Harassment

D1 Are you aware of any guidelines and procedures in your workplace relating to sexual harassment (any unwelcome sexual advance, request for sexual favors, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature which causes offense or humiliation)? (PLEASE TICK ALL THAT APPLY)
(multiple answers)
1   Yes, at headquarters
2   Yes, in the regional office
3   Yes, in the country office
4   No such guidelines and procedures (SKIP NEXT QUESTION)
5   Don't know/not sure (SKIP NEXT QUESTION)

D2 How satisfied are you with the implementation of these guidelines and procedures?
(single answer)

5: Very satisfied
4: Satisfied
3: Somewhat satisfied
2: Somewhat dissatisfied
1: Not satisfied at all
8: Don't know / Not sure

D3 Are you aware of any incident of sexual harassment occurring in your agency in the last year? (single answer)

1 Yes, I have
2 Not in the last year, but before
3 No, never
8 Don't know / Not sure

D3a Have you been sexually harassed at work in the last year? (single answer)
1 Yes, once
2 Yes, more than once
2 Not in the last year, but before
3 No, never
7 Refuse to answer

D3b (only if D3a=1 or D3a=2)
Did you report this incident to senior management, the ombudsman or human resources department?
1 Yes
2 No

D3c (only if D3b=2)
What were the main reasons why you did not report this to senior management, the ombudsman or human resources department?

_____ (open)

D3d (only if D3b=1)
How satisfied are you with how the incident was followed up?
5: Very satisfied
4: Satisfied
3: Somewhat satisfied
2: Somewhat dissatisfied
1: Not satisfied at all

G.   Demographic information

We are almost at the end of the questionnaire. We now would like to know more about you.

G1 How long have you worked in the UN system in Viet Nam?

1	Less than 1 year
2	1-5 years
3	5-10 years
4	More than 10 years

G2 What agency do you work for at present?

1. FAO
2. ILO
3. IOM
4. UNAIDS
5. UNDP
6. UNESCO
7. UNFPA
8. UNHABITAT
9. UNHCR
10. UNICEF
11. UNIDO
12. UNIFEM
13. UNV
14. WHO
15. UNODC
16. Resident Coordinators Office
17. Other

G4 What sex are you?
1 Male
2 Female

G5 Are you a national or international staff member?

1 National
2 International

G6 Are you focal point staff for gender and/or a human rights-based approach? (SA)

4 Human rights-based approach and Gender focal point staff
1 Human-rights based approach focal point staff
2 Gender focal point staff
3 Neither

Thank you very much for your time! Now it's time to view your quiz results.

(Show results of the quiz)