

DAW

Senior Posts

Note to Ms. Pollard

Director of INSTRAW (D-2) – Proposed extension of Mr. Sergei Zeleney

1. Please find attached, for your appropriate attention, a note from Ms. Rachel Mayanja to the Chef de Cabinet on the above subject.
2. We would be grateful for your advice.

Adnan Issa
2 October 2009



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ROUTING SLIP

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Room No.

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29- 10125

**NOTE TO MR. NAMBIAR****Director of INSTRAW (D-2) – Proposed extension of Mr. Sergei Zelenev** ✓

1. Mr. Sergei Zelenev, D-1 staff member in the Division for Social Policy, DESA, was assigned as Acting Director of INSTRAW for the period 22 June to 29 November 2009. Mr. Zelenev will reach mandatory retirement age on 30 November 2009.
2. Previously, the internationally recruited professional staff in INSTRAW had been selected following the circulation of the posts on the INSTRAW website and the Inter-Agency Network on Women and Gender (IANWGE) website. We have sought OHRM's advice regarding the implementation of the Galaxy system for INSTRAW. However, following the introduction of the new Staff Rules and Regulations effective 1 July 2009, staff selection for INSTRAW must now be undertaken through Galaxy and its successor system, Inspira. On behalf of INSTRAW, DESA has sought OHRM's advice regarding the implementation of the system for INSTRAW.
3. Once the modalities for implementing the new staff selection mechanism in INSTRAW have been finalized, the vacancy announcement for the post of Director will be circulated. In the meantime, pending completion of these essential arrangements, I recommend that, in the interests of ensuring the continuity of the work of the Institute, the fixed-term appointment of Mr. Zelenev is extended for six months.
4. Since his arrival in INSTRAW on 22 June 2009, Mr. Zelenev has made a significant contribution to the Institute's work. I am attaching, for your information, a progress report prepared by the Acting Director that provides concrete examples of the progress being made.
5. In the circumstances, your approval of a six month extension would be appreciated.

Rachel Mayanja
28 September 2009

cc: Mr. Sha

Progress report: trengthening UN-INSTRAW

Activities prior to the mission.

I have been appointed Acting Director of the UN-INSTRAW two months ago, effective 22 June 2009. During the month of June and prior to my departure on mission, I met with members of the INSTRAW Executive Board, as well as representatives of other delegations to the UN to discuss the strategic directions of the Institute in the context of existing challenges and new and emerging issues for women and gender equality. I also had several policy meetings with Assistant Secretary- General and Special Advisor on Gender Issues and Advancement of Women Rachel Mayanja and her staff . Consultative meetings were also held at UNDP, UNIFEM, UNFPA and United Nations Foundation as well as UN Department of Management.

These discussions helped to assess the existing needs and shape a set of my immediate priorities, creating an agenda for action. The following policy directions were identified: enhancing strategic and innovative component as well as credibility and policy orientation of INSTRAW research; strengthening training component of the Institute; diversifying its activities and increasing geographical presence; establishing new partnerships; improving fund raising; improving communication and increasing visibility of the Institute.

1. **Establishing Expert Advisory Board.** The Expert Advisory Board is a new initiative. It has been conceived as an important advisory and consultative entity geared at supporting advocacy and outreach activities of the UN-INSTRAW , along with expanding partnerships and improving financial sustainability. In orientation and functions it is meant to be an important supplement (but not a substitute) to the existing Executive Board that provides political direction to the UN-INSTRAW and serves as its oversight body. The terms of reference for the Expert advisory Board have been prepared; the Board will consist of approximately 25 eminent persons coming from foundations, corporations, civil society organizations, government, the UN system and academia. Its overall goal is to review INSTRAW strategic planning, and improve its credibility and international reach. The list of participants is being finalized. It is expected that the Board will be convened in September, becoming operational in October 2009. (Draft ToR is attached)
2. **Gender training.** While training is an established part of the INSTRAW mandate, it has been a somewhat neglected area, largely due the lack of resources. Currently training is done on-line through INSTRAW website. Meanwhile, training could be and should be a much more important area of the Institute activities, first, because there is a huge need for gender training, and second, because INSTRAW could capitalize on its strong research base and smoothly expand its capacity development activities. Enhanced training pillar would not only help INSTRAW to comply with its mandate, but it could also generate substantial cash flow to the Institute,

improving its financial situation. First of all, the UN- INSTRAW could start with providing gender training for UN staff, the same way the Turin Center is providing training to the UN staff. In this light I discussed organizing a gender training seminar for the UN staff stationed in Dominican Republic with our counterparts from the UNFPA, and we decided to convene a pilot workshop in October 2009 at the INSTRAW site. It would be a modest but important beginning on a hopefully long road; plus, the lessons learned could be used for making further detailed proposals regarding gender training schemes of the UN staff, to be submitted later to the OSAGI and the Department of Management.

Apart from the above, one of the possible ways to improve the training pillar is establishing partnerships of INSTRAW with private sector companies already involved into gender training. We have recently established contacts with Canadian company called "Gender Equality Incorporated" and have tentatively agreed to explore the possibility of joining forces in organizing international training on gender issues (for instance, three and five-days workshops) every three month in Dominican Republic. INSTRAW would be a partner on a fifty-fifty basis (providing facilitators, training modules as well as logistical support, and sharing the revenue). Some other potential outside partners are also being considered. An additional value of these partners, apart from the substantive knowledge of gender issues, is that they have vast experience in selecting a broad-based target audience for international gender training, having good contacts with public and private sector companies who typically finance participation of their staff in gender training workshops.

