



**United Nations Country Team MOLDOVA**

**GENDER SCORECARD NARRATIVE REPORT**

**UNCT Performance Indicators for Gender Equality and  
Women's Empowerment**

**Making UNCT Moldova more effective by assessing  
gender mainstreaming**

**Prepared by Daniela Terzi-Barbarosie, UN Women National  
Consultant**

## Table of Contents

<b>ACKNOWLEDGEMENTS .....</b>	<b>2</b>
<b>ABBREVIATIONS &amp; ACRONYMS .....</b>	<b>3</b>
<b>1. BACKGROUND .....</b>	<b>4</b>
<b>2. METHODOLOGY .....</b>	<b>6</b>
<b>3. MAIN FINDINGS.....</b>	<b>7</b>
STRENGTHS: BELOW MINIMUM STANDARDS, BUT EXCEED GLOBAL AVERAGES .....	9
WEAKNESSES: EXCEED GLOBAL AVERAGE, BUT NEED IMPROVEMENTS .....	11
A SPECIFIC CASE: NEED IMPROVEMENTS AND BELOW GLOBAL AVERAGE .....	12
GOOD PRACTICES: MEET MINIMUM STANDARDS AND EXCEED GLOBAL AVERAGE .....	12
<b>4. FOLLOW-UP SCORECARD MATRIX AND KEY RECOMMENDATIONS .....</b>	<b>13</b>
<b>ANNEX A. SCORECARD RESULTS MATRIX .....</b>	<b>17</b>
<b>ANNEX B. INTERVIEWED UNCT AND INDIVIDUALS .....</b>	<b>31</b>
<b>ANNEX C. KEY DOCUMENTS AND OTHER SOURCES .....</b>	<b>32</b>
<b>ANNEX D. UN MANDATE ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN .....</b>	<b>33</b>
<b>ANNEX E. BASIC QUESTIONNAIRE FOR INTERVIEWS WITH UNCT .....</b>	<b>34</b>

## ACKNOWLEDGEMENTS

This report is the result of an activity that initially started as early as 2016, and finally completed in March. Completion of the Gender Scorecard would have been impossible without the perseverance of UN Women. The expert appreciates UN Women's logistic support in arranging meetings with UNCT colleagues, and the provision of necessary information and background materials for review and analysis.

The author extends her gratitude to the numerous UNCT members interviewed – the women and men who shared experiences, provided valuable inputs and opinions, deep analysis and insights, and dedicated their time for discussing the challenges with regard to gender mainstreaming and women's empowerment within their particular spheres of work. Their willingness and in-depth analysis - especially on gender awareness, institutional culture and operations, and UN strategic vision on gender equality - have the author's profound consideration.

The author would like to thank particularly UN Women team for invaluable guidance, open discussions, and their full support in the fulfillment of her task upon this specific assignment.

## ABBREVIATIONS & ACRONYMS

CCA	Common Country Assessment
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
PDfEGE	Policy Department for Ensuring Gender Equality
FAO	Food and Agriculture Organization of the United Nations
GFP	Gender Focal Point
GTG	Gender Theme Group
HoA	Head of Agency
HQ	Headquarter
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MoLSPF	Ministry of Labour, Social Protection and Family
NGO	Non-Governmental Organization
OHCHR	United Nations Human Rights office of the High Commissioner
RBM	Results-Based Management
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNPF	UN-Moldova Partnership Framework (2013-2017)
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children Fund
UNODC	United Nations Office on Drugs and Crime
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WB	World Bank
WHO	World Health Organisation

# 1. BACKGROUND

The pursuit of gender equality, women's rights and women's empowerment is the most critical challenge of the twenty-first century. Its achievement would unleash the full potential of half the world's population. It is a prerequisite and driver for sustainable development, poverty eradication, peace and security, and human rights. Yet the reality of gender discrimination touches the lives of every woman and girl in the world. Despite continuing setbacks and obstacles, the goal of gender equality and women's empowerment is increasingly within sight, as demonstrated by progress in women's political participation and economic empowerment, ending violence against women, women's participation in peace processes, and gender responsive plans and budgets<sup>1</sup>.

United Nations Member States have committed to achieving gender equality and advancing women's rights (see Annex D). These commitments are enshrined in global treaties such as CEDAW and the 1995 Beijing Platform for Action, and in five Security Council resolutions on women, peace and security.

## **Accountability mechanisms for gender mainstreaming across the UN system**

*The Scorecard is one of three system-wide accountability mechanisms introduced in the UN. The other two mechanisms are standards for the System-wide policy and strategy on gender equality and the empowerment of women, with a focus on agency HQs; and a result based framework for planning and reporting on Security Council resolution 1325 (2000) on Women, Peace and Security. Development of the Scorecard has been coordinated with these other initiatives.*

At the 59th Session of the UN General Assembly, Member States, in adopting the Triennial Comprehensive Policy Review (TCPR) of Operational Activities for Development of the UN System called on all UN organizations to: mainstream gender and to pursue gender equality 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 the national development strategies<sup>2</sup>.

Further, ECOSOC Resolution 2004/4 - Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system requested: 'the Secretary-General to ensure that all United Nations entities develop action plans with time lines for implementing the agreed conclusions 1997/2, which address the gap between policy and practice identified in the Secretary-General's report, with a view to strengthening commitment and accountability at the highest levels within the United Nations system as well as to establishing mechanisms to ensure accountability, systematic monitoring and reporting on progress in implementation.

In the context of UN reform, enhancing overall performance of the UNCT on gender equality and women's empowerment is vital. One main focus of UN reform linked to establishing accountability has been the introduction of Results Based Management (RBM). Most attention to development of RBM has been to developing results frameworks and measures. However, there is consistency in agency RBM frameworks on what accountability means. Under RBM, the main area which agencies and staff are being held accountable for is managing for results, rather than for the development results themselves. Development results are seen as the responsibility of many partners, in particular

<sup>1</sup>[http://www.un.org/ga/search/view\\_doc.asp?symbol=UNW/2013/6&referer=http://www.unwomen.org/en/digital-library/publications/2014/6/strategic-plan-2014-2017-brochure&Lang=E](http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/6&referer=http://www.unwomen.org/en/digital-library/publications/2014/6/strategic-plan-2014-2017-brochure&Lang=E)

<sup>2</sup>1 UN (2005) Resolution adopted by the General Assembly. 59/250. Triennial comprehensive policy review of operational activities for development of the United Nations system. New York: A/RES/59/250, p.13.

government. Units and staff can therefore be held accountable for the processes underpinning achievement of gender equality – including gender mainstreaming – but not gender equality results.

The 2<sup>nd</sup> Reviews undertaken by the undg Task Team on Gender Equality<sup>3</sup> affirmed that there has been notable progress in the reflection of gender equality in planning documents, and that innovative programming is being spearheaded by many UN organizations. However, systems and tools to measure progress against stated goals, and accountability functions, need to be strengthened. The Scorecard is intended to assist UNCTs in filling this gap.

The United Nations Gender Scorecard is a standardized assessment of what UNCT as a whole contribute to gender mainstreaming, and consequently to the promotion of gender equality at a country level. The Scorecard is focused on the performance of the UNCT, rather than the performance of any one UN organization. It intends to provide an assessment of what the UN as a whole contributes to gender mainstreaming and consequently to the promotion of gender equality. It is intended to complement existing accountability frameworks.

The main focus of the Scorecard is on strategies and processes – that gender mainstreaming - rather than development results. Achievement of development results on gender equality and national partners, with support from the UNCT, must lead women's empowerment.

With support from UN agencies, laws and policies in the area of gender equality and domestic violence have developed significantly in recent years. While the policy foundation for gender equality laid out by the Government of Moldova is laudable, patriarchal norms have proven resistant to change, and policies and laws aimed at enabling gender equality have not been sufficiently backed by resources required for full realization. Women have an unequal status in health, education, economy, and representation in public life and decision- making. Patriarchal attitudes are also the root cause of violence against women and limited access to reproductive health services.

UN support for gender equality and the protection and promotion of human rights is mainstreamed throughout the Partnership Framework 2013-2017. Under specific Outcome of Pillar 1 Democratic Governance, Justice, Equality and Human Rights (outcome 1.3 *State bodies and other actors effectively promote and protect human rights, gender equality and non-discrimination, with particular attention to the marginalized and the vulnerable*), priority is placed on supporting the implementation of the recommendations from Moldova's first Universal Periodic Review (UPR), as well as relevant recommendations by UN Treaty Bodies and other international review bodies. Particular focus is also placed on strengthening the system of protection from domestic violence and discrimination.

The UNCT Performance Indicators for Gender Equality (Scorecard) establishes an accountability framework for assessing the effectiveness gender mainstreaming by the UN Country Team's (UNCT). This set of performance indicators on gender equality and the empowerment of women help UNCTs assess their performance in this important area of work.

The main purposes of the Scorecard exercise are:

- To assist UNCTs in identifying areas in which they are meeting or not meeting minimum standards;
- To stimulate a constructive dialogue within the UNCT about the current status of support for gender equality and women's empowerment and how it can be improved;

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<sup>3</sup> UNCT Performance Indicators for Gender Equality and the Empowerment of Women, Desk Review 2012-2014 (Prepared by: Tony Beck, Consultant for undg Gender Equality Task Team, Chaired by UN Women; 2015)

- To identify where technical assistance can support the achievement of minimum standards;
- To share good practice in supporting national priorities to advance gender equality and women's empowerment.

## 2. METHODOLOGY

The UNCT Gender Scorecard is one of three system-wide accountability mechanisms that has been introduced in the UN, aiming at measuring gender equality in UN programming processes across eight dimensions, which encompass 22 indicators that following the UNCT planning cycle, that in combination are a holistic measure of UNCT performance. These dimensions pursue to capture all important elements related to gender mainstreaming at UNCT level. The United Nations Country Team in Moldova currently consists of 15 entities: FAO, IFAD, ILO, IOM, OHCHR, UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, UN Women, UNODC, and WHO; World Bank and IMF as International Financial Institutions; and UNESCO as non-resident agency. During the interview stage, 13 of them had participated in the discussions and had completed the Gender Scorecard<sup>4</sup>.

The Scorecard focuses on the performance of the UNCT as a whole, rather than the achievements of any one agency. The assessment methodology measures gender mainstreaming in the UN common programming processes, evaluates processes, rather than results, based on the understanding that the UN system is solely accountable for its processes, while results depend on the collective effort of numerous actors.

The assessment tries to identify successes and the success stories toward fostering gender equality and good practices in gender mainstreaming in order to make recommendations to scale them up, as well as to discover the shortcomings and challenges within achieving gender equality. Finally, it outlines steps to facilitate a more comprehensive mainstreaming approach among UN agencies and stakeholders.

Collecting data on the Gender Scorecard involves two main stages, the first a review of background documents, and the second interviews with UNCT. Basic questionnaire for the interview is included as Annex E. It was elaborated based on recommendations of the UNCT Performance Indicators for Gender Equality Users' Guide.

