

UNCT-SWAP GENDER EQUALITY SCORECARD

PERFORMANCE INDICATORS
FOR GENDER EQUALITY
AND THE EMPOWERMENT OF
WOMEN FOR UNITED NATIONS
COUNTRY TEAMS

2018 FRAMEWORK &
TECHNICAL GUIDANCE



UNITED NATIONS
SUSTAINABLE
DEVELOPMENT
GROUP



TABLE OF CONTENTS

2	ACRONYMS
4	ACKNOWLEDGEMENTS
6	FOREWORD
8	A. UNCT-SWAP SCORECARD INDICATOR FRAMEWORK
16	B. TECHNICAL GUIDANCE
17	BACKGROUND AND MANDATES
22	1. PLANNING
30	2. PROGRAMMING AND M&E
38	3. PARTNERSHIPS
44	4. LEADERSHIP AND ORGANIZATIONAL CULTURE
53	5. GENDER ARCHITECTURE AND CAPACITIES
59	6. RESOURCES
62	7. RESULTS
65	ANNEX
64	ANNEX 1 – Table to Determine the Extent of Progress
64	ANNEX 2 – References
65	ANNEX 3 – Sustainable Development Goal 5
65	ANNEX 4 – Letter to Personnel for Organizational Culture Survey
69	ANNEX 5 – Gender and Organizational Culture Survey
70	ANNEX 6 – UNCT-SWAP Scorecard Indicator reporting Template
70	ANNEX 7 – UNCT-SWAP Scorecard Action Plan Template
72	ANNEX 8 – UNCT-SWAP Scorecard Cover Page Template
74	ANNEX 9 – Country Examples of Good Practices
76	ANNEX 10 – Relevant SG Reports, UN Mandates and Commitments
78	ANNEX 11 – Sample TOR for Consultant to Facilitate UNCT-SWAP Scorecard
79	ANNEX 12 – Sample Message for Disaggregated Staff Data
	ANNEX 13 – Gender Parity Table, Excel format

ACRONYMS

ARC	Assessment of Results and Competencies
AWP	Annual Work Plan
BOS	Business Operations Strategy
BPfA	Beijing Platform for Action
CCA	Common Country Analysis
CCIHP	Center for Creative Initiatives in Health and Population
CEB	Chief Executive Board for Coordination
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSAGA	Center for Studies and Applied Sciences in Gender, Family, Women and Adolescent
CSO	Civil Society Organization
CSW	Commission on the Status of Women
DaO	Delivering as One
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	United Nations Economic and Social Council
ENID	Network for Integrated Development
EU	European Union
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization of the United Nations
FGM	Female Genital Mutilation
GA	General Assembly
GBV	Gender-based Violence
GDI	Gross Domestic Income
GEEW	Gender Equality and the Empowerment of Women
GEWE	Gender Equality and Women's Empowerment
GERG	Gender Equity Results Group
GII	Gender Inequality Index
GS	General Service
GTG	Gender Thematic Group
HDI	Human Development Index
HIV/AIDS	Human immunodeficiency virus and acquired immune deficiency syndrome

HoA	Heads of Agency	TCPR	Triennial Comprehensive Policy Review
HRBA	Human Rights-based Approach	ToC	Theory of Change
IAT	Inter-Agency Team	ToR	Terms of Reference
ICS	Equal Rights Organization for LGBTQ+ people in Viet Nam	UN	United Nations
ICT	Information and Communication Technology	UNAIDS	Joint United Nations Programme on HIV and AIDS
IFAD	International Fund for Agricultural Development	UNCT	United Nations Country Teams
ILO	International Labour Organization	UNCG	United Nations Communications Group
IMS	Information Management System	UNDAF	United Nations Development Assistance Framework
IOM	International Organization for Migration	UNDG	United Nations Development Group
IPAC	Inter-Agency Project Committee	UNSDG	United Nations Sustainable Development Group
IWD	International Women's Day	UN DOCO	United Nations Development Operations Coordination Office
JP	Joint Programme	UNDP	United Nations Development Programme
JPG	Joint Programming Guidance	UNDSS	United Nations Department of Safety and Security
LGBTI	Lesbian, Gay, Bisexual, Transgender/ Transsexual and Intersexed	UNEG	United Nations Evaluation Group
LNA	Learning Needs Assessment	UNESCO	United Nations Educational, Scientific and Cultural Organization
MAPS	Mainstreaming, Acceleration and Policy Support	UNFPA	United Nations Population Fund
MDG	Millennium Development Goals	UN-HABITAT	United Nations Human Settlement Programme
MOV	Means of Verification	UNHCR	United Nations High Commissioner for Refugees
M&E	Monitoring & Evaluation	UNICEF	United Nations Children's Fund
NGO	Non-Governmental Organization	UNIDO	United Nations Industrial Development Organization
QCPR	Quadrennial Comprehensive Policy Review	UNIFEM	United Nations Development Fund for Women
OPFW	Office of the Focal Point for Women	UNODC	United Nations Office on Drugs and Crime
OHCHR	Office of the United Nations High Commissioner for Human Rights	UNSCR	United Nations Security Council Resolutions
OMT	Operations Management Team	UNSDF	United Nations Sustainable Development Framework
OPF	One Plan Fund	UN-SWAP	United Nations System-Wide Action Plan
OSAGI	Office of the Special Advisor on Gender Issues	USD	United States Dollars
RCAR	Resident Coordinator Annual Report	UNV	United Nations Volunteers
RC/RCO	Resident Coordinator/ Resident Coordinator Office	WEF	World Economic Forum
RBM WG	Results-based Management Working Group	WFP	World Food Programme
RES	Resolution	WHO	World Health Organization
SDG	Sustainable Development Goals		
SOP	Standard Operating Procedures		
SPR	Standard Progress Report		

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FOREWORD



Achieving gender equality and empowering all women and girls is integral to realizing all 17 Sustainable Development Goals (SDGs). To achieve the SDGs and their promise to “leave no one behind” we need first to tackle the gender inequalities and discrimination that women and girls continue to face around the world.

To ensure this focus is brought into all our work, United Nations Country Teams (UNCTs) must promote the principles of equality and non-discrimination, putting gender equality at the heart of UNDAF programming, driving the active and meaningful participation of both women and men, and the empowerment of all women and girls.

The UNCT-SWAP Scorecard is a standardized assessment of UN country-level gender mainstreaming practices and performance that is aimed at ensuring accountability of senior managers and improving UNCT performance. It results from almost two years of work by the UNSDG, under the leadership of UN Women and the United Nations Development Programme (UNDP). The UNCT-SWAP Scorecard was updated to align with the SDGs and harmonized with the UN-SWAP to strengthen¹ accountability for gender mainstreaming and development results at country level.

The UNCT-SWAP Scorecard enables UNCTs to reach those most in need, while strengthening coordination, transparency and accountability. It encourages UNCTs to work collaboratively and empowers managers and teams to improve gender equality performance. It also broadens areas of work that support implementation of the Secretary-General’s commitment to gender parity².

We strongly endorse the UNCT-SWAP Scorecard, which comes at a critical time in the context of the UN Secretary-General’s reform and the repositioning of UN Development System to deliver on the 2030 Agenda for Sustainable Development.