We have also prepared a new **project** proposal for potential donors (EU Commission was approached) to establish Gender and Policy Making Summer Institute in Dominican Republic (Draft is attached). Duration of the project—9 months. Its main objective—to create a space for high-level **discussions** and capacity-development among scholars, leading experts in the field and policy makers to foster the professional exchanges regarding gender-sensitive policy-making, implementation and evaluation.

Strengthening training activities of INSTRAW has a strong support of the host country. They see it as a way to retain some institutional UN presence, through international training center, even when the reform of the gender architecture is completed and INSTRAW is subsumed into a new composite entity. Host country is willing to provide additional facilitators who could be used during the workshops. Having met representatives of the host country at the level of vice-Minister of Foreign Affairs, and the heads of various Departments of the Ministry, I always underscored the international nature of INSTRAW activities, reiterating at the same time our willingness to help Dominican Republic through policy advice regarding a range of gender-sensitive policies, including gender training.

3. **Diversifying geographical presence and global reach of INSTRAW activities** has been one of my key priorities. So far we have succeeded in establishing new partnerships in Africa and the

Middle East. We have established relations with ECA, Gender and Women in Development Branch. Contacts were also made with African Union regarding assistance the INSTRAW could render in review and appraisal of gender provisions in a Social Policy Framework for Africa. We have sent to both organizations a proposal to organize next year a Conference in Africa "Review and Appraisal of the Implementation of Women's Rights Instruments in selected countries in Africa". We are looking for donor support to carry this project through. (Draft project profile is attached).

We have established our presence in the Gulf region, expanding our activities in the Arab world. First of all, an agreement has been reached with Doha International Institute for Family Studies and Development to organize next year in May, in Tunis, an expert group meeting and international conference on women's empowerment. The financing will be provided by Doha Institute. The aide memoire and other intellectual inputs that are crucial for the preparation of the Conference will be provided by INSTRAW. The Doha Institute has also agreed to contribute 20 thousand dollars for a research study on the situation of older women in the Arab world. This project will be prepared by INSTRAW and implemented in cooperation with the CAWTAR center in Tunis.

4. **Partnership with CEDAW.** We have established contacts with the Chair of the Working Group of the Committee (Ms. Ferdous Ara Begum, Bangladesh) regarding the preparation by the CEDAW of a general recommendation on "older women and protection of their human rights", and provided some inputs on their request. The INSTRAW will provide further support to their work in the coming year.
5. **Fundraising** is another key priority on my list. So far we have secured 20 thousand dollars for a study on gender dimensions of ageing from the Qatar Foundation (see para. 3 above). We are preparing some further project proposals in a hope to get further funding from the Foundation.

Another direction in our fund raising efforts is ongoing cooperation with the European Commission. Having attended in July 2009 a World Congress of Gerontology in Paris, I used my stay in Europe to visit the EU Commission in Brussels, establishing contacts with several officials within **External** Relations Directorate-General (I met Elena Pereso, Kristin Arp, Margareta Kassangana-Jakubowska, and Victoria Correa). I remain in close contact with the EC staff, trying to explore options regarding possibility of getting the EU funds for INSTRAW core activities. These efforts are by definition of a long-term nature, but are definitely worthwhile.

If we are successful with making gender training project commercially viable, it may become a significant factor in achieving financial sustainability of INSTRAW.

6. **Communication strategy.**

This is a new initiative. Limited visibility was identified as one of the main weaknesses of the INSTRAW; that is why I paid particular attention to this issue from the very beginning of my stay. Working through new partnerships, and enhancing the political content of our work (e.g. CEDAW and older women project), making improvements on the website, and its outreach activities we have been trying to make INSTRAW more visible.

We have started a systemic effort to create a coherent and comprehensive communication strategy for the INSTRAW for 2009-2010, on the assumption that strategic communication is based on consistency in messages. Recognizing at the same time that communication is also about content, vision and core values, we have prepared a blueprint for the strategy, identifying audiences to be reached, core messages, tools and specific activities. So far we are the very beginning of the process (Preliminary draft of the communication strategy is attached).

7. Working with partners from the UN system.

Intense collaboration with other international organizations located in the Dominican Republic has been an important facet of our activities. Such organizations as FAO, IMO, UNDP, UNICEF, UNFPA, ILO, UNAIDS, WHO, WFP, together with UN-INSTRAW comprise a host country team. Unlike INSTRAW which is located in Dominican Republic but operates internationally, the prime focus of the country offices of other international organizations is providing assistance to the host country. I have established excellent working relations with Ms. Valerie Julliard, UNDP Representative and Resident Coordinator, as well with other members of the host country team. We have started collaborating with UNFPA on gender training and with OMI on international migration research.

8. Staffing situation at UN-INSTRAW.

Apart from the Acting Director (D-2) the institute currently has only two professional posts (P-2 and P-4) filled through international recruitment. 17 professionals are assigned to different projects within three thematic priorities of the INSTRAW; they are temporary staff, working either as consultants or project **coordinators** (L-type posts located in Spain and Tunis). The contracts of the consultants are extended on a monthly basis, subject to availability of funds. 3 people are working in the area of information technology (doing web and graphic design and maintaining UN-INSTRAW website); 3 persons are performing finance and administration functions. Staffing situation is closely linked to availability of funds. Recognizing that continuation of activities of the Institute requires a predictable funding, I see resource mobilization efforts as one of my most important priorities. The resource mobilization strategy of the Institute does exist, but its implementation is a continuous and often slow process that

requires substantial day- to- day efforts. The situation is compounded by some uncertainty that has been created in the donor community due to ongoing negotiations regarding gender architecture reform. We have got, however, some oral pledges (from the EU Commission, Spanish Government, and Finnish Government) to support INSTRAW but it remains to be seen when the funds become available.

Sergei Zelenev,

22 August 2009, Santo Domingo