During the interviews or shortly after each discussion the consultant complete a specific matrix that provides an average numeric rate for each dimension, the main follow-up issues and specific steps to be taken, including technical assistance required, time-frame, responsibilities and resources needed.

### Challenges and Limitations

Although there is much remains to be done, the report generates important findings on UNCT performance towards gender mainstreaming and UNCT opinions about gender mainstreaming, and needs for technical assistance that can support the implementation of gender mainstreaming methods in UNCT's work in Moldova.

The major challenge during the interviewing stage was the time availability of people. Although the Gender Scorecard Guide suggests to perform between 15-20 interviews, this report is based on 13 interviews with UNCT (20 people of the UNCT including the World Bank and IMF). The main limitation

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<sup>4</sup> FAO, IFAD, ILO, IOM, OHCHR, UNDP, UNFPA, UNHCR, UNICEF, UN Women, UNODC, WHO, and World Bank.

of this report is lack of analysis of the Governmental agencies and CSOs opinions on UNCT performance in the gender mainstreaming area.

### **Desk study**

The essential document containing and describing UNCT Moldova's activities are the UNPF "Towards Unity in Action"<sup>5</sup> Action Plan, The Common Country Assessment<sup>6</sup>, Evaluation Report UNDAF<sup>7</sup> (2011), The United Nations Development Assistance Framework (UNDAF 2007 - 2012), UNDAF Progress report (2011). Consequently, other strategic documents were reviewed, as UNCT planning and programming documents, UNCT Joint Programmes, etc.

In order to get a comparative analysis on gender mainstreaming processes and achievements between UNCT Moldova and other UNCT worldwide, a series of other similar reports has been reviewed as well as the Desk Reviews on UNCT Performance Indicators for Gender Equality and the Empowerment of Women for 2008-2011 and 2012-2014 period of time.

### **Interviews with UNCT Moldova representatives**

The areas where UNCT Moldova's performance on gender equality needs development and further improvements are comparatively evident and well caught by the Scorecard. Nevertheless, there are difficulties on how the needed modification can be implemented, and where UNCT representatives themselves identify specific entry points for gender mainstreaming.

In order to elucidate these aspects, respondents were encouraged to elaborate on any specific issues they think important and to share their views or additional explanations. In these discussions, UNCT representatives and other interview partners explained their understanding and opinions, as well possible ways for improving the UNCT performance on gender equality and women's empowerment and concrete actions to be done. Moreover, respondents considered the institutional culture and dynamics as important implicit tools, which might have a positive impact on UNCT performance on gender equality through shared full UNCT commitment and ownership of developing specific activities on gender mainstreaming.

## **3. MAIN FINDINGS**

The rankings gathered through the Scorecard (see Table 2) reveals that comparing with other the countries, the UNCT Moldova got higher scores for such areas as planning, partnerships, capacities, budgeting, monitoring and evaluation, quality control and accountability processes, whilst for programming and decision-making processes there are room for improvements.

At the same time, even if at global level UNCT Moldova have been assessed higher for budgeting area with an average score of 3 points in comparison with global average score of 2.5 (2008 - 2011) and 2.6 (2012-2014), there is more room for enhancement in the budgeting domain, especially in terms of allocation of financial resources for gender mainstreaming specific activities.

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<sup>5</sup>[http://md.one.un.org/content/dam/unct/moldova/docs/UNPF\\_Action\\_Plan\\_2013\\_2017.pdf](http://md.one.un.org/content/dam/unct/moldova/docs/UNPF_Action_Plan_2013_2017.pdf)

<sup>6</sup>[http://md.one.un.org/content/dam/unct/moldova/docs/pub/strateg/CCA\\_Eng\\_last.pdf](http://md.one.un.org/content/dam/unct/moldova/docs/pub/strateg/CCA_Eng_last.pdf)

<sup>7</sup><https://undg.org/wp-content/uploads/2015/03/UNDAF-Evaluation-Report-Moldova.pdf>



The average rating had been obtained through the series of interviews with Heads of Agencies, or delegated representatives of an agency. The overall average score for all dimensions is 3.7. As is shown in the Table 1, improvements are required for all dimensions since no one has the maximum rate.

During the interview, respondents were asked to take stock of the current level and nature of gender mainstreaming and women's empowerment within UNCT by indicating a numerical scale for each dimensions<sup>8</sup> on a scale between one and five, as below:

*5 = exceeds minimum standards; 4 = meets minimum standards; 3 = needs improvement; 2 = inadequate; 1 = missing; 0 = not applicable.*

Combining indicator scores and dividing by the total number of indicators calculated average scores in each dimension. Full details on ranking, evidence and explanations by indicator area are included in Annex A.

*Table 1: Explanation of Ratings*

Ratings	Explanation of Ratings
5	<b>Exceeds minimum standard:</b> This category should be used when UNCTs have gone beyond the minimum standards, in other words were excellent work on gender mainstreaming is taking place.
4	<b>Meets minimum standard:</b> This is the minimum that a UNCT is expected to achieve on gender mainstreaming, following UN institutional mandates. Sources for the institutional mandates are included in the first column of the scorecard.
3	<b>Needs improvement:</b> 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, if remedial action is taken.
2	<b>Inadequate:</b> This rating is for dimensions that fall well below the adequate standards and where significant improvement is required.
1	<b>Missing:</b> 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	<b>Not applicable:</b> 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.

Drawing from the results of the Gender Scorecard exercise, some common trends emerged across the agencies with respect to the eight performance indicators. At the same time, there are some

<sup>8</sup> Some dimensions had as many as five indicators, so average scores may conceal variability within dimensions. Refer to Annex A for full explanation and rating of each indicator.

significant differences (e.g., rank 1 or 2 provided by some agencies in comparison with rank 4 or 5 given by other agencies for same dimension), which should be addressed further in a specific way.

*Table 2: UNCT Moldova Gender Scorecard results in comparison with global scores*

Nr.	Scorecard Dimension	UNCT Moldova Average score	Global average score 2008-2011 <sup>9</sup>	Global average score 2012-2014 <sup>10</sup>
1)	Planning	<b>3.9<sup>11</sup></b>	3.3	3.3
2)	Programming	<b>3.5<sup>12</sup></b>	3.7	3.9
3)	Partnerships	<b>3.8<sup>13</sup></b>	2.9	3.2
4)	Capacities	<b>3.4</b>	3	2.9
5)	Decision-making	<b>3.7</b>	3.4	3.7
6)	Budgeting	<b>3<sup>14</sup></b>	2.5	2.6
7)	Monitoring and evaluation	<b>4.3<sup>15</sup></b>	2.8	2.8
8)	Quality control and accountability	<b>3.9</b>	2.7	3.2
<i>Overall average score</i>		<b>3.7</b>		

**Strengths:** below minimum standards, but exceed global averages

**Planning:** The average score of **3.9** denotes an above average consideration to gender mainstreaming in planning processes of the UNCT Moldova, but some further actions need to be implemented, since it is just below the minimum standard rating according to the Scorecard grid (4).

Two outcomes defined in the UN-Moldova Partnership Framework (2013-2017) (UNPF) within the Pillar 1 - Democratic Governance, Justice, Equality and Human Rights – refers explicitly to gender equality, whilst other outcomes have only implicit approach to gender issues. Five out of 29 outputs for all three pillars are considering gender equality, and have financial resources for their achievement,

<sup>9</sup> The UNCTs included in the 2008-2011 review are: Armenia, Azerbaijan, Bhutan, Bosnia and Herzegovina, Cambodia, Cape Verde, Comoros, Ecuador, Ethiopia, Eritrea, Fiji, Macedonia, Malawi, Mali, Mozambique, Samoa, Serbia, Somalia, Tajikistan, and Venezuela

<sup>10</sup> The UNCTs included in the 2012-2014 review are: Albania, Bolivia, Cambodia, Cameroon, Colombia, Guatemala, India, Indonesia, Jordan, Kenya, Kosovo, Malawi, Maldives, Nepal, Rwanda, Sudan, Timor Leste, Vietnam, Zimbabwe

<sup>11</sup> All agencies excepting WB

<sup>12</sup> All agencies excepting WB

<sup>13</sup> All agencies excepting WB

<sup>14</sup> All agencies excepting WB and IFAD

<sup>15</sup> All agencies excepting WB and IFAD

when other four outputs might address gender issues at some extent that could lead to improvements on gender equality and women's empowerment in Moldova.

The UNPF Action Plan<sup>16</sup> has been also successful in including gender sensitive indicators and baselines at the outcome level as well as at output level. However, Planning score could be improved significantly if UNPF would include in-depth investigation in the country analysis of the ways in which gender inequality in different areas is reproduced. Thus, although the document integrates gender analysis in the body of the document there are inconsistencies between sectors in depth and visibility of gender issues. The analysis notes linkages to CEDAW and other legal frameworks.

**Partnership:** The average score of **3.8** reflects the good relations between UNCT performance across the three indicator areas that measure its relations with the national gender machinery, women's/gender CSO and marginalized women. Although some consultations were held with the Policy Department on ensuring gender equality and the MoLSPF during the planning process of the UNPF, their role in contributing to the UNPF outcomes is not explicit. In the same way, some women NGOs and NGOs dealing with vulnerable groups were part of the consultative process, but there is a frequent perception they should be more involved in the UNPF planning process, in programming, monitoring and evaluation processes, and not only be considered as implementing partners.

UNCT achieved an important step towards marginalized women that are considered in UNCT activities not only as beneficiaries, but as participants, as well<sup>17</sup>. Thus, marginalised women are identifying in the country analysis and UNDAF targeting<sup>18</sup> under Pillars 1 and 2.

Also, a crucial achievement of the UNCT is its important role in bringing together the Parliament and the government and CSO at the same table to discuss gender issues in Moldova and find new paths to go in advancing equality<sup>19</sup> (e.g. establishment of the Women Caucus in Parliament, and CSO Gender Platform).

**Decision-making:** The average rating of **3.7** indicates a room for improvements to get the level of required minimum standard (4). A review of UNCT HoA meeting minutes over the past year (2015) shown that gender issues, gender equality and related issues were included more than a half of the Head of Agency meetings.

It is important to mention that the UN Women representative is part of UN Head of Agencies group and all interviewed persons had mentioned that thanks to her commitment to gender equality, gender-related issues are part of the discussions on regular basis during the meeting of HoA. Some UN agencies assume since gender equality is not their explicit mandate, sometimes their interest on gender issues is jeopardised by many other tasks they have or just because there is always UN Women that will put on the table these issues.