We are confident that this guidance for the UNCT-SWAP Gender Equality Scorecard will be a practical support to colleagues in the field, as we continue working together to honour our collective responsibility on gender mainstreaming, advancing gender equality and the empowerment of women, and the implementation of the 2030 Agenda for Sustainable Development.



A handwritten signature in black ink that reads "Achim Steiner".

A handwritten signature in black ink consisting of several overlapping loops.

Achim Steiner
UNDP Administrator
and Vice-Chair, UN Sustainable
Development Group

Phumzile Mlambo-Ngcuka
United Nations Under-Secretary-General
and Executive Director of UN Women

1 <https://undg.org/document/un-system-wide-action-plan-on-gender-equality-and-the-empowerment-of-women/>
2 A/72/220 Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System Secretary General’s System-wide Strategy on Gender Parity (Released September 2017)

UNCT-SWAP SCORECARD INDICATOR FRAMEWORK



1. PLANNING

INDICATOR 1.1 | COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>CCA or equivalent includes:</p> <p>a) Gender analysis across the majority of sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5;</p> <p>and</p> <p>b) Some sex-disaggregated and gender sensitive data.</p>	<p>CCA or equivalent includes:</p> <p>a) Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5;</p> <p>and</p> <p>b) Consistent sex-disaggregated and gender sensitive data.</p>	<p>CCA or equivalent meets minimum requirements and includes</p> <p>c) Targeted gender analysis of those furthest behind.</p>

INDICATOR 1.2 | GENDER EQUALITY MAINSTREAMED IN UNDAF OUTCOMES

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) Gender equality and the empowerment of women is visibly mainstreamed across some outcome areas in line with SDG priorities including SDG 5.</p>	<p>a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5.</p> <p>or</p> <p>b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.</p>	<p>a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5.</p> <p>and</p> <p>b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.</p>

INDICATOR 1.3 | UNDAF INDICATORS MEASURE CHANGES ON GENDER EQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Between one-fifth and one-third (20-33 percent) of UNDAF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.</p>	<p>Between one-third and one-half (33-50 percent) of UNDAF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.</p>	<p>More than one-half of UNDAF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.</p>

2. PROGRAMMING AND M&E

INDICATOR 2.1 | JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.</p> <p>or</p> <p>b) A Joint Program on promoting gender equality and the empowerment of women is operational over current UNDAF period in line with SDG priorities including SDG 5.</p>	<p>a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment.</p> <p>and</p> <p>b) A Joint Program on promoting gender equality and the empowerment of women is operational over current UNDAF period in line with SDG priorities including SDG 5.</p>	<p>Meets minimum requirements</p> <p>and</p> <p>c) A system is in place to ensure gender mainstreaming in JPs.</p>

INDICATOR 2.2 | COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has contributed collaboratively to at least one joint <u>communication activity</u> on GEEW during the past year.</p>	<p>b) The UNCT has contributed collaboratively to at least one joint <u>advocacy campaign</u> on GEEW during the past year.</p> <p>and</p> <p>c) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy.</p>	<p>Meets minimum requirements</p> <p>and</p> <p>d) The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.</p>

INDICATOR 2.3 | UNDAF MONITORING AND EVALUATION MEASURES PROGRESS AGAINST PLANNED GENDER EQUALITY RESULTS

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets one of the following:</p> <p>a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned.</p> <p>b) UNDAF reviews/ evaluations assess progress against gender-specific results.</p>	<p>Meets two of the following:</p> <p>a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned</p> <p>b) UNDAF reviews/ evaluations assess progress against gender-specific results.</p> <p>c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.</p>	<p>Meets all of the following:</p> <p>a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned</p> <p>b) UNDAF reviews/ evaluations assess progress against gender-specific results.</p> <p>c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.</p>

3. PARTNERSHIPS

INDICATOR 3.1 | UNCT COLLABORATES AND ENGAGES WITH GOVERNMENT ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has collaborated with at least one government agency on a joint initiative that fosters gender equality within the current UNDAF cycle.</p>	<p>Meets two of the following:</p> <p>a) The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle.</p> <p>b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.</p>	<p>Meets all of the following:</p> <p>a) The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle.</p> <p>b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.</p>

INDICATOR 3.2 | UNCT COLLABORATES AND ENGAGES WITH WOMEN'S/GENDER EQUALITY CSO

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has collaborated with GEEW CSO and women's rights advocates on at least one joint initiative that fosters gender equality and empowerment of women within the current UNDAF cycle.</p>	<p>Meets two of the following:</p> <p>a) The UNCT has collaborated with GEEW CSO and women's rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle.</p> <p>b) GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.</p>	<p>Meets all of the following:</p> <p>a) The UNCT has collaborated with GEEW CSO and women's rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle.</p> <p>b) GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.</p>

4. LEADERSHIP AND ORGANIZATIONAL CULTURE

INDICATOR 4.1 | UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets 2 of the following:</p> <ul style="list-style-type: none"> a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months; b) RC demonstrates public championing of gender equality during the last 12 months; c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months. 	<p>Meets 3 of the following:</p> <ul style="list-style-type: none"> a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months; b) RC demonstrates public championing of gender equality during the last 12 months; c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months. 	<p>Meets all 4 of the following:</p> <ul style="list-style-type: none"> a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months; b) RC demonstrates public championing of gender equality during the last 12 months; c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.

INDICATOR 4.2 | ORGANIZATIONAL CULTURE FULLY SUPPORTS PROMOTION OF GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-64 percent.</p>	<p>Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent.</p>	<p>Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent.</p>

INDICATOR 4.3 | GENDER PARITY IN STAFFING IS ACHIEVED

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<ul style="list-style-type: none"> a) The UNCT has in place a mechanism for monitoring gender parity in staffing that is regularly used to monitor parity levels for General Service staff and all professional levels. 	<p>Approaches minimum requirements</p> <p>and</p> <ul style="list-style-type: none"> b) The UNCT can demonstrate positive trends towards achieving parity commitments. 	<p>Meets minimum requirements</p> <p>and</p> <ul style="list-style-type: none"> c) The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

5. GENDER ARCHITECTURE AND CAPACITIES

INDICATOR 5.1 | GENDER COORDINATION MECHANISM IS EMPOWERED TO INFLUENCE THE UNCT FOR GEEW

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets 2 of the following</p> <p>a) A coordination mechanism for gender equality is chaired by a HOA</p> <p>b) The group has a TOR and an approved annual work plan;</p> <p>c) Members include at least 50% senior staff (P4 and above; NOC and above);</p> <p>d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.</p>	<p>Meets 3 of the following</p> <p>a) A coordination mechanism for gender equality is chaired by a HOA</p> <p>b) The group has a TOR and an approved annual work plan;</p> <p>c) Members include at least 50% senior staff (P4 and above; NOC and above);</p> <p>d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.</p>	<p>Meets all 4 of the following</p> <p>a) A coordination mechanism for gender equality is chaired by a HOA</p> <p>b) The group has a TOR and an approved annual work plan;</p> <p>c) Members include at least 50% senior staff (P4 and above; NOC and above);</p> <p>d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.</p>

