GENDER SCORECARD

UNDAF

BOSNIA AND HERZEGOVINA

2016

Narrative Report

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Exectutive Summary

Gender Scorecard is a globally standardized rapid assessment tool for UNCT Performance Indicators for Gender Equality and Women's Empowerment, used to measure the effectiveness of UN country level gender mainstreaming processes. It is applied to assess the degree to which the UNCT contributes to gender mainstreaming and consequently to the promotion of gender equality and women's human rights in the country. Within this framework, the main focus is clearly on strategies and processes rather than on development results and it is not about singling out and analyzing the performance of any one UN organization. The findings of the Scorecard are intended to assist the UNCT in Bosnia and Herzegovina (BiH) in improving system and tools to measure progress towards gender equality goals, and to strengthen gender mainstreaming with particular focus to respective internal accountability mechanism and functions.

This Gender Scorecard took place from July to September 2016. The average score based on self-assessment has shown that GEWE needs improvement, with the average result of 3.4. That score means that **UNCT is close to meeting the minimum standard, and is likely to reach this standard over the period of a year or two, if remedial action is taken.**

The findings from the Gender Scorecard will assist the UNCT in understanding its current capacities and gaps to support national priorities for gender equality and women's empowerment. The Gender Scorecard exercise has been conducted prior to the midterm review of the current UNDAF and its findings will also be used to assist UNCT to strengthen gender component and gender equality dimension in the next programming cycle.

The knowledge makes a critical difference.

Gender Mainstreaming remains very abstract.

(from the interviews, June 2016)

1. Background

The BiH UNDAF is a strategic programme framework for the period 2015-2019 which draws on the full range of expertise and resources of the United Nations Country Team (UNCT) to deliver development results while strengthening human right dimension. It constitutes the underlying element of the One UN Programme and Common Budgetary Framework for BiH 2015-2019, in addition to the other integral elements of the One UN Programme such as Joint Steering Committee, Results Groups, and biannual Joint Work Plans. The BiH UNDAF has thirteen outcomes which are represented in four strategic focus areas that respond to country needs and make use of the UN's comparative advantages. These are:

- The rule of law and human security
- Sustainable and equitable development and employment
- Social inclusion: education, social protection, child protection and health
- The empowerment of women

In view of the above, the UNCT conducted the scorecard process in 2016 to assess gender related performance and capacities of the UNCT in BiH prior to conducting midterm review of the current UNDAF. Result Group on Women initiated gender scorecard exercise, with the taskforce comprising of UNDP, UNFPA, UNICEF and UN Women in the lead. The chair (UN Women) of the BiH UNDAF Result Group on Women Empowerment, with the support of an international consultant, led this exercise to complete the scorecard process in a participatory and timely manner and ensure better accountability of UNCT towards gender equality and women's empowerment in Bosnia and Herzegovina. The previous Gender Scorecard was conducted in 2009[1] and in this report the comparisons are made with the new one, to track dawn the changes.

The objectives of this Scorecard are the following:
- Assessing the status of gender mainstreaming performance in UNDAF against minimum standards
- Revise and enhance the work within the Results Area on Empowerment of Women and explore potentials for joint programming

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[1] UNCT Performance Indicators for Gender Equality and Women's Empowerment, Gender Scorecard Bosnia and Herzegovina, Narrative Report (KIka Babić-Svetlin), UNBiH, December 2009

- Stimulate constructive discussion within the team about the current status of GM and its future enhancement
- Make SWOT analysis of GM within UNDAF, based on interviews and document analysis
- Make recommendations for a more comprehensive mainstreaming approach within UNDAF