At the same time, the UNCT considers UN Women as a catalyst and accelerator of internal institutional transformation, resulting in several significant and immediate shifts in how they approach their work on gender equality and the empowerment of women. Likewise, they assume since gender equality is

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<sup>16</sup> [http://www.undp.org/content/dam/unct/moldova/docs/pub/strateg/UNPF\\_Action\\_Plan\\_2013-2017\\_En.pdf](http://www.undp.org/content/dam/unct/moldova/docs/pub/strateg/UNPF_Action_Plan_2013-2017_En.pdf)

<sup>17</sup> OHCHR, UNDP and UN Women supported the establishment of Moldova's first national network of Romani women and girls. During the period, OHCHR also supported the successful establishment in 2014 of a civil society network of the Roma community mediators, with a view to strengthening common action by this group.

<sup>18</sup> [http://www.undp.org/content/dam/unct/moldova/docs/pub/strateg/United\\_Nations\\_Republic\\_of\\_Moldova\\_Partnership\\_Framework.p](http://www.undp.org/content/dam/unct/moldova/docs/pub/strateg/United_Nations_Republic_of_Moldova_Partnership_Framework.pdf)  
[df](http://www.undp.org/content/dam/unct/moldova/docs/pub/strateg/United_Nations_Republic_of_Moldova_Partnership_Framework.pdf)

<sup>19</sup> The most relevant example in this regard is "Women in Politics" joint project (Un Women and UNDP) aiming at boosting women's political participation and decision-making, funded by the Government of Sweden.

not their explicit mandate, sometimes their interest on gender issues is jeopardised by many other tasks they have or just because there is always UN Women that will put on the table these issues.

**Quality control and accountability:** On the one hand, the average score of **4** reveals a good assessment on gender equality during the CCA/UNDAF/ UNPF processes, but on the other hand, due in part to incomplete information on the processes that were undertaken to mainstream gender, this score might be inaccurate.

Certain efforts were made to provide in-house and external technical expertise (an international consultant was hired), but the details were not available, so it was not clear the extent to which those mechanisms helped guide the country team to mainstream gender. The most common perception was that UN Women representative and the OHCHR made significant work on gender mainstreaming in the UNPF.

### Weaknesses: exceed global average, but need improvements

**UNCT Capacities:** The average rating of **3.4** for this dimension reveals room for improvement on UNCT capacities. There has not been any review of the capacities of the UNCT staff to undertake gender mainstreaming, and the UNCT staff is not consistently trained on gender mainstreaming. Some UN agencies stipulate mandatory on-line gender training as a part of staff induction; others offer gender training as an optional module. Although UN Women provided training to UNCT staff on Women's Human Rights and Gender Equality, it seems that is not sufficient, most of interviewed individuals complained. While gender concepts and global commitments and conventions are well known among UNCT, the national machinery, specific recommendations and gender mainstreaming methods are not familiar to UNCT representatives.

For this dimension, it is also important within UNCT to have a functioning Gender Theme Group that brings on all gender-related issues on the common agenda. According to the UN Resource Guide for Gender Theme Group<sup>20</sup> "GTGs can play a key role in ensuring that each UN organization brings its comparative advantage in gender equality and women's human rights to joint efforts and to coordinated UNCT action on gender equality. This should result in both greater effectiveness and efficiency, with lower transaction costs for national partners."

At UN Women initiative, UNCT Moldova has reestablished the Gender Theme Group and its members meet regularly<sup>21</sup>. GTG is seen as a very important platform for raising issues, discussing conceptual problems and sharing experiences and information among UN agencies. The strongest contribution of the Theme Group is the provision of expertise and the tailoring of gender issues in the specific context of UNCT.

Interviewed persons who usually attend these meetings rated this dimension with higher score in comparison with those who are not participating in, thus, not being aware of the GTG's activity. Some interviewed individuals shared their opinions about the insufficient follow-ups of the decisions agreed during these meetings.

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<sup>20</sup> [http://www.un.org.ua/images/guide\\_gender\\_eng.pdf](http://www.un.org.ua/images/guide_gender_eng.pdf)

<sup>21</sup> The group is formed by following UN agencies: UN Women (leading agency), UNDP, WHO, UNFPA, ILO, IOM, UNICEF, UNODC, OHCHR, UNHCR, UNAIDS, UN RCO

Despite the huge need of gender expertise, expressed by UNCT representatives, a Gender Expert Roster does not exist within UNCT at national level that would offer agencies the opportunity to access the database as needed. Some interviewed individuals have noticed that Gender Theme Group might become a platform to share information and promote gender issues at a broader level and thus, it may limit the ability of Gender Focal Points in UNCT to build their capacities and make an impact jointly.

**Budgeting:** This dimension obtained the lowest score in the exercise (3), revealing the need for greater consideration in this area and specific actions. The average score of **3** reflects the need for improvement. This low score might indicate some constraints within the UNCT to capture system-wide budgetary data for planning and programming purposes. UNICEF and UNDP have instituted the gender marker system, but UNCT have yet fully look at the potential means for tracking gender equality expenditures. Despite that, there are specific budget allocations to support Moldova's national machinery on gender equality and women's NGOs and networks there is no budget allocation for the experts' roster and researches on gender-related issues and empowerment of women.

### A specific case: need improvements and below global average

**Programming:** The average score of **3.5** is close to the minimum standard required for gender mainstreaming. Despite that UNCT strives for a greater programmatic coherence for the overarching goal of achieving the best possible results there are currently 10 joint projects, including some joint projects for promoting gender equality and women's empowerment designed through thematic group meetings among Agencies.

The UN works together through modalities including a joint UNPF Action Plan. The UNPF Action Plan enables the UN Country Team to focus common UN work in a more flexible way. The UNPF Action Plan respects individual agencies' mandates, roles, responsibilities and peculiarities of practice, while emphasizing their complementarity. Nevertheless, the analysis of agencies' programmatic documents and projects revealed that gender perspective isn't mainstreamed in a similar proportion among agencies and their projects.

UNCT members noticed that there is room for improvements in programming area in terms of common visions and joint efforts towards incorporation of gender issues into key national strategic documents and aid effectiveness process. They expressed the opinion that a greater impact can be achieved by working together towards gender equality and women's empowerment, advocating for it with the state institutions to increase their capacities in the gender mainstreaming, but also by supporting the relevant decision making institutions and successfully coordinate donors' support for the promotion of gender equality.

### Good practices: meet minimum standards and exceed global average

**Monitoring and Evaluation:** The average rating of **4.3** reflects the minimum standard required. The current UNPF has a clear monitoring and evaluation framework using sex-disaggregated data. One of the main strengths of the UNCT efforts is that it has been consistently contributing to building a better sex-disaggregated database. Data for gender sensitive indicators in the M&E Framework is also gathered, and the annual reporting from the Resident Coordinator covers some gender related results. During the past UNDAF evaluation, separate evaluators on Human Rights and Gender Equality were invited in order to ensure Human Rights and Gender sensitive evaluation of UNDAF. Mrs. Andrea Esser,

Gender Specialist, carried out a field data collection for UNDAF Evaluation, including elaboration and submission of a gender sensitive data collection methodology to the overall team of evaluators. This methodology had the purpose of mainstreaming GE and Women's Human Rights aspects throughout the evaluation additionally to the targeted gender evaluation. UN Women provided conceptual and financial support as part of UN agencies contribution to the exercise.

However, even in this dimension there is space for improvement. With regard to gender indicators included in the UNPF, four interviewed individuals worry about the "impersonal" style of the gender indicators, while others three UNCT members said that the sideslips from planned results are not rectified on a regular basis at an early stage.

## 4. FOLLOW-UP SCORECARD MATRIX AND KEY RECOMMENDATIONS

Follow up actions are highlighted in the matrix below in order that to carry on addressing weak areas within those dimensions outlined by the scorecard so that ensure a proper mainstreaming of gender issues into UNCT and to meet the minimum standards established by the UNDG.

*Tabel 2. Follow-up matrix*

Dimension	Average score	Main follow-up issues	Steps to be taken, including technical assistance needed, time-frame, allocation of responsibilities, and resources required  <i>In order to consider the main issues in the next UNPF design, UNCT is recommended to:</i>
Planning	3.9	<p>Include in-depth analysis in the UNPF in the ways in which gender inequality in different areas is reproduced, with a specific focus on gender roles, changes in gender relations due to migration, adopted legislation and other phenomena.</p> <p>Adopt an outcome designated for achieving gender equality and women's empowerment</p>	<ul style="list-style-type: none"> <li>• Ensure in-house or external experts that will be involved in the drafting of the next UNPF to have clear guidelines for GM</li> <li>• Have a screening process for GM in the early stage of the drafting process</li> <li>• Include a separate outcome in new UNPF and ensure that one half of outputs explicitly articulate gender equality and women's empowerment</li> <li>• Include gender-sensitive indicators both at outcome and outputs levels</li> </ul> <p><i>Timing:</i> The preparations for new UNPF will start this year.</p> <p><i>Responsibility:</i> UNCT</p> <p><i>Resources:</i> Most resources are in-house. A special gender expert can be invited to conduct a qualitative research on gender issues. Mandated Un Women and other relevant or</p>

			interested agencies to scrutinise the new UNPF for GM approach.
<b>Programming</b>	<b>3.5</b>	<p>There is no screening mechanism in place that assesses whether gender dimension is adequately covered in Joint Programmes.</p> <p>UN Women promotes GRB in some key ministries, but there are still some drawbacks in the Ministry of Finance. GRB is not a broad UNCT focus or initiative.</p> <p>The UNCT as a whole does not take a strong role in strengthening the government's ability to coordinate gender donors, but UNW holds gender donor's meetings.</p> <p>Some agencies succeed to have JPs and their examples should be multiplied to other Un agencies as a good practice.</p> <p>There is a space for a more proactive role for UN Agencies to work jointly on gender equality and women's empowerment.</p>	<ul style="list-style-type: none"> <li>Establish a screening mechanism to assess GM in drafting, implementations and reporting of JPs) (possibly within the Gender Theme Group)</li> <li>Ensure in-house or external experts to establish an institutionalised checklists for GM in all Agencies' programmes/ projects to be used on mandatory basis</li> <li>Ensure in-house sectoral specialists with gender expertise sit on each outcome group and have clear guidelines for GM in UNDAF</li> <li>Ensure at least one member of the JP design team from among participating agencies has sectoral gender expertise; adopt clear guidelines to ensure GM in the JP from the start and throughout the cycle.</li> </ul> <p><i>Timing:</i> As soon as possible.</p> <p><i>Responsibility:</i> Heads of Agencies or Gender Theme group once it agreed</p> <p><i>Resources:</i> Most resources will be in-house. A gender expert can be invited to assist UNCT to develop the checklists and the screening mechanism for GM.</p> <p>*UNCT is recommended to consider these issues during discussions on outcomes and outputs formulation in the next UNPF.</p>
<b>Partnership</b>	<b>3.8</b>	<p>The role of the national machinery in UNPF planning and developing of outcomes and outputs, in M&amp;E, is not clearly defined.</p> <p>Some UN agencies think that women's NGOs and networks should be more involved in the UNPF planning process. They are perceived more as grantees, rather than equal partners.</p> <p>NGOs tend to be engaged with individual agencies and do not generally perceive the UN system as an integrated team.</p>	<ul style="list-style-type: none"> <li>Ensure a highly participatory approach to development of the new UNPF (e.g. more women NGOs, women and men from marginalised groups, etc.) and ensure a co-creating environment to its elaboration</li> <li>Define roles and responsibilities among all stakeholders and strengthen a synergy among all of them</li> <li>Include national machinery representatives in all meetings and workshops related to new UNPF, decision-making and consider their recommendations at the implementation level.</li> </ul>