INDICATOR 5.2 | UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p>	<p>Meets 2 of the following 3:</p> <p>a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p>b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.</p> <p>c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.</p>	<p>Meets all of the following:</p> <p>a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p>b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.</p> <p>c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.</p>

6. RESOURCES

INDICATOR 6.1 | ADEQUATE RESOURCES FOR GENDER MAINSTREAMING ARE ALLOCATED AND TRACKED

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has carried out at least one capacity building event on the gender marker over the current UNDAF cycle.</p>	<p>Approaches minimum requirements and b) The UNCT has established and met a financial target for program allocation for Gender Equality and the Empowerment of Women.</p>	<p>Meets minimum requirements and c) The UNCT has established and exceeded a financial target for program allocation for Gender Equality and the Empowerment of Women.</p>

7. RESULTS

INDICATOR 7.1 | UN PROGRAMMES MAKE A SIGNIFICANT CONTRIBUTION TO GENDER EQUALITY IN THE COUNTRY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has achieved or is on track to achieve some gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.</p>	<p>a) The UNCT has achieved or is on track to achieve all gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.</p>	<p>Meets minimum requirements and b) At least one outcome level UNDAF result has contributed to transformative change in relation to gender equality and the empowerment of women.</p>

BACKGROUND AND MANDATES

In response to the UN Chief Executives Board for Coordination (CEB) system-wide Policy on Gender Equality and the Empowerment of Women (CEB/2006/2) the UN has developed a coordinated approach to strengthening accountability for gender, endorsed by the CEB in 2012:

1. The UN System-wide Action Plan (UN-SWAP), which from 2012-2017 focused on corporate processes and institutional arrangements at the individual entity level, and extended in 2018 to cover development and normative results tied to the SDGs.
2. The United Nations Country Teams (UNCT) Performance Indicators for Gender Equality and the Empowerment of Women (UNCT SWAP Gender Equality Scorecard, covered by this guide), introduced in August 2008 focusing initially on joint processes and institutional arrangements within the UNCT, and also extended in this document to cover results.

The UNCT SWAP Gender Equality Scorecard has been aligned with the UN-SWAP to ensure a coherent accountability framework at country, regional and HQ levels. As the two mechanisms cover different parts of the UN system, different Performance Indicators have been used where appropriate.

There are numerous UN inter-governmental mandates for gender equality and the empowerment of women (GEEW). In 2015, UN Member States adopted the 2030 Agenda for Sustainable Development with the Sustainable Development Goals (SDGs) at its core. The Agenda commits all countries and stakeholders to work together to achieve sustained and inclusive economic growth, social development, and environmental protection. Leaving no one behind and reaching the furthest behind first is at the core of the Agenda. This is underpinned by the principle of GEEW, grounded in the norms and standards the United

Nations is tasked to uphold and promote, including coherent and integrated system-wide gender-responsive planning, implementation and reporting.

The 2018 Quadrennial Comprehensive Policy Review (QCPR) and the 2018 ECOSOC Resolution on gender mainstreaming also call for acceleration of UN efforts to mainstream gender, and using the Scorecard³.

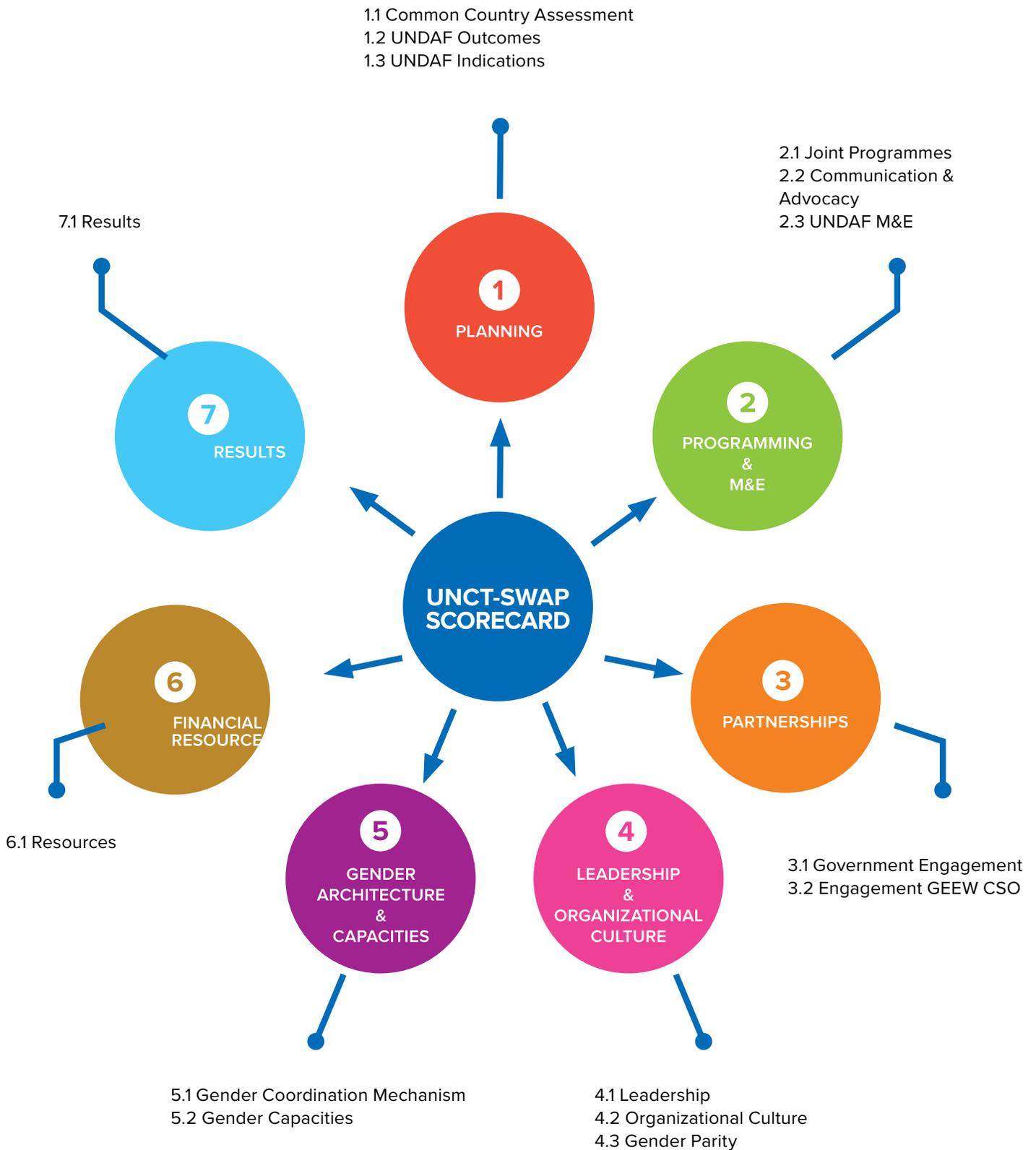
The Scorecard is an accountability framework that promotes improved planning, coordination, programming and results for GEEW at the country level, tied to support to Member States to achieve the SDGs. The Scorecard supports UNCT's in self-assessing and reporting on their standing with respect to a set of Performance Indicators drawn from inter-governmental mandates, and based on review and analysis of UNCT processes.