2. Country Context

As recent Gender Country Profile Study for BiH[2] has shown, gender equality issues in BiH society are changing and demand different approach. In the field of gender equality Bosnia and Herzegovina is in many ways setting the example for other accession countries. It is the first country in the region to adopt Gender Equality Law (2003), the first country in the region to adopt Strategy for Gender Equality, and the first country in the region to sign Resolution 1325 and to adopt Gender Action Plan (GAP). Further on, it has also initiated regional cooperation of gender mechanisms, first in the Balkans, and most recently in Mediterranean. Bosnia and Herzegovina has ratified and integrated all the relevant legal international instruments for promotion of gender equality, created by the UN, and by the EU, into its domestic legal framework, as well. Gender equality machinery in Bosnia and Herzegovina is well developed and embracing all levels of government and all sectors of social life. Huge task of harmonization of different laws and regulations between different levels of BiH governmental bodies is on its way and almost closed. BiH has successfully launched the FIGAP, new financial mechanism which enables better channeling of donor's money into the projects which are in line with GAP, which was a huge step forward in overcoming the shortages of donor's driven gender policies. FIGAP also enabled capacity building of gender mechanisms and civil servants, thus creating conditions for sustainable GM due to the investments in human resources. Also, BiH has numerous CSOs, many of which deal either with women specifically, or with gender equality, and which have accumulated knowledge and skills from the beginning of the 90s.

All these facts can be taken as very positive and promising. Generally speaking, an infrastructure for gender equality is at place, together with rules and regulations. A wide dialogue through intense consultation processes has been increasingly raising public awareness in relation to gender issues. Collaboration between IGMM and CSO is also improving, and concrete steps were made in that direction to enable sustainability of cooperation (a number of memorandums and protocols were signed on state and local levels). However, looking from a broader perspective, from a perspective of a society at large, this could be seen simply as creation of preconditions for more intense and actually more effective gender equality policies

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[2] Hughson M., Gender Country Study BiH, EU Commission, BiH, http://europa.ba/wp-content/uploads/2015/05/delegacijaEU_2014070314432045eng.pdf

on the ground. The contrast between what is „on the paper'', in a sense of existing regulations and strategies, and what is „in reality" of gender relations and human rights in Bosnia is striking. This gap is not a simple „delay" of society to respond to progressive and enlightening objectives of gender equality, but in fact it is a deep structural resistance, mostly expressed in re-traditionalization of gender roles, which calls for innovative social policy approaches.

In a country with a high level poverty and a high level social exclusion, gender inequalities can not be singled out as the most relevant of all inequalities (with the exception of gender based violence), but instead, linked to other inequalities and exclusions. It is the accumulation of different types of inequalities (gender, age, rural-urban, regional, minority status, dis/ability, sexual orientation, experience of violence and sexual violence, migrational status etc) which actually puts people to higher risks of poverty, exclusion and marginalization. Gender inequalities are in a shadow of ethnic divisions, but also in a shadow of burning economic and social protection issues. They become more relevant in a combination with other inequalities than if they are taken separately, and especially if focused on women only. Although gender approach in BiH, as formulated in the present GAP includes men explicitly, gender equality is still largely interpreted as mainly women's issue and engaging mainly women as major stakeholders. Inclusion of men is not important *pro forma*, but because without change of men and masculinities there will be no change of gender relations either.[3]

3. Methodology

Gender Scorecard methodology is designed to be suitable for in-country self assessment, but it is often the case that it is delegated to local and international gender consultants. However, it is expected that it evolves into widely spread practice of usage of on-line format that guides users to fill in required fileds. Since it is recommended to be be undertaken on regular basis, at least twice in UNDAF cycyle, self-evaluation will make its implementation easier, and also help increase of knowledge and awareness related to gender within the CO.In this particular case, international consultant is engaged, who also has experience in the region, which could be an added value in terms of identification of future steps to enhance GEWE within UNDAF, mostly in a direction of strategic issues related to GEWE in BiH society, as well as inclusion of locally/regionally articulated knowledge in that domain, which enhances contextualized gender policies.

Gender Scorecard process consited of a set of the following steps:
1. Presentation of methodology to the Working Group
2. Document analysis
3. Interviews

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[3] Hughson M., Gender Country Study BiH, EU Commission, BiH, http://europa.ba/wp-content/uploads/2015/05/delegacijaEU_2014070314432045eng.pdf

4. Delivery of a Draft Report and distribution of a questionnaire
5. Collection of remarks to the Draft report and questionnairs
6. Final Report writing and its presentation (at the meeting of HoAs).