		<p>More attention is needed to women from all marginalised groups and their peculiarities. While women from excluded groups have not had direct input into UNDAF design or activities, representatives from these groups have been involved to some extent via CSO engagement, and joint advocacy does target these groups to an extent.</p>	<p><i>Timing:</i> The preparations for new UNPF will start this year.  <i>Responsibility:</i> UNCT  <i>Resources:</i> Most resources are in-house.</p> <p>*UNCT is recommended to follow these steps to be taken in their Agencies' work, as well.</p>
UNCT capacities	3.4	<p>There is UN Gender Theme Group in UN Moldova that is highly appreciated among UNCT. The GTG can enlarge its composition in order to include all stakeholders.</p> <p>There is no review of the capacities of the UNCT staff to undertake GM, and UNCT staff is not systematically and consistently trained on gender mainstreaming methods.</p> <p>Some interviewed individuals consider that GM is still a challenge for them, especially at operational level.</p> <p>A national gender experts roster does not exist. Some agencies have their own experts' rosters at regional or global levels. Agencies said that they would advertise if they needed a gender specialist, or they would ask UN Women for advice.</p>	<ul style="list-style-type: none"> <li>Establish a framework of the GTG that allows to advice RC and UNCT towards achieving greater gender mainstreaming performance, including reviewing UNCT staff capacities as well as to establish regular training programs on GM</li> <li>Consider increasing UN Women, OHCHR and GTG mandates as responsible for developing a new joint programmes on gender equality and women's empowerment in the next UNPF cycle</li> <li>Establish the Gender Experts' Roster at national level and inform UNCT to use it on a regular basis. Invite experts to participate in all key activities related to gender equality and women's empowerment.</li> </ul> <p><i>Timing:</i> As soon as possible.  <i>Responsibility:</i> Heads of Agencies, GTG, RC  <i>Resources:</i> Most resources will be in-house.</p>
Decision-making	3.7	<p>It is highly appreciated that the coordinator of the Gender theme Group is part of the UNCT heads of agency (Un Women).</p> <p>It was mentioned that with some exceptions, only the Coordinator of the GTG take up gender-related issues during HoA meetings.</p> <p>GTG should be enabled with core discretionary funds from all UN</p>	<ul style="list-style-type: none"> <li>The leadership model should be expanded from a single agency head to a co-chair model, which retains UN Women as the head, and rotates in other agencies as co-chairs every year.</li> <li>Design a GTG work-plan and budget allocations that prioritizes key activities, building on those taken activities (e.g. GM training conducted, the scorecard exercise).</li> <li>Establish a core discretionary fund from UNCT to the GTG, which will provide GTG</li> </ul>



		Agencies to improve work efficiency.	<p>flexibility to act quickly on small seed activities and other inputs without expending time and resources to engage in extended negotiation processes.</p> <ul style="list-style-type: none"> <li>• UN Agencies should demand results and deliverables from their investment of core resources, and claim for GTG's accountability.</li> <li>• Establish a communication strategy of the GTG and ensure its consideration in the Common UN Communication Strategy.</li> </ul> <p><i>Timing:</i> As soon as possible.  <i>Responsibility:</i> Heads of Agencies and/or Gender Theme group once it agreed  <i>Resources:</i> Most resources will be in-house.</p>
<b>Budgeting</b>	<b>3</b>	<p>No budgeting system that tracks gender equality expenditures.</p> <p>Few UN agencies use the gender marker system as a means of tracking agency-specific expenditures toward gender equality programming.</p>	<ul style="list-style-type: none"> <li>• Implement a budgeting system, which tracks UNCT expenditures for gender equality programming at country level until a global one will be agreed and spread worldwide across UN Agencies.</li> <li>• Ensure that UNCT has specific budgets allocations for: Capacity development and training of UNCT members; Gender equality pilot projects; Support to national women's machinery; Support to women's NGOs and networks; Maintenance of experts' roster; Gender mainstreaming in CCA/ UNDAF exercises (e.g. for the preparation of background documentation, gender analysis capacity building, technical resource persons, etc.); Researches on gender equality.</li> <li>• Consider these requirements in the next UNPF and then use the data gathered to monitor expenditures and address imbalances, if any, in resource allocation.</li> </ul> <p><i>Timing:</i> The next UNPF cycle.  <i>Responsibility:</i> UNCT, RCO  <i>Resources:</i> Most resources will be in-house. An external consultant may be invited for the budgeting system to be established.</p>
		The current UNPF has a clear monitoring and evaluation framework using sex-disaggregated data.	<ul style="list-style-type: none"> <li>• Include a separate gender assessment or a gender audit in the next UNPF cycle</li> <li>• Mainstream gender perspective thoroughly in mid-term review and any</li> </ul>

Monitoring & Evaluation	4.3	<p>During the past UNDAF evaluation, separate evaluators on Human Rights and Gender Equality were invited as part of the experts' team</p> <p>The UNDAF review did consider some gender-specific data against outcomes</p> <p>Some agencies use specific tools to increase GM within M&amp;E processes (e.g. ILO Gender Audit, UNDP Gender Equality Seal, IOM's requirements to mainstreaming migration programme, UNFPA, UNDOC and UNICEF gender-sensitive measures, etc.)</p>	<p>complimentary assessment both at UNCT level and at agency level</p> <ul style="list-style-type: none"> <li>• Develop M&amp;E WG TORs that include gender in UNDAF and JP M&amp;E frameworks.</li> <li>• Institutionalise agency-based specific tools if appropriate toward GM upon agreed supervision of UN Women or GTG.</li> </ul> <p><i>Timing:</i> The next UNPF cycle.  <i>Responsibility:</i> UNCT, RCO.  <i>Resources:</i> Most resources will be in-house. A consultant may be required for the gender assessment.</p>
Quality Control & Accountability	3.9	<p>Data is missing on quality control processes for UNDAF conducted over last period. Gender dimension is included as crosscutting issues in progress report on UNPF (2013-2017).</p> <p>It was mentioned that RC has very good record in promoting gender equality.</p> <p>Readers group comments, quality review templates and RC annual reports could not be located. Some Agencies are not familiar with 180-degree assessment of team leadership.</p> <p>As UNDAF evaluation report reveals, previous UNDAF does not serve as a guiding framework that facilitates or reinforces the need for GM. The current UNPF includes gender perspective to some extent, but it does not provide a follow-up collective roadmap to foster gender equality in Moldova.</p>	<ul style="list-style-type: none"> <li>• Enhance the leadership model by calling up RC and the UNCT to place 'gender' as a standing agenda item for UNCT meetings, reviews, reports, events, etc.</li> <li>• Ensure an institutional mechanism to involve leadership in promoting gender equality and GM methods and to gather the needed support across agencies to operationalize gender mainstreaming.</li> <li>• Develop a roadmap for GM as part of new UNPF to strengthen all UNCT previous efforts and achievements and carry on GM approach at country level.</li> <li>• Increase gender accountability by the introduction of mechanisms and specific action at two levels: (i) within the individual project-based environment; and (ii) within the larger UNCT context</li> <li>• Ensure that gender equality is included in the TOR of the readers' group when it is established.</li> </ul> <p><i>Timing:</i> As soon as possible.  <i>Responsibility:</i> Heads of Agencies and/or Gender Theme group once it agreed  <i>Resources:</i> Most resources will be in-house.</p>

## ANNEX A. SCORECARD RESULTS MATRIX

### UNCT Moldova Performance Indicators for

## Gender Equality and Women's Empowerment

### Rating

5 = exceeds minimum standards; 4 = meets minimum standards; 3 = Needs improvement;  
2 = Inadequate; 1 = Missing; 0 = not applicable

Dimensions	Definition	Rating  Include reviewer comments and evidence base
<b>1. PLANNING (CCA/UNDAFs)</b>		
<b>1.a - Adequate UNCT review of country context related to gender equality and women's empowerment</b> <b>Source: UNDG Guidance</b>	<p><b>Exceeds minimum standards</b></p> <ul style="list-style-type: none"> <li>Includes an in-depth evidence-based analysis of the ways in which gender inequality is reproduced, including the influence of gender relations, roles, status, inequalities and discrimination in legislation and policies, access to and control of resources.</li> <li>The analysis notes links to national legal frameworks, relevant to the promotion of gender equality and women's empowerment, and specific measures for follow up to CEDAW reports and CEDAW Committee concluding comments.</li> <li>All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</li> <li>Critical capacity gaps are identified in the area of the promotion of gender equality.</li> </ul> <p><b>Meets minimum standards</b></p> <ul style="list-style-type: none"> <li>Includes an analysis of the ways in which gender inequality is reproduced, including the influence of gender relations, roles, status, inequalities and discrimination in access to and control of resources.</li> <li>The analysis notes links to national legal framework relevant to the promotion of gender equality and women's empowerment, and includes reference to CEDAW reports and concluding comments.</li> <li>All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</li> </ul> <p><b>Needs improvement</b> Any two of the above three areas (under <i>Meets minimum standards</i>) are met.</p> <p><b>Inadequate</b> Any one of the above three areas (under <i>Meets minimum standards</i>) is met.</p> <p><b>Missing</b></p>	<p><b>Score: 3.9</b></p> <p>UNCT has made the following attempts to mainstream gender in key planning documents:</p> <p>Use of disaggregated outcomes by gender on employment, business ownership, property, decision making opportunities, and gender based violence</p> <p>Reference to data reflecting the gender inequality status;</p> <p>References to legislative framework and national machinery on gender equality</p> <p>However, there is no in-depth analysis in the UNPF of the ways in which gender inequality in different areas is reproduced.</p> <p><i>Evidence base:</i> UNPF (2013-2017), UNFP Action Plan (2013-2017)</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<b>Not applicable</b>	
<b>1.b - Gender equality and women's empowerment in UNDAF outcomes</b>  <b>Source: UNDG Guidance</b>	<b>Exceeds minimum standard</b> More than one outcome clearly articulates how gender equality and women's empowerment will be promoted. <b>Meets minimum standard</b> One outcome clearly articulates how gender equality will be promoted. <b>Needs improvement</b> One outcome includes reference to gender, but does not clearly articulate how gender equality will be promoted. <b>Inadequate</b> Gender equality and women's empowerment are given 'token' or minimal attention. <b>Missing</b> <b>Not applicable</b>	Most of the outcome statements include implicit reference to gender equality. Two outcomes defined in the UN-Moldova Partnership Framework (2013-2017) (UNPF) within the Pillar 1 - Democratic Governance, Justice, Equality and Human Rights – refers explicitly to gender equality, whilst other outcomes have only implicit approach to gender issues.  <i>Evidence base:</i> UNPF (2013-2017), UNFP Action Plan (2013-2017)
<b>1.c - Gender equality and women's empowerment in UNDAF outputs</b>  <b>Source: UNDG Guidance</b>	<b>Exceeds minimum standard</b> At least one half of outputs clearly articulate tangible changes for rights holders and duty bearers, which will lead to improvements in progress toward, gender equality and women's empowerment. <b>Meets minimum standard</b> 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. <b>Needs improvement</b> Less than one third of outputs clearly articulate tangible changes for rights holders and duty bearers, which will lead to improved gender equality. <b>Inadequate</b> Outputs refer to gender equality or women in passing, but with no logical connection to changes in gender equality. <b>Missing</b>	Five out of 29 outputs for all three pillars are considering gender equality, and have financial resources for their achievement, when other four outputs might address gender issues at some extent that could lead to improvements on gender equality and women's empowerment in Moldova.  More than half of the outputs (9 outputs out of 15 in total) clearly articulate tangible changes for the rights holders or duty bearers, which will lead to improvement in the progress towards gender equality and women's empowerment  <i>Evidence base:</i> UNPF (2013-2017), UNFP Action Plan (2013-2017)