This updated Scorecard draws upon a review of past UNCT experience conducted by the UN Development Group, and innovative ideas and lessons from other UN gender accountability frameworks, notably UNDP's Gender Equality Seal, ILO's Participatory Gender Audit, and the Inter-Agency Standing Committee Gender Marker.

The Scorecard is organized around seven dimensions that address key GEEW components: planning; programming and monitoring and evaluation; partnerships; communications and advocacy; leadership and organizational culture; gender architecture and capacities; resources; and results. Each dimension includes Performance Indicators as noted above, which UNCTs need to meet or exceed. This Guide is organized around these seven dimensions and corresponding indicators.

3 See Res A/71/243 (OP 13) and ResE/2018/L.11

FIGURE 1 | UNCT-SWAP SCORECARD



After introducing the recommended UNCT-SWAP Gender Equality Scorecard implementation process, the Guide sets out:

- The Performance Indicator itself;
- The inter-governmental mandate on which the Performance Indicator is based, and alignment with the UN-SWAP;
- An explanation on how to complete Performance Indicator rating;
- Current practice and examples from across the UN system, to support UNCTs in meeting and exceeding the Performance Indicator.

In addition, the Guide Annexes provide supporting materials and templates for completing the exercise.

WHO SHOULD USE THIS GUIDE?

The **Inter-Agency Team (IAT)**, (see below) is the primary user; the guide provides the IAT with a step-by-step approach.

Secondary users include other members of the UNCT and staff responsible for planning and quality control at Regional Offices and HQ, who may, for example, wish to review the Performance Indicators for which they are responsible.

UNCT-SWAP SCORECARD IMPLEMENTATION

Before launching the exercise, the Scorecard needs to be endorsed at the highest levels of the UNCT, to ensure effective implementation and follow up supported by senior managers.

The requirement to carry out the exercise should initially be discussed at a UNCT Heads of Agency or equivalent meeting, where the objective and scope of the exercise should

be reviewed, including how it will support improved UNCT programming. At this meeting, the process of implementing the Scorecard, including the formation of the IAT, should be discussed.

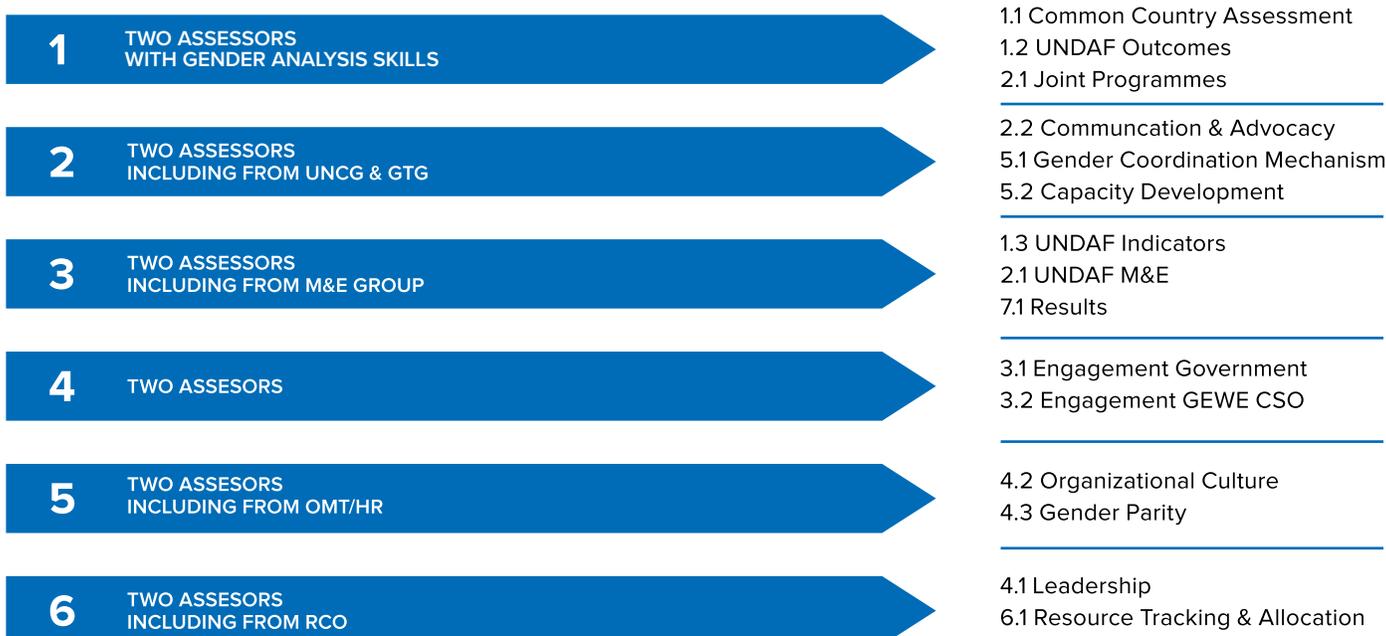
Implementation involves a **self-assessment driven by the IAT**; this enables interagency stakeholders to work collaboratively to measure the UNCT's performance against minimum GEEW requirements. The exercise should be carried out in a highly participatory fashion, with a methodology designed to promote internal dialogue and ownership of results. Scorecard findings feed into a structured UNCT action plan designed to improve performance.

The IAT should include multidisciplinary representation, including members with gender expertise and management responsibilities. Typical team size is 8-12. Representatives from the following inter-agency groups and offices are recommended:

- Resident Coordinator Office
- Gender Theme Group or other gender coordination mechanism
- Communications Group
- Monitoring and Evaluation Group
- Human Resources/OMT

The IAT has a collective responsibility to provide evidence and analysis to justify ratings. Assessment team members should review the guidance before the start of the assessment. The coordinator/s of this group should bring the team together to brief members, establish timelines, and facilitate the distribution of responsibilities for specific indicator groups. Suggestions for clustering of indicator groups are summarized below, but assignments and groupings may vary by country.

FIGURE 2 | POSSIBLE DIVISION OF LABOUR FOR INTER-AGENCY TEAM ASSESSMENT OF INDICATORS



Responsibility	Activity	Timing
Stage 1 – Preparation		
Coordinator	<ol style="list-style-type: none"> 1. Brief HoAs to secure endorsement 2. Select timing for exercise 3. Appoint assessment team 	1-2 months before assessment
Stage 2 – Self-Assessment		
Assessment Team	<ol style="list-style-type: none"> 1. Read guidance 2. Organize a meeting 3. Establish indicator groups 4. Gather evidence, analyze data and score indicators (see annex 6 template) 5. Present findings at team workshop to reach consensus on results and begin action planning 	2 weeks
Stage 3 – Action Planning		
Assessment Team	<ol style="list-style-type: none"> 1. Develop an action plan to improve performance based on findings (see annex 7 template) 	1 week
Stage 4 – Finalization		
Coordinator	<ol style="list-style-type: none"> 1. Share assessment results and Action Plan with HoAs for management response and commitment 2. Finalize report (short or long form options, see footnote 4) 3. Share results with UN Women HQ for global accounting.⁴ 	Within one month after assessment
Stage 5 – Follow up		
UNCT HOAs	<ol style="list-style-type: none"> 1. The Action Plan should be on the agenda of the UNCT Heads of Agency meeting to ensure follow up 	At least every six months until all actions are completed