Methodology is based on scores for the following eight dimensions:

1. Planning
2. Programming
3. Partnerships
4. Policies and capacities
5. Decision-making
6. Budgeting
7. Monitoring and evaluation
8. Quality control and accountability

There are six possible ratings for each dimension:

- **5 - Exceeds minimum standard:** This rating should be used when UNCTs have gone beyond the minimum standards, in other words where excellent work on gender mainstreaming is taking place.
- **4 - Meets minimum standard:** This is the minimum that a UNCT is expected to achieve on gender mainstreaming, following UN institutional mandates included in the first column of the Scorecard.
- **3 - Needs improvement:** This rating applies to a situation where the UNCT is close to meeting the minimum standard, and is likely to reach this standard over the period of a year or two, if remedial action is taken.
- **2- Inadequate:** This rating is for dimensions that fall well below the adequate standard and where significant improvement is required.
- **1 - Missing:** This rating should be applied where the dimension is not included, for example if no sex-disaggregated data is included or there have been no consultations with women's NGOs and networks.
- **0 - Not applicable:** This rating should be applied when the dimension is not relevant, for example where there is no Gender Theme Group, or Poverty Reduction Strategy Paper or its equivalent.

According to this methodology, minimum standards for each dimension were defined as the following:

CA/UNDAF Minimum Standards [4]

No.	UNDAF Element	Minimum Standards
Planning Dimension		
1.	Country Context / Situation Analysis	• includes analysis of gender inequality including gender relations, roles, status and discrimination in access to and control of resources

		• analysis notes links to national legal frameworks for GE/WE and includes reference to CEDAW and other relevant reports • all data is sex-disaggregated or there is a reason noted for not disaggregating
2.	UNDAF Outcomes	• one outcome clearly articulates how gender equality will be promoted
3.	UNDAF Outputs	• between one-third and one-half of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improved gender equality
4.	Results Indicators	• at least one indicator at outcome level, and between one-third and one-half of indicators at output level are gender sensitive and will adequately track progress toward gender equality results
5.	Baselines	• all data is sex-disaggregated or there is a specific reason noted for not disaggregating
Programming Dimension		
6.	Joint Programs	• a joint program on GE/WE is in place and gender is mainstreamed into other JPs
7.	Budget Allocations5	UNDAF budget supports implementation of <u>at least three</u> of below: • National Plan of Action on GE/WE • implementation and follow-up on CEDAW • collection/analysis of national sex-disaggregated data • gender mainstreaming in ministries other than women's machinery
Partnership Dimension		
8.	Women's Machinery	• women's machinery participates fully in UNDAF consultation • role of women's machinery in supporting achievement of UNDAF outcomes clearly defined
9.	Women's NGO/CSO	• women's NGOs participate fully in UNDAF consultations • role of women's NGOs in supporting achievement of UNDAF outcomes clearly defined
10.	Excluded Women	• women from excluded groups clearly identified in country level analysis • women from excluded groups are participants and beneficiaries in UNDAF outcomes and outputs
Quality Control and Accountability Dimension		
11.	Quality Control	• gender experts involved in all aspects of UNDAF preparation (e.g. theme group, national machinery, CSO) • assessment on GE/WE from UNDAF quality review template taken into account in revising the UNDAF

Besides Average Scores, for each dinesion and in total, this Report also builds on interviews, documment analysis and valuable comments to the Draft Report. The comments and suggestions were were delivered by the following UN agencies: UNICEF, ILO, UNFPA, UNW and UNDP. They were integrated in this version of the Report.