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<b>Not applicable</b>	
<b>1.d - Indicators to track UNDAF results are gender-sensitive</b>  <b>Source: UNDG Guidance</b>	<b>Exceeds minimum standard</b> At least one indicator at outcome level, and one half of indicators at output level, are gender sensitive, and will adequately track progress towards gender equality results.  <b>Meets minimum standard</b> At least one indicator at outcome level, and between one third and one half of indicators at output level, are gender sensitive, and will adequately track progress towards gender equality results.  <b>Needs improvement</b> No gender-sensitive indicators at outcome level and less than one third of indicators at output level are gender sensitive.  <b>Inadequate</b> Token reference to gender equality or women in indicators.  <b>Missing</b> <b>Not applicable</b>	The Monitoring and Evaluation matrix does include gender sensitive indicators at the outcome level well as the output level and will adequately track progress towards gender equality results.  <i>Evidence base:</i> UNPF (2013-2017), UNFP Action Plan (2013-2017) - Result Matrix and Monitoring and Evaluation Framework for UNFP
<b>1.e - Baselines are gender-sensitive</b>  <b>Source: UNDG Guidance</b>	<b>Meets minimum standard</b> All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.  <b>Needs improvement</b> Some data is sex-disaggregated but sex-disaggregation is not systematic.  <b>Inadequate</b> There is token sex-disaggregation of data.  <b>Missing</b> <b>Not applicable</b>	In the M&E Matrix all the data that is possible to disaggregate by gender is disaggregated.  <i>Evidence Base:</i> UNPF Result Matrix and Monitoring and Evaluation Framework
<b>2. PROGRAMMING</b>		
<b>2.a - Gender perspectives are adequately reflected in joint programming</b>  <b>Source: ECOSOC 1997, 2004, 2005, 2006, TCPR 2007, World Summit Outcome 2005</b>	<b>Exceeds minimum standard</b> <ul style="list-style-type: none"> <li>Promoting gender equality and women's empowerment is reflected in long-term programming consistent with the opportunities and challenges identified in the UNCT's background analysis of gender inequality and women's rights situation (e.g., in CCA/UNDAFs, MDG report, etc.).</li> <li>UNCT joint initiative(s) (e.g., advocacy and other initiatives) in support of gender equality and women's empowerment exist.</li> </ul> <b>Meets minimum standard</b>	<b>Score: 3.5</b>  There are some UNCT joint programme (on domestic violence, political participation of women, good governance, statistical data, etc.) that was prepared and adequately funded and consistent with the problems and challenges identified in the background analysis on gender inequality and the situation of women.

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<ul style="list-style-type: none"> <li>• There are detailed, practical and adequately funded programmes addressing the problems and challenges identified in the background analysis of gender inequality and women's rights situation.</li> <li>• UNCT joint initiative(s) in support of gender equality exist.</li> </ul> <p><b>Needs improvement</b> Meets either one of the two areas above (under <i>Meets minimum standard</i>).</p> <p><b>Inadequate</b> Token reference to gender equality in programming.</p> <p><b>Missing</b></p> <p><b>Not applicable</b></p>	<p>However, since many other problems and challenges identified in the background analysis in relation to gender equality were not reflected in the joint programming.</p> <p><i>Evidence base:</i> UNPF (2013-2017), UNFP Action Plan (2013-2017)</p>
<p><b>2.b – Joint programmes</b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standard</b> Key national gender equality and women's empowerment priorities are being addressed through a Joint Programme on gender equality, and through mainstreaming gender equality into other Joint Programmes.</p> <p><b>Meets minimum standard</b> A Joint Programme on promoting gender equality and women's empowerment is in place, and work is in progress to mainstream gender into other Joint Programmes.</p> <p><b>Needs improvement</b> Joint Programme on promoting gender equality and women's empowerment being formulated, and limited mainstreaming in other Joint Programmes.</p> <p><b>Inadequate</b> No Joint Programme on promoting gender equality and women's empowerment being formulated, and limited attention to gender in Joint Programmes</p> <p><b>Missing</b></p> <p><b>Not applicable</b></p>	<p>There is no screening mechanism in place that assesses whether gender dimension is adequately covered in Joint Programmes.</p> <p>There have been serious efforts made to mainstream gender equality perspectives into other Joint Programmes.</p> <p>However, this mechanism applies only to joint programmes where UN Women, is involved, and covers those activities that fall under their responsibility only.</p> <p><i>Evidence base:</i> UNPF (2013-2017), UNFP Action Plan (2013-2017) Interviews with UNCT members.</p>
<p><b>2.c - UNCT support for national priorities related to gender equality and women's empowerment</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>- UNDAF budgetary allocations support implementation of national gender equality legal frameworks, including:</li> <li>- National Plan of Action on Gender Equality and Women's Empowerment.</li> <li>- Implementation of CEDAW, and follow-up to CEDAW Committee concluding comments.</li> </ul>	<p>UNCT budgetary allocations supported some of the listed standards.</p> <p><i>Evidence Base:</i> UNPF (2013-2017), UNFP Action Plan (2013-2017) Interviews with UNCT members.</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
<b>Source: TCPR 2007</b>	<ul style="list-style-type: none"> <li>- Collection and analysis of sex-disaggregated data at the national level.</li> <li>- Gender mainstreaming in ministries other than the women's machinery.</li> </ul> <p><b>Meets minimum standard</b> Meets any three of the above.</p> <p><b>Needs improvement</b> Meets any two of the above.</p> <p><b>Inadequate</b> Meets one of the above.</p> <p><b>Missing</b></p> <p><b>Not applicable</b></p>	
<b>2.d - UNCT support to gender mainstreaming in programme based approaches</b>  <b>Source: TCPR 2007</b>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>• Capacity development provided to relevant government ministries for mainstreaming gender in Poverty Reduction Strategy Papers or equivalent.</li> <li>• Capacity development provided to relevant government ministries for mainstreaming gender in General Budget Support programming.</li> <li>• Capacity development provided to relevant government ministries for mainstreaming gender in Sector Wide Approaches and/or National Development Plans.</li> </ul> <p><b>Meets minimum standard</b> Meets any two of the above.</p> <p><b>Needs improvement</b> Meets any one of the above.</p> <p><b>Inadequate</b> Token attention to gender mainstreaming in programme based approaches.</p> <p><b>Missing</b></p> <p><b>Not applicable</b></p>	<p>Analysis of the UN agencies programmatic documents and projects have shown an insufficient approach to gender issues. A shared vision among UNCT is that there is room for improvements in terms of common visions and joint efforts towards GM into key national strategic documents and aid effectiveness process.</p> <p>Also, some UNCT pointed out that budget and finance on gender-responsive budgeting areas needs a more proactive role for UN Organizations.</p> <p><i>Evidence base:</i> Agencies strategic documents, projects; Interviews with UNCT members.</p>
<b>2.e - UNCT support to gender mainstreaming in aid effectiveness processes</b>  <b>Source: TCPR 2007</b>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>• Gender-responsive budgeting (GRB) is promoted in the Ministry of Finance and other key ministries.</li> <li>• UNCT takes lead role in strengthening the Government's ability to coordinate donor support to promote gender equality.</li> <li>• UNCT supports monitoring and evaluation of gender mainstreaming in National Development Plans, Poverty Reduction Strategy Papers or equivalent, General Budget Support programming, and Sector Wide Approaches.</li> </ul>	<p>UN Women promotes GRB in some key ministries, but there are still some drawbacks in the Ministry of Finance. GRB is not a broad UNCT focus or initiative.</p> <p>UNCT members expressed the opinion that by working together towards gender equality and women's empowerment, advocating for it with the state</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<p><b>Meets minimum standard</b> Meets any two of the above.</p> <p><b>Needs improvement</b> Meets one of the above.</p> <p><b>Inadequate</b> Token attention to gender mainstreaming in aid effectiveness processes.</p> <p><b>Missing</b></p> <p><b>Not applicable</b></p>	<p>institutions to increase their capacities in the gender mainstreaming area, a greater impact can be achieved. In addition, it is important to support the relevant decision making institutions and coordinate donors' support for the promotion of gender equality.</p> <p><i>Evidence base:</i> Analysis of agencies reports; Interviews with UNCT</p>
<b>3. PARTNERSHIPS</b>		
<p><b>3.a - Involvement of National Machineries for Women / Gender Equality and women's departments at the sub-national level<sup>22</sup></b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standard</b> Women's machinery/department participates fully in:</p> <ul style="list-style-type: none"> <li>• Consultations about CCA/UNDAF planning (e.g. the prioritization retreat).</li> <li>• Development of UNDAF outcomes, outputs and indicators.</li> <li>• As key informants/stakeholders in the monitoring and evaluation of UNDAF results.</li> </ul> <p>Full participation means that the women's machinery/department is present at meetings, is involved in decision-making, and that recommendations made are followed-up and there is involvement at the implementation level.</p> <ul style="list-style-type: none"> <li>• Role of women's machinery in supporting achievement of UNDAF outcomes clearly defined.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>• Women's machinery/department participates fully in CCA/UNDAF consultations.</li> <li>• Role of women's machinery/department in supporting achievement of UNDAF outcomes clearly defined.</li> </ul> <p><b>Needs improvement</b></p> <ul style="list-style-type: none"> <li>• Women's machinery/department participates fully in one of the above (under <i>Meets minimum standard</i>).</li> </ul> <p><b>Inadequate</b> Token participation by women's machinery/department.</p>	<p><b>Score: 3.8</b></p> <p>The partnership with national machinery is strong, especially between Un Women and the machinery. Other UN agencies have a good communication, which not necessary means a fully involvement in their work as separate agency. However, the national machinery participated in consultations and other relevant activities concerning CCA/UNDAF processes.</p> <p>At the same time, the role of the national machinery in UNPF planning and developing of outcomes and outputs, in M&amp;E, is not clearly defined.</p> <p><i>Evidence base:</i> Interviews with UNCT members and shared visions of some NGOs.</p>

<sup>22</sup> To be completed once during the CCA/UNDAF process.



Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<b>Missing</b> <b>Not applicable</b>	
<b>3.b - Involvement of women's NGOs and networks</b>  <b>Source: UNDG Guidance</b>	<p><b>Exceeds minimum standard</b>  Women's NGOs and networks participate fully in:</p> <ul style="list-style-type: none"> <li>• Consultations around CCA/UNDAF planning (e.g. the prioritization retreat).</li> <li>• Development of UNDAF outcomes, outputs and indicators.</li> <li>• Monitoring and evaluation of UNDAF results.</li> </ul> <p>Full participation means that women NGOs and network representatives are present at meetings, involved in decision-making, that recommendations made are followed-up, and that they are involved at the implementation level as well.</p> <ul style="list-style-type: none"> <li>• Role of women's NGOs and networks in supporting achievement of UNDAF outcomes clearly defined.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>• Women's NGOs and networks participate fully in CCA/UNDAF consultations.</li> <li>• Role of women's NGOs and networks in supporting achievement of UNDAF outcomes clearly defined.</li> </ul> <p><b>Needs improvement</b></p> <ul style="list-style-type: none"> <li>• Women's NGOs and networks participate fully in one of the above (under <i>Meets minimum standard</i>)</li> </ul> <p><b>Inadequate</b>  Token participation by women's NGOs and networks.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p>Some UN agencies think that women's NGOs and networks should be more involved in the UNPF planning process. They are perceived more as grantees, rather than equal partners.</p> <p>UNCT has very successfully incorporated CSOs, not only Women's NGOs and networks, in the planning and implementation and there are very good examples in this regard.</p> <p>Now, UNCT is planning to capitalize on this expertise of collaboration with NGOs in some programmes and apply strategically to the next UNPF planning, development of outcomes, outputs and indicators as well as in the monitoring and evaluation of its results.</p> <p><i>Evidence base:</i> Interviews with UNCT members, and shared visions of some Women's NGOs and networks.</p>
<b>3.c - Women from excluded groups included as programme partners and beneficiaries in key UNCT initiatives</b>  <b>Source: UNDG Guidance</b>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>• Women from excluded groups and their capacities and livelihoods strategies, clearly identified in UNCT country level analysis.</li> <li>• UNCT proactively involves women from excluded groups in planning, implementation, decision-making, and monitoring and evaluation.</li> <li>• Women from excluded groups are participants and beneficiaries in key UNCT initiatives, e.g. in UNDAF outcomes and outputs.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>• Women from excluded groups clearly identified in UNCT country level analysis.</li> </ul>	<p>Women from excluded groups are beneficiaries in key UNPF outcomes and outputs.</p> <p>More attention is requested to women from all marginalised groups and their peculiarities. While women from excluded groups have not had direct input into UNDAF design or activities, representatives from these groups have been involved to some extent via CSO engagement, and joint</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<ul style="list-style-type: none"> <li>Women from excluded groups are participants and beneficiaries in key UNCT activities, e.g. in UNDAF outcomes and outputs.</li> </ul> <p><b>Needs improvement</b> Meets one of the above (under <i>Meets minimum standard</i>).</p> <p><b>Inadequate</b> Token involvement of women from excluded groups.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p>advocacy does target these groups to an extent.</p> <p><i>Evidence base:</i> Interviews with UNCT members, and shared visions of some Women's NGOs and networks.</p>
<b>4. UNCT CAPACITIES</b>		
<p><b>4.a - Multi-stakeholder Gender Theme Group is effective</b></p> <p><b>Source: TCPR 2007</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>GTG adequately resourced, and resourced equally to other Theme Groups.</li> <li>All key stakeholders participate (e.g. national partners, regional banks, CSO, trades unions, employer organizations, the private sector, donors).</li> <li>GTG recommendations taken into account in preparation of CCA/UNDAF.</li> <li>GTG has clear terms of reference with membership of staff at decision-making levels and clear accountability as a group.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender Theme Group adequately resourced.</li> <li>GTG recommendations taken into account in preparation of CCA/UNDAF.</li> <li>GTG has clear terms of reference.</li> </ul> <p><b>Needs improvement</b> Meets any two of the above</p> <p><b>Inadequate</b> Meets any one of the above (under <i>Meets minimum standard</i>).</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Score: 3.4</b></p> <p>There is UN Gender Theme Group in UN Moldova that is highly appreciated among UNCT. The GTG can enlarge its composition in order to include all stakeholders.</p> <p>There is no review of the capacities of the UNCT staff to undertake GM, and UNCT staff is not systematically and consistently trained on gender mainstreaming methods.</p> <p>Some interviewed individuals consider that GM is still a challenge for them, especially at operational level.</p> <p><i>Evidence base:</i> Interviews with UN CT members.</p>
<p><b>4.b - Capacity assessment and development of UNCTs in gender equality and women's empowerment programming</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>Resident Coordinator systematically promotes, monitors, and reports on capacity assessment and development activities related to gender equality and women's empowerment.</li> <li>Regular review of capacity of UNCT to undertake gender mainstreaming (e.g. once every one or two years).</li> </ul>	<p>There has not been any review of the capacity of the UNCT staff in undertaking gender mainstreaming, and UNCT staff are not consistently trained in gender mainstreaming although UN Women, while preparing the current UNPF, provided training to staff on Women's Human Rights and Gender Equality.</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
<p><b>Source: ECOSOC 2006</b></p>	<ul style="list-style-type: none"> <li>• The impact of the gender component of existing training programmes regularly reviewed, and revised based on the review.</li> <li>• Training on gender mainstreaming takes place for all UNCT staff (one day every six months for new staff for first year, minimum of one day of training once every year after this).</li> <li>• Gender specialists and gender focal points receive specific training (minimum four days of training per year on gender equality and women's empowerment programming).</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>• Resident Coordinator systematically promotes, monitors and reports on capacity development activities related to gender equality and women's empowerment</li> <li>• Regular review of capacity of UNCT to undertake gender mainstreaming (e.g. once every two or three years).</li> <li>• Training on gender mainstreaming takes place for all UNCT staff (one day every six months for new staff for first year, minimum of one day of training once every two years after this).</li> <li>• Gender specialists and gender focal points receive specific training (minimum two days of training a year on gender equality and women's empowerment programming).</li> </ul> <p><b>Needs improvement</b> Any two of the above (under <i>Meets minimum standard</i>) are met.</p> <p><b>Inadequate</b> Token attention to capacity development of UNCTs in gender mainstreaming.</p> <p><b>Missing</b></p> <p><b>Not applicable</b></p>	<p>The only sustainable mechanism available for capacity development is the induction training.</p> <p>Even if some agencies do require their staff to undertake online training, this training is not a mandatory one. However, interviews reveal that this may not be the right instrument in order to increase capacities on gender mainstreaming.</p> <p><i>Evidence base:</i> Interviews with UNCT members.</p>
<p><b>4.c - Gender expert roster with national, regional and international expertise used by UNCT members<sup>23</sup></b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>• Gender expert roster exists, is regularly updated and includes national, regional and international experts.</li> <li>• Experts participate in key UNCT activities (e.g. UNDAF planning, development of Joint</li> </ul>	<p>For some agencies, a gender expert roster exists at the regional level. However, it has not being utilized on a regular basis.</p>

<sup>23</sup>The roster can be maintained at national or regional levels.