After the initial presentation to, and endorsement from the Heads of Agency, the coordinator/s role includes convening:

- Briefing Meeting** with the IAT to explain the scorecard framework and methodology, facilitate distribution of responsibilities to indicator groups, and agree on a timeline. Some members of the UNCT may be unfamiliar with the UNCT-SWAP Scorecard, so adequate time should be allocated for explanation, including providing examples from other countries (available [here](#)). After the first meeting, indicator groups are responsible for **data gathering and analysis by indicator**.
- Initial Feedback Workshop** for indicator groups to present their findings and preliminary scores to the larger IAT group, allowing space for feedback and consensus building. This workshop offers an opportunity to further develop and validate findings for all indicators.
- Action Plan Workshop.** The Action Plan enables UNCTs to strengthen their coordinated work towards GEEW. Action planning may be conducted as part of a single comprehensive workshop or a follow-up session. See below for further details, and refer to Annex 7 for an Action Plan template. The Action Plan is the basis for the UNCT response to the UNCT-SWAP Scorecard findings.

The UNCT-SWAP Scorecard implementation schedule is provided below in table format for ease of reference. Timing can be adapted to each UNCT's circumstances and needs. Key steps are outlined below.

It is recommended the UNCT-SWAP Scorecard be undertaken during the planning stage of a new UNDAF to allow findings to feed directly into the new program cycle. It will be followed by an annual updating report of progress of the implementation of the UNCT-SWAP Scorecard indicators, with the understanding that some indicators will remain unchanged during the UNDAF cycle.

4. Teams that use an external consultant to facilitate the exercise may prepare a short report. See link for report samples. The report is not a mandatory component of the exercise. Teams that rely solely on internal expertise may opt to submit the results table and action plan with a one-page cover (see annex 8) in lieu of a more detailed report.

THE RATING SYSTEM

Ratings against minimum requirements allow UNCTs to self-assess and report on their standing with respect to each indicator, and aspire towards higher levels of achievement. The four levels of the scoring system are:

- **Exceeds minimum requirements**
- **Meets minimum requirements**
- **Approaches minimum requirements**
- **Missing minimum requirements**

UNCTs score as 'approaches', 'meets', or 'exceeds' minimum requirements depending which criteria they meet for each indicator. Most indicators contain multiple criteria. Where there are two or more requirements for a criterion, if an entity approaches requirements in one of them and meets or exceeds requirements in another, UNCT performance should be rated as 'approaches'. If UNCTs fail to meet the criteria under 'approaches minimum requirements', then the indicator should be scored as 'missing minimum requirements.'

Teams must score each criterion; the template provided includes explanation fields to facilitate reporting. As well as scoring against the Performance Indicator, **teams should include a rationale of why a particular score has been given, backed up by evidence and documentation.** Examples throughout this Guidance indicate the level of detail that should be provided.

Meeting minimum requirements should be seen as a starting point from which UNCTs should work to deepen efforts to exceed minimum requirements.

As in all rating systems, there may be an element of subjectivity in the rating process. To minimize subjectivity, the Performance Indicators have been piloted and are clearly defined to reduce ambiguities. Any disagreements in the IAT indicator groups concerning ratings should be discussed with the larger IAT during the feedback workshop to reach consensus.

ROLE OF EXTERNAL STAKEHOLDERS AND PARTNERS

Assessment teams may wish to complement the assessment evidence with views from external stakeholders such as government agencies, civil society or other partners. Meetings may be held with key stakeholders to brief them on the exercise and seek their feedback on indicator areas related to their work. Such discussions present a platform for interagency cooperation, offering external actors an opportunity to provide valuable ideas and feedback.

ACTION PLANS AND FOLLOW UP

Action Plans should include the following:

- **Realistic timelines** for improving performance for each Performance Indicator;
- **Resources required** to improve performance for each Performance Indicator;
- **Responsibility for follow-up** to encourage decentralization of responsibility and accountability for GEEW within UNCTs - where possible inter-agency teams other than the gender coordination mechanism should be assigned responsibilities for follow-up in the Action Plan. Designation of senior managers for follow-up is also highly encouraged in order to strengthen accountability.

Action Plans require endorsement and a management response at the UNCT level. They should be discussed in Heads of Agency meetings where the required actions should be endorsed. Follow up should take place at the Heads of Agency level at least every six months. This information will be part of the annual updating report of progress on the implementation of the UNCT-SWAP Scorecard indicators.

1

PLANNING



INDICATOR 1.1 | COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>CCA or equivalent includes:</p> <p>a) Gender analysis across the majority of sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5;</p> <p>and</p> <p>b) Some sex-disaggregated and gender sensitive data.</p>	<p>CCA or equivalent includes:</p> <p>a) Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5;</p> <p>and</p> <p>b) Consistent sex-disaggregated and gender sensitive data.</p>	<p>CCA or equivalent meets minimum requirements and includes</p> <p>c) Targeted gender analysis of those furthest behind.</p>

Means of Verification: CCA documents

Mandate

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

QCPR 2017-2020 Preamble

UNDAF Guidance (2017)

Alignment

UN-SWAP 2.0 alignment indicator 1 – commitment to gender-related SDG results; indicator 3 – programmatic results on GEEW

STEPS TO SCORE THIS INDICATOR

1. REVIEW

Review the CCA or equivalent, looking for evidence of the presence or absence of information that meets the indicator criteria.

2. ANALYZE AND JUSTIFY

Take notes that detail the evidence found for each of the listed criteria (a, b, and c.). See tips below for elaboration on each criterion.

3. SCORE AND REPORT

Score the indicator based on findings. Fill in the results template, providing details for each criterion to support the rating (see sample).

HOW TO MEET REQUIREMENTS

To **meet requirements** for this indicator UNCTs need to do the following:

- UNCTs should carry out a gender analysis for each sector covered in the CCA commensurate with the overall depth of analysis of the document.
- Evidence of gender inequality and/or discrimination should be highlighted together with an indication of underlying cause in line with SDG 5 and other gender-targeted SDGs⁵.
- The CCA or equivalent should consistently use sex-disaggregated and gender sensitive data . “Consistent”

means that all CCA key population-based data⁶ should be disaggregated by sex, especially population-based data in relation to the main development challenges highlighted by the CCA (e.g. poverty, hunger, education, health, infrastructure, housing, control of resources, and/or economic development).

Gender sensitive data is not disaggregated, but includes gender-specific information such as on gender-based violence, status of CEDAW recommendations, and ratification of new laws on gender equality. Where national gender-sensitive data is lacking, the CCA may draw on other sources of information including case studies and qualitative research

Scoring this indicator requires rigorous review of data in the CCA. If gender sensitive and/or sex disaggregated data is not available, this should be noted in the CCA along with any initiatives to facilitate use of GEEW-related data in the future. The onus is on the UNCT to either include sex disaggregated and gender-sensitive data, or explain why this has not been included.

5 See Annex 3 for an overview of the targets under SDG 5. MDG alignment may be substituted for CCAs developed before the launch of the 2030 Agenda for Sustainable Development.