4. Average Scores for Scorecard Dimensions

Dimensions (consisting of sub-dimensions)	Average numerical rating for the whole dimension	
	2016	2009
1.PLANNING 1.a. adequate UNCT review of country context related to gender equality and women's empowerment 1.b. Gender equality and women's empowerment in UNDAF outcomes 1.c - Gender equality and women's empowerment in UNDAF outputs 1.d - Indicators to track UNDAF results are gender sensitive 1.e - Baselines are gender-sensitive	**3.8**	**3.2**
2. PROGRAMMING 2.a – Gender perspectives are adequately reflected in joint programming 2.b – Joint programmes 2.c - UNCT support for national priorities related to gender equality and women's empowerment 2.d - UNCT support to gender mainstreaming in programme based approaches 2.e - UNCT support to gender mainstreaming in aid effectiveness processes	**3.2**	**4.4**
3. PARTNERSHIP 3.a - Involvement of National Machineries for Women / Gender Equality and women's departments at the sub-national level 3.b - Involvement of women's NGOs and networks 3.c - Women from excluded groups included as programme partners and beneficiaries in key UNCT initiatives	**3.0**	**3.3**
4.UNCT CAPACITIES 4.a - Multi-stakeholder Gender Theme Group is effective 4.b - Capacity assessment and development of UNCTs in gender equality and women's empowerment programming 4.c - Gender expert roster with national, regional and international expertise used by UNCT members	**3.7**	**3.3**
5.DECISION-MAKING 5.a - Gender Theme Group coordinator is part of UNCT Heads of Agency group[6] 5.b - UNCT Heads of Agency meetings regularly take up gender equality programming and support issues	**4.0**	**4.0**
6. BUDGETING 6.a - UNCT Gender responsive budgeting system instituted 6.b - Specific budgets allocated to stimulate stronger programming on gender equality and women's empowerment	**3.3**	**3.5**
7. MONITORING AND EVALUATION 7.a - Monitoring and evaluation includes adequate attention to gender mainstreaming and the	**3.5**	**3.0**

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[6] In the BiH UNCT this refers to the Results Group on Empowerment of Women, chaired by UN Women Representative.

promotion of gender equality and women's empowerment		
8. QUALITY CONTROL AND ACCOUNTABILITY 8.a - CCA/UNDAF quality control	**3.0**	**3.0**
Total	**3.4**	**3.5**

In previous Gender Scorecard the average score was 3.5, which means that effectively the situation stayed unchanged. There has been no improvement. **3.4 can be interpreted as "Needs improvement", and it applies to a situation where the UNCT is close to meeting the minimum standard, and is likely to reach this standard over the period of a year or two, if remedial action is taken.**

It is important to note that only four UN agencies took part in the numerical evaluation for Gender Scorecard, which means that it s very likely that the general result would be less than 3.4 if all of them participated. In fact, it could be assumed that those agencies which have done the most in the field of GM were also the ones who were mostly motivated to reply to the questionnaire.

5. SWOT analysis

Strenghts

- The strongest point is a gender specific UNDAF Outcome, Gender Equality and Empowerment of Women with one dedicated results area (out of four) and two dedicated outcomes (out of 13). That has directly contributed to the creation of a Results Group on Empowerment of Women, with its specific work plan and activities targeting GE. Efforts have been taken by this results group to mainstream gender across other UNDAF results group, as well.
- UNDAF outputs, indicators and baselines do include references to gender equality, although these can be better elaborated upon in the next cycle.
- The work of the Gender Results Group has been supported by RC Office Monitoring and Evaluation Specialist throughout the cycle.
- Country context regarding gender equality is accurate, albeit efforts should be taken in the next cycle to align even more closely the country context in terms of challenges, needs and priorities with the UNDAF across board.
- There are many close partnerships between different agencies in the field of GEWE (UNW, UNDP, UNFPA, ILO, IOM and UNICEF) and new partnerships are being developed for JPs.
- UN Women has established a Working Group on Gender Equality amongst international community which focuses on discussion and information sharing about gender activities.
- UNDAF can build and strengthen partnerships with developed institutional gender mechanisms, as well as with developed women's NGOs and other CSOs. The momentum

could built on the fact that there are developed policy frameworks and motivated and knowledgeable partners.

- The UN staff is largely motivated to integrate gender, and there is high level awarness that gender cannot be ignored, but knowledge is often lacking as well as concrete incentives and encouragment to do so. Gender Theme Group especially has high awarness and motivation to work on gender and GM.
- Good example is UNDP which is increasingly allocating time, expertise and resources in gender specific and mainstreaming activities by creating a Gender Action Plan in 2015, gender specific research and mainstreaming through projects. Another good example is ILO and regular gender audits that it undertakes.