Dimensions	Definition	Rating  Include reviewer comments and evidence base
<b>Source: ECOSOC 2006</b>	<p>Programmes on gender equality and women's empowerment).</p> <ul style="list-style-type: none"> <li>Roster used on a regular basis by UN agencies (dependent on size of UN country programme).</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender expert roster exists.</li> <li>Roster used on a regular basis by some UN agencies (dependent on size of UN country programme).</li> </ul> <p><b>Needs improvement</b> Roster in place but not updated or utilised.</p> <p><b>Inadequate</b> No roster exists.</p> <p><b>Missing</b></p> <p><b>Not applicable</b></p>	<p>A national gender experts roster does not exist. Some agencies didn't know about it.</p> <p><i>Evidence base:</i> Interviews with UNCT members.</p>
<b>5. DECISION-MAKING</b>		
<b>5.a - Gender Theme Group coordinator is part of UNCT Heads of Agency group</b>  <b>Source: TCPR 2007</b>	<p>Yes/No</p>	<p><b>YES</b></p> <p>It is highly appreciated that the coordinator of the Gender theme Group is part of the UNCT heads of agency (Un Women). It was mentioned that with some exceptions, only the Coordinator of the GTG take up gender-related issues during HoA meetings.</p>
<b>5.b - UNCT Heads of Agency meetings regularly take up gender equality programming and support issues</b>  <b>Source: TCPR 2007</b>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender equality programming and support issues included in 75% of Heads of Agency meetings.</li> <li>Decisions related to gender equality programming and support issues are followed through.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>Gender equality programming and support issues are included in 50% of Heads of Agency meetings.</li> <li>Decisions related to gender equality programming and support issues are followed through.</li> </ul> <p><b>Needs improvement</b> Heads of Agency meetings occasionally include gender equality programming on their agenda.</p> <p><b>Inadequate</b> Token attention to gender equality programming and support issues.</p> <p><b>Missing</b></p>	<p><b>Score: 3.7</b></p> <p>A review of UNCT HoA meeting minutes over the past year (2015) shown that gender issues, gender equality and related issues were included more than a half of the Head of Agency meetings. Some individuals shared their opinions about the insufficient follow-ups of the decisions agreed during these meetings. Some UN agencies assume since gender equality is not their explicit mandate, sometimes their interest on gender issues is jeopardised by many other tasks they have or just because there is always UN Women that will put on the table these issues.</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<b>Not applicable</b>	<i>Evidence base:</i> minutes from Heads of Agency meetings and interviews with UN Agencies.
<b>6. BUDGETING</b>		
<b>6.a - UNCT Gender responsive budgeting system instituted</b>  <b>Source: ECOSOC 2005</b>	<p><b>Exceeds minimum standard</b> The UNCT has implemented a budgeting system that tracks UNCT expenditures for gender equality programming, as a means of ensuring adequate resource allocation for promoting gender equality.</p> <p><b>Meets minimum standard</b> The UNCT has clear plans for implementing a budgeting system to track UNCT expenditures for gender equality programming, with timelines for completion of the plan noted.</p> <p><b>Needs improvement</b> Discussions ongoing concerning the need to implement a budgeting system to track UNCT expenditures for gender equality programming.</p> <p><b>Inadequate</b> The issue of implementing a budgeting system to track UNCT expenditures for gender equality programming has been raised, but a decision was taken not to proceed with this.</p> <p><b>Missing</b> <b>Not applicable</b></p>	<p><b>Score: 3</b></p> <p>A budgeting system which tracks specific UNCT expenditures for gender equality programming does not exist.</p> <p>Some UN Agencies emphasized that it is possible to track joint programme expenditures on women's empowerment.</p> <p>Some UN agencies (UNICEF and UNDP) use the gender marker system as a means of tracking agency-specific expenditures toward gender equality programming.</p> <p><i>Evidence base:</i> UNPF, Interviews with UNCT members</p>
<b>6.b - Specific budgets allocated to stimulate stronger programming on gender equality and women's empowerment</b>  <b>Source: ECOSOC 2005</b>	<p><b>Exceeds minimum standard</b> Specific budgets to strengthen UNCT support for gender equality and women's empowerment located for:</p> <ul style="list-style-type: none"> <li>• Capacity development and training of UNCT members.</li> <li>• Gender equality pilot projects.</li> <li>• Support to national women's machinery.</li> <li>• Support to women's NGOs and networks.</li> <li>• Maintenance of experts' roster.</li> <li>• Gender mainstreaming in CCA/ UNDAF exercises (e.g. for the preparation of background documentation, gender analysis capacity building, technical resource persons).</li> </ul> <p><b>Meets minimum standard</b> Specific budgets allocated for any four of the above.</p> <p><b>Needs improvement</b></p>	<p>There are specific activities and budgetary allocations for the following initiatives such as:</p> <ul style="list-style-type: none"> <li>• Support to national women's machinery.</li> <li>• Support to women's NGOs and networks.</li> <li>• UNCT: Gender mainstreaming in CCA/ UNDAF exercises (e.g. for the preparation of background documentation, gender analysis capacity building, technical resource persons, etc.).</li> </ul> <p><i>Evidence base:</i> Interviews with UN Agencies</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	<p>Specific budgets allocated for any three of the above. <b>Inadequate</b></p> <p>Specific budget allocated for one or two of the above. <b>Missing</b></p> <p><b>Not applicable</b></p>	
<b>7. MONITORING AND EVALUATION</b>		
<p><b>7.a - Monitoring and evaluation includes adequate attention to gender mainstreaming and the promotion of gender equality and women's empowerment</b></p> <p><b>Source: UNDG Guidance</b></p>	<p><b>Exceeds minimum standard</b></p> <ul style="list-style-type: none"> <li>• A dedicated gender equality evaluation is carried out once during the UNDAF period.</li> <li>• Gender audit undertaken once during UNDAF period.</li> <li>• The UNDAF Monitoring and Evaluation Framework measures gender-related outcome and output expected results.</li> <li>• Data for gender-sensitive indicators in the UNDAF Results Matrix is gathered as planned.</li> <li>• All monitoring and evaluation data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</li> <li>• The UNDAF Annual Review reports on the main gender-related expected results.</li> <li>• Resident Coordinator reporting covers the main gender-related expected results.</li> <li>• Gaps against planned results are rectified at an early stage.</li> </ul> <p><b>Meets minimum standard</b></p> <ul style="list-style-type: none"> <li>• The UNDAF Monitoring and Evaluation Framework measures gender-related outcome and output expected results.</li> <li>• Data for gender-sensitive indicators in the UNDAF Results Matrix is gathered as planned.</li> <li>• All monitoring and evaluation data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</li> <li>• The UNDAF/CAP Annual Review reports on the main gender-related expected results.</li> <li>• Resident Coordinator reporting covers the main gender-related expected results.</li> </ul> <p><b>Needs improvement</b></p> <p>Any four of the above (under <i>Meets minimum standard</i>) are achieved.</p> <p><b>Inadequate</b></p>	<p><b>Score: 4</b></p> <p>The current UNPF has a clear monitoring and evaluation framework using sex-disaggregated data.</p> <p>During the past UNDAF evaluation, separate evaluators on Human Rights and Gender Equality were invited as part of the experts' team.</p> <p>The UNDAF review did consider some gender-specific data against outcomes.</p> <p>Data for gender sensitive indicators in the M&amp;E Framework is also gathered.</p> <p>All the data in the M&amp;E framework (where there is no specific reason not to disaggregate) is sex disaggregated.</p> <p>Reporting or some public presentation from the Resident Coordinator covers some gender related results. However, such topics as LGBT is not covered enough, pointed out some agencies.</p> <p><i>Evidence base:</i> UNPF M&amp;E Framework, Interviews with UNCT members.</p>

Dimensions	Definition	Rating  Include reviewer comments and evidence base
	Less than four of the above (under <i>Meets minimum standard</i> ) are achieved. <b>Missing</b> <b>Not applicable</b>	
<b>8. QUALITY CONTROL AND ACCOUNTABILITY</b>		
<b>8.a - CCA/UNDAF quality control</b>  <b>Source: UNDG Guidance</b>	<b>Exceeds minimum standards</b> <ul style="list-style-type: none"> <li>• Gender experts involved in all aspects of CCA/UNDAF preparation.</li> <li>• Readers' Group comments refer specifically to gender equality and empowerment of women.</li> <li>• Evidence of changes based on Readers' Group comments concerning GE&amp;EW.</li> <li>• Relevant assessment on gender equality and empowerment of women from the CCA quality review template taken into account in its revising.</li> <li>• Relevant assessment on GE&amp;WE from the UNDAF quality review template taken into account in its revising.</li> </ul> <b>Meets minimum standard</b> <ul style="list-style-type: none"> <li>• Gender experts involved in all aspects of CCA/UNDAF preparation.</li> <li>• Relevant assessment on GE&amp;WE from the CCA quality review template taken into account in revising the CCA.</li> <li>• Relevant assessment on GE&amp;WE from the UNDAF quality review template taken into account in its revising.</li> </ul> <b>Needs improvement</b> Meets only one or two of the above (under <i>Meets minimum standard</i> ). <b>Inadequate</b> Token attention to gender equality during review and quality control exercises. <b>Missing</b> <b>Not applicable</b>	<b>Score: 3.9</b>  The current UNPF includes gender perspective to some extent, but it does not provide a follow-up collective roadmap to foster gender equality in Moldova. Readers' group comments, quality review templates and RC annual reports could not be located. Some Agencies are not familiar with 180-degree assessment of team leadership.  Some agencies pointed out that an internal mechanism on screening for GM can be adopted (e.g. annual work plans do not pass gender equality control by either GFPs or Outcome Coordinators (or other position that should have such mandate or position in relation to the different agencies contributing to a specific Outcome).  <i>Evidence base:</i> Interviews with UNCT members.

## ANNEX B. INTERVIEWED UNCT AND INDIVIDUALS

UN Agency	UN Country Team Representative
FAO, Food and Agriculture Organization	Tudor Robu, Deputy Representative
IFAD, International Fund for Agricultural Development	Tatiana Mindru, Knowledge Management and Communication Specialist
ILO, International Labour Organization	Ala Lipciu, National Coordinator
IOM, International Organization for Migration	Antonio Polosa, Chief of Mission Ghenadie Cretu, Migration and Development Programme Coordinator Viorica Olaru-Cemirtan, IOM Gender Focal Point
OHCHR, Office of the High Commissioner for Human Rights	Veaceslav Balan, National Coordinator
UN Women, UN Entity for Gender Equality and the Empowerment of Women	Ulziisuren Jamsran, Country Representative Corneliu Eftodi, Programme Officer
UNDP, United Nations Development Programme	Alla Skvortova, Programme Specialist/Cluster Leader; Governance, Justice and Human Rights
UNFPA, UN Population Fund	Eduard Mihalas, Program Analyst on Population Development and Gender
UNHCR, UN High Commissioner for Refugees	Traian Turcanu, Head of the National Office Sergiu Gaina, Protection Officer Marin Dolinta, Senior Program Admin Officer Svetlana Jioara, Assistant Program Officer
UNICEF, UN Children's Fund	Margarita Tileva, Deputy Representative Larisa Virtosu, Early Childhood Development Officer
UNODC, UN Office on Drugs and Crime	Ina Tcaci, National HIV/AIDS Officer
WHO, World Health Organization	Larisa Boderscova, National Professional Officer
World Bank	Carolina Odobescu, Operations Analyst



## ANNEX C. KEY DOCUMENTS AND OTHER SOURCES

- 1) Evaluation Report United Nations Development Assistance Framework – Moldova. (David S. Bassiouni (Team Leader), Mathew Varghese, Thomas Otter, Lilit Melikyan, Andrea Esser, Camelia Gheorghe and Ion Osoian).
- 2) FAO Regional Office for Europe and Central Asia (REU), Regional Gender Strategy and Action Plan (2016-2017)
- 3) Guidance on the development of gender equality and the empowerment of women policies. (UN Women Coordination Division, 2014)
- 4) IFAD Moldova Projects Reports (2013)
- 5) ILO Moldova Draft “Decent work Country Programme 2016-2020”
- 6) IOM Moldova Project Document “Mainstreaming Migration into National Development Strategies – Second Phase”
- 7) IOM Moldova Draft paper “Checklist on migration and gender mainstreaming for UNCT”
- 8) National Program on Ensuring Equality between Women and Men and Plans of Action.
- 9) OHCHR Management Plan 2014-2017, Moldova
- 10) Results-Based Management Handbook. Harmonizing RBM concepts and approaches for improved development results at country level. (UNDG RBM Task Team)
- 11) Towards Unity In Action. United Nations - Republic of Moldova Partnership Framework 2013-2017.
- 12) Towards Unity In Action. United Nations - Republic of Moldova Partnership Framework 2013-2017. Action Plan
- 13) Towards Unity In Action. United Nations - Republic of Moldova Partnership Framework 2013-2017. Mid-Term Review, Final Report.
- 14) Towards Unity In Action. United Nations - Republic of Moldova Partnership Framework 2013-2017. Progress Report.
- 15) UNCT Performance Indicators for Gender Equality and the Empowerment of Women (Gender Scorecards). Desk Review 2012-2014. (UNDG Task Team on Gender Equality).
- 16) UNCT Performance Indicators for Gender Equality Users’ Guide (UNDG Task Team on Gender Equality).
- 17) UNDP Moldova Program Documents and reports.
- 18) UNFPA Moldova Country Program.
- 19) UNODC Moldova Project Document “Strengthening national capacities in Eastern Europe and Central Asia to address HIV/AIDS in vulnerable populations”.
- 20) UN Women Strategic Plan, 2014-2017. Making this the Century for Women and Gender Equality.
- 21) UN Women Moldova Program Documents.
- 22) World Bank “Moldova Country Partnership Strategy for the period FY 2014-2017”.