6 Gender sensitive and sex-disaggregated data are inter-related, but distinct concepts.

- The gender analysis could also go beyond the sectoral level, ensuring gendered issues that cut across sectors are fully captured. For example, gender inequalities in the education sector may be linked to women’s capacity to access commercial opportunities. An intersectoral analysis could capture the extent to which women may be restricted from moving between sectors and how gendered realities in different sectors intersect with one another.

The CCA should be rated as **approaching requirements** if a gender analysis is carried out in 50 per cent or less of sectors and if less than 75 per cent of key population-based indicators are disaggregated by sex. If either of these criterion is met in the CCA, it should be rated as ‘approaching’.

A CCA **exceeds requirements** if it includes in-depth targeted analysis of groups that are marginalized based on their gender, in line with the SDG focus on inclusiveness, leaving no one behind, and reaching the furthest behind first. Examples of marginalized gender-specific groups may include rural women/girls, women/girls with disabilities, female heads of households, people identifying as LGBTI, male school dropouts, and/or male sex workers.

Absent or low levels of gender analysis (less than 50 percent for criterion a) and sex-disaggregated/gender sensitive data (less than 75 percent for criterion b) in the CCA or equivalent should be scored as **‘missing minimum requirements’**.

WHAT DOES AN ADEQUATE GENDER ANALYSIS LOOK LIKE?

Comprehensive gender analysis in the CCA provides the foundation for improved planning, programming and results. Gender analysis is central to reviewing accurately the national situation, identifying systemic causes of gender inequalities, and ensuring interventions address the principle of leaving no one behind.

Gender analysis is the process of assessing the implications for women and men and girls and boys of any planned action. Gender analysis should highlight inequalities to reveal how gender equality can be promoted within a sector or focus area. An adequate gender analysis reveals differences in rights, roles and responsibilities of women and men and girls and boys in a particular context and promotes alternative courses of action, for example examination of:

- Country and local level inequalities between women and men, and **gender differentials in activities surrounding access to control over resources:** such as income, time,

technologies and services; and/or access to opportunities such as land, livestock, financial services, health and education, employment, information and communication, and benefits from development programming.

- **Power and Decision Making** such as women’s and men’s opportunities to input into and influence decision making. This examines the capacities of existing institutions and the mechanisms in place to promote gender equality among target groups. It also refers to one’s capacity to make decisions freely, and to exercise power over one’s body, whether in one’s household, community, municipality, or state.
- **Legal rights and status:** This involves assessing how the country meets international human rights requirements/frameworks such as CEDAW. It also includes assessing how women and men are regarded and treated by customary and formal legal codes, and the judicial system. This includes an assessment of state issued documentation such as identification cards, voter registration, and property titles. Substantive analysis will also include the right to inheritance, employment, atonement of wrongs, and legal representation.
- **Women’s priorities, restraints and motivations:** This includes a review of the different, but equally significant, needs and interests of women and men; depictions of the barriers faced by women in seeking to meet their practical and strategic gender interests; and an identification of opportunities for greater gender equality and empowerment for women.
- **Customary and traditional beliefs:** This involves examining the role these have in shaping and reinforcing gendered realities at community or societal level.
- **Strategies to mobilize women’s agency and address gender inequalities:** This includes a review of the proposals included in the **Way Forward section** of the CCA.

TIPS FOR ASSESSMENT TEAMS

- CCAs should also include an analysis of UN comparative advantage to foster gender equality⁷ as a part of the broader comparative advantage analysis (UNDAF Guidance 2017:22).
- The assessment team should include members who have experience in gender analysis as well as M&E/statistics/data.
- The extent to which gender analysis should be included may be an area of uncertainty for UNCTs. When assessing the CCA content a rule of thumb is that the level of gender analysis should reflect the importance of GEEW in the sector being discussed. There is a tendency to discuss GEEW mainly in relation to particular sectors, e.g. health and education, but there is almost always a gender dimension in all

7 The UN comparative advantage to address gender issues may include: strengthening national ownership of the gender equality agenda; supporting monitoring and implementation of international commitments and standards such as CEDAW, Beijing Platform for Action, UNSCR 1325 and 1820; providing gender experts and policy guidance; and/or brokering safe spaces for sensitive gender dialogue or negotiations.

sectors, including infrastructure. The UNCT-SWAP Scorecard exercise therefore becomes an opportunity to discuss how and where gender analysis is included in UNCT planning.

- A major issue is lack of sex-disaggregated data at the national level. When reviewing the CCA, remember that the onus is on the UNCT to include sex-disaggregated data consistently and wherever available, and to note data gaps where these exist. The impact of programming on data gaps should be noted. In other words where data is not present the implications of this should be discussed.

EXAMPLE⁸

Indicator 1.1 1.1 Common Country Assessment “UNDAF Country Background Synthesis Report”	Score Approaches Requirements
<p>Findings and Explanation</p> <p>Although the CCA includes some elements as required under ‘meets requirements’, it does not meet the minimum requirements, as some sectors lack gender analysis. SDGs were not in existence at time of drafting, but post-2015 agenda issues were taken into consideration consistent with the SDGs.</p> <p>a) Gender analysis is included in at least 50% of sectors, but not in all – missing in infrastructure services, environment and in governance. Underlying causes of gender inequality and discrimination not systematically described in the gender analysis. No analysis of UNCT comparative advantage to address gender inequality. A comparative advantage analysis of the UN in general was conducted but not specifically for addressing gender inequality.</p> <p>b) Some use of sex-disaggregated data and gender sensitive data where data was deemed to be available. Disaggregated data was provided mainly in education (net enrolment rate), health (life expectancy, infant mortality, mortality rate, underweight children), economic participation, unemployment, poverty indicators, human development indicators (GII, HDI, Seats in Parliament). However, no disaggregation for sectors like infrastructure services (electricity, housing, water, and sanitation), environment and governance.</p>	
<p>Evidence or Means of Verification</p> <p>UN Country Background Synthesis Report (UNDAF 2015-2019)</p>	

8 See Annex 9 Country Examples of Good Practices

INDICATOR 1.2 | GENDER EQUALITY MAINSTREAMED IN UNDAF OUTCOMES

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) Gender equality and the empowerment of women is visibly mainstreamed across some outcome areas in line with SDG priorities including SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5. or b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5. and b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.

Means of Verification: UNDAF document

Mandate

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

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

ECOSOC Resolution E/2018/L.11 Mainstreaming a gender perspective into all policies and programmes in the United Nations system para 7a

A/71/243 (QCPR) Preamble and OP 13

Alignment

UNDAF Guidance (2017)

UN-SWAP 2.0 indicator 1 – commitment to gender-related SDG results; indicator 3 – programmatic results on GEEW

STEPS TO SCORE THIS INDICATOR

1. REVIEW

Read each outcome in the UNDAF carefully and note whether gender has been visibly mainstreamed or not (criterion a).

2. IDENTIFY

Identify whether there is an outcome that targets gender equality and the empowerment of women in line with the ToC (criterion b). Box below provides definitions of different kinds of gender related results.

3. ASSESS

Assess each outcome to see if it is aligned with SDGs, and if there is a specific focus on SDG 5 (criterion b).

4. SCORE AND REPORT

Score the indicator based on findings. Fill in the results template, providing details for each criterion to support/justify the rating (see example).