Weaknesses

- The very existence of gender specific UNDAF Outcome, Gender Equality and Empowerment of Women with one dedicated results area (out of four) and two dedicated outcomes (out of 13), could have a reverse effects for GM, since it created an impression that "gender is well covered", thus decreasing the efforts for GM throughout UNDAF.
- Due to the limited funding opportunities and increased number of stakeholders, the competition has increased, both within the house, and with external partners. UN is competing for funds with local gender mechanisms and local CSO's, so there is a conflict of interest, as well as problems of establishing ownership on ideas and projects.
- Gender mechanisms and CSO's insist on their higher inclusion and visibility in partnerships with UN agencies. Also, differences in political design of different parts of BiH are not adequately taken into account when creating and implementing projects.
- The existence and functioning of Gender Result Group although very important, is not enough to strengthen the gender component in UNDAF. Other mechanisms should be in place: gender action plans, gender audits, gender expertise engaged in initial phases of project writing, etc.
- Due to the lack of knowledge and innovative initiatives, gender mainstreaming remains very abstract and seen as not really applicable. Root causes of gender differences are not dealt with, so transformative aspects of gender are largely ignored. Gender sensitive analysis is often lacking in programming (i.e. violence or projects related to children).
- Campaigns related to gender issues mostly focus on violence against women. It is necessary to communicate better what are the gains of GEWE, for both genders and society as a whole.
- GM is mainly controlled through reporting and not in programming phase. Gender is often reduced to technical issue of taking account of women's and men's presence at the meetings or trainings.
- On the other hand, knowledge which already exists in the house is not adequately utilized. There is no mechanism which enables that knowledge which is generated in previous and present projects is shared, and turned into quality knowledge products which could be shared by others.
- UN agencies are objectively inhibited in making dissagregation of data relevant for gender analysis, due to the lack of adequate data. Good statistics as well as baseline studies are often missing. On the other hand, there is a lack of understanding of what „data" is about, and what is an „evidence" which could have policy relevance.

- It is often the case that women are the focal points for gender in different agencies and there is predominant understanding that it is "women's issue", and also that women "naturally" should be enthusiastic about work on promotion of women's rights. Gender issues are mostly not perceived in line with the existing knowledge in gender studies, including the new knowledge on men and masculinities.
- There are both „gender blidness" and „gender fatigue" present among some of the the UN staff. (Example. To the question of what is happening with men who experienced sexual violence, the answer was that they are not dealt with since they do not have an organization to represent them, and they do not self organize because of stigma. To the question whether violence is treated as a gender related issue, it was responded that „it is evident that it is gender based violence, since men rape women". This is an excellent illustration of how the issues are not understood, and then they are trivialized to the level which blocks transformational capacity of public policy, in general.)
- Research which is commissioned to serve as the base-line study often does not take into account gender (i.e. research on Home Visiting for Young Child Wellbeing, where not only that gender of a parent or a child has not been taken into account, but the authors did not at all refer nor analyze the fact that care work is basically very gendered, and that upbringing of children, even babies, is also very gendered process. Children's access to justice, home visiting, malnutrtion, adolescence health etc, all are gendered phenomena. Gender is a critical variable to understand crime and also violent extremism.)
- Communication Strategy of UNDAF, with the exception of one activity, is not related to gender, nor gender mainstreamed. Gender issues and gender mainstreaming are pushed away by new focus on „youth and vulnerable groups", to which somethimes gender, or more specifically women, are added. However, it is not clear that „women" make also a large part of youth and vulnerable groups, but that „being a woman" does not necessarily mean to be a member of a „vulnerable group". In other words, there is conceptual confusion.

Opportunities

- There are opportunities for improvements in all dimensions of UNDAF measured by Gender Scorecard.
- This is the first UNDAF ever to have a gender specific outcome, and the work that has been done should be capitalized upon and taken on a next level in the next UNDAF cycle.
- Collaborating to leverage resources of different agencies, stimulate innovation and maximize impact in the area of gender equality is crucial.
- All joint programming should take into account the BiH realities when it comes to donor landscape and scarce funding available for gender programming, having in mind the gender mechanisms and its funding instrument FIGAP. It is important for the UN to find its own niches for joint work on gender equality, which should be done in close cooperation with the gender mechanisms. It is important not to compete with the gender mechanism but identify entry points for complementing their work
- Gender Result Group meetings are regular. Although such meetings provide a platform for exchange of views and agency specific activities, as well as some joint activities, more substantive work may be done in the future, such as joint programming, joint activities, campaigns and social media campaigns, etc.