## ANNEX D. UN MANDATE ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN<sup>24</sup>

### **CEDAW**

The 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) provides a comprehensive framework to guide all rights-based action for gender equality. Under this treaty, gender inequality is understood to be the result of discrimination against women. CEDAW calls for equality in outcomes rather than simply equality in opportunities. Thus, it is not sufficient that anti-discrimination laws are put in place: the state has the obligation to take all necessary steps to ensure that women actually enjoy equality in their daily lives. CEDAW defines discrimination and the range of steps that states must take to eliminate it, affirms women's rights in specific areas, and makes provisions for ratification, monitoring, reporting and other procedural matters.

### **The Beijing Declaration and Platform for Action**

The 1995 Beijing Platform for Action remains a relevant guideline for development programming. It provides an agenda for women's empowerment signed by all governments that is seen as a necessary and fundamental prerequisite for equality, development and peace. The Platform provides a blueprint for GEEW that is exceptionally clear, straightforward and actionable. The document includes gender analysis of problems and opportunities in 12 critical areas of concern, and clear and specific standards for actions to be implemented by governments, the UN system and civil society, including, where appropriate, the private sector. In addition, the Platform provides the first global commitment to gender mainstreaming as the methodology by which Gender Equality and Women's empowerment will be achieved. In implementing the suggested actions, "an active and visible policy of mainstreaming a gender perspective into all policies and programmes should be promoted so that before decisions are taken an analysis is made of the effects on women and men, respectively."

### **Security Council Resolution 1325 on Women, Peace and Security**

In 2000, the UN Security Council adopted a resolution embracing the interactions between women's empowerment, gender equality, and the peace and security agenda.

The commitment to expand the role of women in leadership positions in every aspect of prevention and resolution of conflicts, including peacekeeping and peace-building efforts, is clear. The requirement to ensure that early recovery mechanisms lay the foundations for the later establishment of gender-sensitive state and civil society structures that lead to sustainable development, including through the elimination of gender-based violence, is also clear.

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<sup>24</sup> For a fuller set of mandates, see the *UNDP Gender Equality Strategy 2014-2017*  
<http://sdnp.undp.org/content/undp/en/home/librarypage/womensempowerment/gender-equality-strategy-2014-2017/>

## ANNEX E. BASIC QUESTIONNAIRE FOR INTERVIEWS WITH UNCT

### 1. ANALYSIS: DATA, EVIDENCE AND GENDER EQUALITY

- In how far does planning include an in-depth evidence-based analysis of gender inequality (influence of gender relations, gender roles, status, inequalities and discrimination in legislation and policies, women's and men's different access to and control of resources)?
- To which degree are the national legal frameworks, women's empowerment, CEDAW Committee concluding comments and specific measures for follow up to CEDAW reports taken into consideration?
- To which degree is data sex-disaggregated and a specific reason noted for not disaggregating by sex?
- In how far are critical capacity gaps in promoting gender equality identified?
- At the level of Outputs and Indicators, gender-sensitive articulation is largely missing from the UNPF. How should this be interpreted? What should be done in response to this finding?

### 2. PROGRAMMING

- To which degree are gender equality goals reflected in annual work plan?
- In how far are efforts undertaken in mainstreaming gender equality goals in Outputs and across UNPF?
- To which degree is joint UNCT action undertaken on women's empowerment and gender mainstreaming?
- In how far is support for national action on women's empowerment and gender equality provided within Output implementation?
- Is capacity development on gender equality and gender mainstreaming provided to governmental counterparts? How successful has this capacity development been? Has it met its objectives? What have the measures of success been?
- In how far do Outcomes/Agencies support monitoring and evaluation of gender mainstreaming in National Policy and Development Plans?
- Does UNCT programming directly address the gender-related opportunities and challenges highlighted in key planning documents (CCA/UNDAF, MDG report etc)? Can you provide examples? Are these programmes adequately funded?
- Are there joint initiatives in place in support of gender equality and women's empowerment? What is the quality of these joint initiatives? How successful has it been in meeting its objectives?
- Is a Joint Programme on gender equality in place? To what extent does this Joint Programme address key national gender equality priorities? Please give examples.
- To what extent are other Joint Programmes gender mainstreamed?
- Have the objectives in other Joint Programmes related to promoting gender equality been successful?
- To what extent does the UN's budgetary allocation support the following: The National Plan of Action on Gender Equality and/or Women's Empowerment; implementation of CEDAW, and follow-up to CEDAW Committee concluding comments; collection and analysis of sex-disaggregated data at the national level; gender mainstreaming in ministries other than the women's machinery.

### 3. PARTNERSHIPS

- To which degree do Activities support the national women's machinery and inter-ministerial coordination for implementing relevant aspects of the National Strategy on Gender Equality, Gender-Based Violence and Domestic Violence?

- Are women and girls from vulnerable and excluded groups identified and involved in planning, implementation, monitoring and evaluation of Outputs?
- Are Women CSO groups and/or CSO expert groups focusing on gender equality issues consulted during the development, planning, implementation, monitoring and evaluation of Outputs?
- To what extent has the women's machinery/department participated in: Consultations about CCA/UNDAF planning (e.g. the prioritization retreat); Development of UNDAF outcomes, inputs and indicators; Monitoring and evaluation of UNDAF results.
- Has there been full participation? How is this being tracked? Full participation means that the women's machinery/department is present at meetings, is involved in decision-making, and that recommendations made are followed-up and there is involvement at the implementation level.
- What is the role of the women's machinery in supporting achievement of UNDAF outcomes? Is this role clearly defined?
- To what extent have women's NGOs and networks participated in: Consultations about CCA/UNDAF planning (e.g. the prioritization retreat); Development of UNDAF outcomes, inputs and indicators; Monitoring and evaluation of UNDAF results.
- Has there been full participation? How is this being tracked? Full participation means that women's NGOs and networks are present at meetings, involved in decision-making, and that recommendations made are followed-up and there is involvement at the implementation level.
- What is the role of women's NGOs and networks in supporting achievement of UNDAF outcomes? Is this role clearly defined?
- To what extent does the UNCT proactively involve women from all marginalized groups in planning, implementation, decision-making, and monitoring and evaluation?
- To what extent are women from all marginalized groups participants and beneficiaries in key UNCT initiatives, e.g. in UNDAF outcomes and outputs? How is this tracked, and what are the measures of success?

#### **4. UNCT CAPACITIES**

- Is the Gender Theme Group sufficiently resourced, and are its tasks clearly defined?
- Do you think that a joint UNCT roster of gender experts would be a useful resource?
- Does your Agency periodically undertake a self-assessment of gender capacity?
- Where within the agency is gender capacity located? What is the role of the GFP?
- Are there areas within the Agency/the Output where increased gender capacity would be required?
- How should this gender capacity be developed?
- Who are members of the Gender Theme Group? Do all key stakeholders participate?
- Are Gender Theme Group recommendations taken into account in preparation of CCA/UNDAF? Are there any examples?
- Does the Gender Theme Group have a clear terms of reference?
- Does the Resident Coordinator systematically promote, monitor and report on capacity development activities related to gender equality and women's empowerment? How does this take place? What kinds of reports are produced?
- Is there a regular review of capacity of the UNCT to undertake gender mainstreaming? How often does this take place?
- Is the impact of the gender component of training programmes regularly reviewed? If so, what changes are made based on the review?
- What training do UNCT staff take on gender mainstreaming? How often does this training take place? How effective is the training, and how is this measured?
- Do gender specialists and gender focal points receive specific training? How often does this training take place? How effective is the training, and how is this measured?

- Is there a gender expert roster? Is this regularly updated? Does it include national, regional and international experts?
- To what extent do gender experts participate in key UNCT activities (e.g. UNDAF planning, development of Joint Programmes on gender equality)? What is the outcome of this participation? Please provide examples?
- How often do UN agencies use the Roster? Is this tracked on a regular basis?

## **5. GE & STRATEGIC DECISIONS**

- In how far are gender equality and gender mainstreaming strategically discussed?
- Where is gender equality and gender mainstreaming discussed?
- How often and when is gender equality and gender mainstreaming discussed?
- Who raises the issue/initiates this (strategic) discussion?
- What decisions have recently resulted from such strategic discussion? Are they followed through?
- Is the Gender Theme Group coordinator part of the UNCT Heads of Agency group?
- How often is gender equality programming and support issues almost included during Heads of Agency meetings?
- How are decisions related to gender equality programming and support issues followed through? Who has responsibility for this? What happens if decisions are not followed through?

## **6. BUDGET**

- What is your estimation of the share of your annual budget (in %) that is explicitly used for gender mainstreaming and for increasing gender equality?
- Are expenditures for gender equality/mainstreaming/women's empowerment/women's human rights and entitlements tracked internally by your Agency?
- Are there specific allocations/budgets for strengthening your Agency's support for gender equality/women's empowerment?

## **7. MONITORING & EVALUATION**

- Does your Agency/Output engage in gender equality (self/external) evaluation and/or gender audit?
- Is there a mechanism in place that monitors gender-related results, complementing the main M/E matrix?
- Is all monitoring and evaluation data sex-disaggregated?
- What budgeting system does the UNCT have in place? Does this system track UNCT expenditures for gender equality programming? What are the levels of resource allocation for promoting gender equality?
- Are there specific budgets allocated for the following: Capacity development and training; Gender equality pilot projects; Support to national women's machinery; Support to women's NGOs and networks; Maintenance of experts' roster; Promotion of gender mainstreaming in CCA/ UNDAF exercises (e.g. for the preparation of background documentation, gender analysis capacity building, technical resource persons, etc.); Research on gender equality and the empowerment of women.
- What is the level of these budgets, both in absolute terms and as a percentage of overall UNCT expenditure?
- How often during the UNDAF period is a gender equality evaluation carried out?
- How often during the UNDAF period is a gender audit undertaken?
- Does the UNDAF Monitoring and Evaluation Framework adequately measure gender-related outcome and output expected results?
- Is data related to gender-sensitive indicators in the UNDAF Results Matrix being gathered as planned?

- Is all monitoring and evaluation data sex-disaggregated (or a specific reason is noted for not disaggregating by sex)?
- If results are not being achieved as planned, what remedial action is taken? How effective is this?

#### **8. QUALITY CONTROL/ACCOUNTABILITY**

- To what extent are gender experts involved in CCA/UNDAF preparation?
- Do Readers' Group comments refer specifically to gender equality? What changes have been made to the CCA/UNDAF based on Readers' Group comments concerning gender equality?
- Was relevant assessment on gender equality from the CCA quality review template taken into account in revising the CCA?
- Was relevant assessment on gender equality from the UNDAF quality review template taken into account in revising the UNDAF?