HOW TO MEET REQUIREMENTS

To meet requirements there should either be a targeted outcome specific to gender, **or** gender equality should be mainstreamed across all UNDAF outcomes.

Criterion (a): All UNDAF outcomes should include explicit reference (that is, visible mainstreaming) to gender equality, even though gender equality is not the core purpose of the outcome. Assessment teams need to review all UNDAF outcomes to understand whether some or all have visibly mainstreamed gender. See box below for examples. Score the indicator as 'meets minimum requirements' if all outcomes articulate GEEW and there is a clear link to the SDGs, including SDG 5. Omission of gender equality articulation in even a single outcome area falls short of meeting the minimum requirements.

Criterion (b): To fulfill this criterion, UNDAF should have at least one gender-targeted outcome, which means that the principal purpose of the outcome is to advance gender equality and the empowerment of women, with a clear link to the SDGs, including SDG 5.

Score the indicator as 'approaches requirements' if there is no dedicated outcome on gender equality, and only some of the outcomes include explicit reference to gender equality.

Score the indicator as 'missing minimum requirements' if gender equality is not articulated in any outcomes.

To exceed requirements, there needs to be one dedicated outcome on gender equality, **and** gender equality should be explicitly referenced in all other outcomes.

TIPS FOR ASSESSMENT TEAMS

- A challenge for UNCTs may be in determining how and where to include references to GEEW in UNDAF outcomes. A rule of thumb is that the CCA analysis should direct the extent to where and how GEEW is included to address identified gaps or other areas of gender inequality. There should be a good connection and follow through between the gender issues identified in the CCA and the outcome statements.
- Drawing on the CCA findings, UNCTs could determine specific SDGs and SDG targets, including of SDG 5, UNDAF outcomes should be focused on.

- Outcome statements sometimes include women as part of a “vulnerable” group or add on a phrase such as “with reference to women”. This does not constitute visible mainstreaming, rather it is “lip service”. Visible mainstreaming means that there is a clear connection between the outcome and gender equality and the empowerment of women, rather than women being seen as an add-on.
- It is sometimes challenging to tell the difference between an outcome where there is visible mainstreaming of gender and an outcome which is dedicated to gender. A rule of thumb is that for visible mainstreaming gender will make up one part of the outcome (e.g. an outcome that focuses on human rights and gender equality, or the environment and gender equality), while for a dedicated outcome the whole outcome will focus on gender equality (e.g. boy’s education).

EXAMPLE⁹

Indicator 1.2 UNDAF Outcomes	Score Approaches Minimum Requirements
<p>Findings and Explanation <i>The 2016-2020 UNDAF has 12 outcomes under three areas of strategic intent.</i></p> <p>a) Gender is visibly mainstreamed across some outcome areas in line with the Theory of Change (ToC) and SDG priorities, including SDG 5. Though the UNDAF Strategic Intent and outcome statements contain gender sensitive language, the content in most of the outcomes do not include substantive references to gender equality. Discussions of most outcome areas (save for 1.2, 2.4 and 2.5) do not include gender analysis. This could be as a result of the summary style presentation of the UNDAF and not lack of an appreciation of gender mainstreaming. A few outcome areas like peace, security and resilience (1.4), health (2.2), and employment (3.3) did not address gender inequality at all. Notably, the UNDAF has a specific component on alignment with SDGs with full alignment to SDG 5 (page 19).</p> <p>b) One outcome in the UNDAF clearly articulates how gender equality will be promoted and specifically targets gender equality with a connection to SDG 5: Outcome 2.4 Addressing GBV and Violence Against Children. Though the government-defined ToC makes reference to the promotion of gender equality as one of the factors that are necessary for sustainable economic development and long-term growth, it does not expound on gender differences or inequalities, nor articulate how gender equality will be promoted. UNCT’s ToC, which builds on that of government, however, articulates how gender equality will be promoted/integrated in the three strategic intent areas.</p>	
<p>Evidence or Means of Verification UNDAF 2016-2020</p>	

DIFFERENT KINDS OF GENDER RESULTS

Gender blind outcomes: do not recognize gender differences.

For example: Increased availability of HIV/AIDS services.

Gender-targeted outcomes: focus on gender equality and empowerment of women as the primary objective, and addressing women and/or men in the context of their gender norms, roles and relations.

For example: Increased promotion of women’s access to HIV/AIDS services. Incidence and impact of gender based violence and violence against children is substantially reduced

Gender-mainstreamed outcomes: ensures that gender equality is considered within a broader objective and addresses the differential needs of and inequalities experienced by women, men, girls and boys.

For example: Land reforms concede equal rights of access and ownership to women and men. A multi-sectoral HIV and AIDS response that is gender and age responsive and sustainably finances to reduce the socio-economic impact of HIV and AIDS Elected bodies are better able to oversee laws and represent the aspirations of the people, especially women and minorities.

Adapted from: UNDG (2017) Resource Book for Mainstreaming Gender in Common Programming at the Country Level. New York: UN Development Group.

⁹ See Annex 9 Country Examples of Good Practices

INDICATOR 1.3 | UNDAF INDICATORS MEASURE CHANGES ON GENDER EQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Between one-fifth and one-third (20-33 percent) of UNDAF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.	Between one-third and one-half (33-50 percent) of UNDAF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.	More than one-half of UNDAF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.

Means of Verification: UNDAF results framework

Mandate

A/RES/62/208 Triennial comprehensive policy review of operational activities for development of the United Nations system
A/RES/64/141 Follow-up on the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action

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

ECOSOC Resolution 2007/33 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

ECOSOC Resolution 2008/34 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

A/71/243 (QCPR) General Guidance, para 13

Alignment

UNDAF Guidance (2017)

UN-SWAP 2.0 alignment indicator 2 – reporting on gender-related results

STEPS TO SCORE THIS INDICATOR

1. COUNT

Count the total number of UNDAF outcome indicators. For UNDAFs that include output indicators, count the total number of both outcome and output indicators if it's decided to include output indicators.

2. ASSESS

Read each indicator and decide whether or not it is able to track progress toward GEEW. Refer to tips below. Count the total number of indicators that are gender sensitive.

3. CALCULATE

Perform a calculation by dividing the number of gender sensitive indicators by the total number of indicators to give the percentage of gender sensitive indicators (e.g. 100 indicators; 40 are gender sensitive; 40 divided by 100 equals 40 percent).

4. SCORE AND REPORT

Score the indicator based on findings. Fill in the results template, providing details to support the rating (see example).

HOW TO MEET REQUIREMENTS

Assess whether or not each indicator is able to track progress towards GEEW. Indicators track progress towards GEEW when they are able to measure gender-related changes in relation to the results statement. See below for examples.

All outcome indicators should be included in the analysis. Some UNDAFs include outputs and teams may choose to include output-level indicators. If both outcome and output indicators are included, then an aggregate of the total of the two sets of indicators should be taken to carry out the scoring.