- There is an increasing opportunity for more effective utilization of modern technologies as enabler of GEWE and empowerment and networking tool. For example a joint project on ICTS and social media for preventing GBV can be revived and further explored.
- UN has an opportunity to deal with more sensitive issues, such as religious and political radicalization of young people (which is very gendered process and has serious gender consequences) in a more effective way than local institutions, including gender mechanisms, which can be seriously limited by local political frameworks.
- There is an opportunity to better contextualize gender related policies by making closer links with academia and local researchers. At the same time, it is important to „translate" theoretical developments in gender studies, internationally, into the set of innovative projects (i.e. including boys and men into the caregiving, paralel to including girls and young women into new technologies).
- For Bosnia and Herzegovina intersectionality approach remains to be crucial, and it should be understood beyond „multiple vulnerabilities", or „women and other vulnerable groups" approaches. That kind of approach can contribute to better contextualization and more effective policies. It has been applied in Strengthening Local Communities Programme, which has its Gender Strategy and Gender Sensitive Outcomes.
- In general, there could be better utilization of knowledge which already exists in the house, more „peer to peer" knowledge transfers and exchanges, and creation of knowledge products based on the experiences from the previous projects.
- More opportunities to include relevant data about gender will come as a result of the activities of the Trust Fund on Promoting Gender Equality in the Western Balkans. The focus of the TF is on improving the evidence base on women's access to economic opportunities in the Balkans, and it covers four countries: Bosnia and Herzegovina, FYR Macedonia, Kosovo and Serbia. For the past few years, regional WB team has been carrying out multiple activities under this TF, in coordination with internal and external stakeholders. The activities, *inter alia,* include: The STEP study –household and firm-level survey, which helps to understand whether there are gender gaps in skills demand and skills distribution among the population. B&H: Firm-level survey fielded late Summer 2016. Results expected by January 2017.

Threats

- Political situation within BiH and in the EU, EU-integration stalemate, complexity of internal political relations within BiH, are all being reflected in change of priorities and donor support. Donor fatigue and gender fatigue are often combined.
- UN staff is oversaturated by reporting, and GM is becoming just another bureaucratic obligation, instead of an issue of substance and potential for transformative change. Gender fatigue is present in some agencies.
- Although there is hyper production on laws and policies related to gender, in public and everyday life there is little advancement, and there is in fact re-traditionalization of gender roles.
- In general, weak institutional set up in BiH is creating obstacles for implementation of gender policies.

- Not all data is sex-disaggregated. Many baselines are not sex-disaggregated.

6. General Recommendations

- Gender Scorecard should be undertaken on regular basis, at the beginning and end of the UNDAF cycle. Other instruments like Gender Audit and Gender Action Plans should be made wherever possible (to be recommended by RCO).
- Regarding UNCT as a whole there should be more focus on gender in terms of programming and allocating resources, as well as introducing gender sensitive budgeting as a matter of principle (walking the talk culture transformation) in UN system as a whole.
- Further efforts should be invested into joint programming, having in mind: the need for realistic assessment of contextual priorities; reality of different agency mandates and capacities, and ensuring that they correspond to requested activities within JP; realistic cost assessment and budgets requested by UN agencies.
- A Knowledge Hub should be created, as repository of knowledge products, research, publications, within UN and outside UN (relevant and applicable or inspiring for BiH). CO needs to establish a tool for mapping joint and single activities related to gender in UNDAF. Platform as a "knowledge hub" could also contain good practices, lessons learned, show cases, tools for on-line training, tools for self-evaluation etc. The coordination role for Knowledge Hub should be given to UNW.
- There should be more coherent approach in engaging with and aligning work with gender equality mechanisms and CSOs
- Promote and support specific, topical, empirical research (quantitative and qualitative), as well as policy research, and thematic overviews of policy issues, which could serve as a basis of future projects.
- Projects should be designed with more clear focus on sustainability, transformation (theory of change) and scaling-up principle. For that kind of approach more in-depth knowledge on gender issues is needed, and support for innovative and pilot projects.
- More training is needed, hands/on training. Country team training should be led by UN Women. Mainstreaming GE in programming-needs to take place for programme and operations staff to apply GEWE in programming and day to day work in a contextual way. What is needed is a major adjustment and structural change, mind shift, and meaningful, contextual mainstreaming and not minor adjustment made for accommodating gender in the existing structures and mind-sets.
- Cultural constraints expressed in attitudes, opinions, customs, religious restrictions, everyday life habits etc. should be taken into account as relevant components of any policy intervention, and they should be integrated into the projects designs. More knowledge and baseline studies are needed in this regard.

7. Main follow-up issues

- To enhance GM management of different agencies should prioritizes it and include it as a part of annual evaluation performance process, as well as create enabling structures within

their offices, formal and informal, to enable meaningful change. More time and resources should be allocated specifically for gender programming.

- Mapping is necessary for in house capacities for gender programming (outside RGEW) and update on gender roster, in line with the agreed needs on expertise.
- Mapping of the Donor Landscape in BiH with a view of gender equality. This could be a study covering what donor have funded so far when it comes to gender equality, but also examine regional an national strategies of the key donors to identify possible entry points for future programming.
- Once a year organize interagency event (on 8th of March) which deals with gender equality and women's empowerment in a positive way, showcasing examples of the benefits and progress of GM. Include also 16 DAYs on the map of joint activities, even if only through social media campaign or an activist event.
- Strengthen interagency cooperation, to ensure synchronicity in promoting gender equality agenda through joint events, campaigns, activities, initiatives, programmes.
- Establish a clear reward system within the house, for those who score highly in their knowledge,   innitiatives and innovativness in promotion of GEWE. Establish   different rewards for championship in GEWE, which will include the partners as well.
- Create the next cycle of UN agency consultations, and create the next Joint Work Plan for the Results Group on Empowerment of Women.
- Start with the preparations for the next UNDAF cycle in order to take the lessons learned on board.
- Organize   self-evaluation for staff on regular basis, once a year.
- Introduce   checklists for GM, for all projects cycles and for different roles in UNCT and projects (i.e. HoAs and RC, project leaders etc.).
- Strenghten relationship with Academia and think-tanks, by engaging interns who will use the already existing knowledge in the house to prepare their MAs and PHDs, and work on development of the Knowledge Hub and different knowldge products.
- Organize one day conference to discuss how to make more effective cooperation between UN agencies, gender mechanisms and CSOs, and define   mutual expectations, "division of labour" and synergies. Conference should be organized in a presence of donor community.
- Some agencies, like ILO have regular gender audits, and other agencies also should consider that possibility. Similarly, UNDP's experiences as an agency which has improved its quality assurance, monitoring and evaluation system when it comes to gender by making it a more organic to the process of project design and implementation, could be followed by others.
- It is necessary to include gender session within UNCT meetings
- UNCT HoAs should have discussions on GEWE within UNDAF twice a year.
- UNCT Gender responsive budgeting system should be instituted.
- Specific budgets should be allocated to stimulate stronger programming on gender equality and women's empowerment
- As   part of the   Knowledge Hub create an online repository of existing BiH research, publications, knowledge products in the area of gender equality (both UN and external), and database of partner organizations.
- Build and expand partnerships with governments, UN agencies, civil society, private sector, media, academia, and other stakehoders for advocacy and broad ownersip on gender equality

issues: this is the only way to create a muliplier effect in gender equality.

- The creation and use of a common UN roster should be prioritized. UNDP has a roster covering different fields, gender included, but there should be a UN wide roster on gender expertise, established through open calls and transparent procedures and accessible to all. This is an important step in ensuring local knowledge production.
- Within the new CPF, wherever possible, project monitoring frameworks, which are integral part of project documentation, should include gender disaggregated indicators.

Annex 1. Documents

- Technical Guidance for SWAP-Gender Scorecard, Two-Page Briefing for Preliminary Feedback, June 2016
- One UN Programme Bosnia and Herzegovina 2015-2019 , Joint Work Plan for the Years 2015-2016, Sustainable and Equitable Development and Employment (Pillar 2)
One UN Programme Bosnia and Herzegovina 2015-2019 ,Joint Work Plan for the Years 2015-2016, Empowerment of Women(Pillar 4)
- One UN Programme Bosnia and Herzegovina 2015-2019, Joint Work Plan for the Years 2015-2016, Rule of Law and Human Security(Pillar 1)
- One UN Programme Bosnia and Herzegovina 2015-2019 ,Joint Work Plan for the Years 2015-2016, Social Inclusion: Education, Social Protection, Child Protection and Health(Pillar 3)
- UNCT Meetings/agendas
- One United Nations Programme and Common Budgetary Framework, Bosnia and Herzegovina , 2015-2019: United Nations Development Assistance Framework
- UNDP CO BiH Gender Action Plan (2015-2019
- Strengthening the Role of Local Communities/Mjesne zajednice (MZs) in Bosnia and Herzegovina, Gender Mainstreaming Strategy
- The Impact of a Pilot Integrated Early Childhood Development Service on Young Children and their Families: Lessons Learned for Programme Expansion and Policy Advocacy , authors: Aisha K. Yousafzai & Muneera A. Rasheed
-   UNICEF Annual Report 2015, Bosnia and Herzegovina, United Nations Children's Fund, Executive Board, Second regular session 2014, 9-12 September 2014, Item 5 (b) of the provisional agenda, Country programme document, Bosnia and Herzegovina
- UN Women Country Office BiH, Annual Work Plan 2015-DRF
- BiH Country Office Annual Work Plan 2016 Cover Note (UN Women)
- Strategic Note (2015-2019) UN Women, Country Office Bosnia and Herzegovina Technical Guidance for SWAP-Gender Scorecard, Two-Page Briefing for Preliminary Feedback, June 2016
- UN Communication Group, Annual Work Plan
- UNCT Performance Indicators for Gender Equality and Women's Empowerment, Gender Scorecard Bosnia and Herzegovina, Narrative Report (KIka Babić-Svetlin), UNBiH, December 2009
- Communication and Advocacy Strategy: UN Country Team BiH, April 2015
- Coordination, programme and other questions: mainstreaming a gender perspective into all policies and programmes in the United Nations system, Report of the Secretary-General 2016, session 24 July 2015-27 July 2016, Agenda item 12 (c)

Annex 2. Gender Scorecard Interviews – UNCT BiH

27-30/06/2016

DATE	NAME	AGENCY
27/06/2016		
	Anne-Marie Esper Larsen Amna Muharemovic	UN Women
	Sezin Sinanoglu	RCO
	Gabrijela Jurela, Samid Sarenkapic, Zeljko Blagojevic, Fatima Čengić	UNFPA
	Victor Olsavsky	WHO
28/06/2016	Anna Riatti, Antonia Luedeke, Sanja Kabil	UNICEF
	Nera Monir Divan, Majda Ganibegovic	UNDP
	Anne-Marie Esper Larsen Amna Muharemovic	UN Women
	Marina Dimova	Pillar 2 Chair (replacement)
29/06/2016	Anna Riatti	Pillar 3 Chair a.i. M&E Group Chair
	UNHCR	
	Amela Cosovic Medic	Pillar 1 Chair (replacement)
30/06/2016	Sezin Sinanoglu	RCO
	Klaudija Kuljuh	IOM
	Amina Omicevic	UNEP
	Pavle Banjac	Communications
01/07/2016	ICTY	
	Lejla Tanovic, Dzemak Hodzic	ILO
	UNHCR	

Gender Scorecard SKYPE Interviews
4-8/07/2016

DATE	NAME	AGENCY
04/07/2016	Jelena Milinovic	Gender Center RS
05/07/2016	Aleksandra Petric	Udruzene zene
06/07/2016	Envesa Hodzic-Kovac Aris Seferovic	RCO
07/07/2016	Sinisa Sesum	UNESCO

	GC FBIH	
	Irma Siljak	Medica Zenica