TIPS FOR ASSESSMENT TEAMS

- Assessors should work in consultation with the M&E Group to conduct the analysis and share findings, enabling stronger ownership and action planning.
- Assessment of indicators provides the M&E Group with an opportunity to assess whether gender indicators are a good measure of the results statement, whether gender-sensitive or otherwise. Having a gender-sensitive indicator which is not a good measure of the results statement will not support the UNCT in delineating results.
- Gender sensitive indicators can be quantitative (mainly looking at numerical change such as numbers of laws)

or qualitative (mainly looking at people's perceptions of change such as number of men and women satisfied with a programme). Ideally these two types of indicators should be used together to provide different perspectives on the progress towards achieving the result.

- Developing appropriate gender sensitive indicators may be challenging for UNCTs. The assessment teams' analysis should help point out good examples and promote a dialogue about how to better measure gender-related changes. Assessors can look at each outcome area separately to reveal which areas perform strongly and which require more focus to improve gender sensitivity. See example below. This can help inform action planning and improve results in subsequent UNDAFs.

EXAMPLE¹⁰

Indicator 1.3 UNDAF Indicators	Score Meets Requirements
<p>Findings and Explanation</p> <p>Between one-third and one-half (33-50 percent) of UNDAF outcome indicators track progress toward gender equality results in line with SDG priorities including SDG 5. Page 20 of the UNDAF shows that 100% of SDG targets are included in the UNDAF for SDG 5.</p> <p>Of the 151 Outcome indicators, 56 (37%) track progress towards gender equality results. The analysis found significantly higher levels of gender sensitivity in Strategic Intent I and II, with lower levels for Strategic Intent III, suggesting a need for greater attention to consistency in mainstreaming in the future. For Strategic Intent I, 40% (20 of 50) of the indicators qualify; for Strategic Intent II, 40% (24 of 60) of the indicators qualify; for Strategic Intent III 29% (12 of 41) of the indicators qualify.</p> <p>The assessment qualified an indicator based on either a definition that includes disaggregation by sex or a definition that is gender specific, taking into account Means of Verification that were specific to gender (such as CEDAW reports).</p>	
<p>Evidence or Means of Verification UNDAF (2016-2020)</p>	

¹⁰ See Annex 9 Country Examples of Good Practices

2

PROGRAMMING AND M&E



INDICATOR 2.1 | JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.</p> <p>or</p> <p>b) A Joint Program on promoting gender equality and the empowerment of women is operational over current UNDAF period in line with SDG priorities including SDG 5.</p>	<p>a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment.</p> <p>and</p> <p>b) A Joint Program on promoting gender equality and the empowerment of women is operational over current UNDAF period in line with SDG priorities including SDG 5.</p>	<p>Meets minimum requirements</p> <p>and</p> <p>c) A system is in place to ensure gender mainstreaming in JPs.</p>

Means of Verification:

Joint Program documents; IMS, RCAR, screening tool or other documentation of internal review process for JPs

Mandate:¹¹

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

Alignment:

UNDG Guidance Note on Joint Programmes (2014)
UN-SWAP 2.0 alignment indicator 17 - coherence

STEPS TO SCORE THIS INDICATOR

1. COUNT AND GATHER

Ascertain the total number of JPs operational at the beginning of the assessment and gather the project document for each active JP. Review all JPs if there are fewer than six. If there are six or more, review only 50 percent of JPs to ensure a reliable sample size.

2. REVIEW AND NOTE

Review each project document to assess whether gender has been mainstreamed (see below for tips), taking notes as needed (criterion a); and if there are JPs that are dedicated to GEEW (criterion b).

3. SCORE AND REPORT

Score the indicator based on findings. Fill in the results template, providing details for each criterion (see example).

HOW TO MEET REQUIREMENTS

To meet requirements for this indicator both criteria (a) and (b) should be achieved.

A Joint Program (JP) is a set of activities contained in a joint work plan that **involves two or more UN agencies** and national partners(s)⁹. JPs are a valuable means by which the UN and partners address gender inequality. All JPs should visibly mainstream gender in line with UN policies and guidance. For criterion a) on visible mainstreaming in JPs, the following should be included to meet requirements:

- *Analyze the situation:* present a relevant analysis of gender equality dimensions that identify and analyze the systemic causes of gender inequalities in the situation analysis, including a clear understanding of gender in relation to cross-cutting issues (e.g. climate change adaptation or disaster risk reduction and GEEW). On what constitutes a gender analysis, see Indicator 1.1 above.
- *Programme priorities:* make it clear how the JP will support changes in relation to gender equality in at least one intervention area and mainstream gender consistently in the other areas.

Results based framework: GEEW should either be mainstreamed across all outcomes or equivalent in the JP, or there should be a specific high-level result on GEEW. For

¹¹ See UNDG 2014 "Guidance Note on Joint Programmes" for further details.

details on how this should be reflected in the JP results framework, see the guidance under Indicator 1.2.

Score the indicator as ‘approaches minimum requirements’ if 50 percent or more of the assessed JPs have effectively mainstreamed gender. If less than 50 percent of JPs have mainstreamed gender, score the indicator as ‘missing minimum requirements’.

To fulfill criterion b), at least one JP should focus specifically on GEEW. The JP can address, for example, women’s economic empowerment, gender-based violence, girls’ education or another area of gender inequality. It should show specific linkages to SDGs including SDG 5.

Some countries do not have JPs due to size, funding or other constraints. Countries that do not have any operational JPs over the UNDAF cycle may substitute evidence of a joint strategy or other joint operational modality in lieu of JPs. Evidence should show a joint strategy or framework that guides a series of actions such as a UNCT gender mainstreaming strategy. A single joint campaign or activity does not meet the requirement.

If **both** criteria are met and there is a system in place to ensure mainstreaming, the UNCT exceeds requirements. A system must be in place to ensure systemic integration of gender equality across JPs. Examples of quality control systems include: screening mechanisms and/or checklists; GTGs systematically review draft of JPs to provide guidance and ensure mainstreaming; internal peer review or other quality control process that screens for gender as well as other critical cross-cutting issues.

TIPS FOR THE ASSESSMENT TEAM

- Visible mainstreaming means that the contributions to GEEW should be clearly outlined in the JP document. It cannot be assumed that there will be a focus on GEEW unless this is explicit in the JP document. Including women and girls or men and boys as a list of ‘vulnerable’ groups does not constitute visible mainstreaming.
- The system in place to ensure gender mainstreaming in JPs should be systematic and integrated into UNCT work practices. Ad hoc systems such as one-off reviews are not adequate.
- If there are an odd number of JPs at least half should mainstream gender, so for example if there are 5 JP at least 3 should mainstream gender.

EXAMPLE¹²

Indicator 2.1 Joint Programs	Score Meets Minimum Requirements
<p>Findings and Explanation</p> <p>a) Currently there are 8 JPs. Three are gender-targeted and the remaining five have visibly mainstreamed gender with sex-disaggregated and gender-sensitive indicators and data and/or a gender strategy.</p> <p>b) A Joint Program on promoting GEEW is operational in line with MDG priorities and consistent with SDG priorities including SDG 5. Three JPs are gender-targeted: Social, Economic and Legal Empowerment of Women, Safe Cities, and the Abandonment of Female Genital Mutilation. A new JP on GBV is under development and should be operational next year.</p> <p>c) The country team lacks a ‘systematic screening process/ tool’ in place so there is no internal mechanism to ensure the quality of gender mainstreaming across JPs.</p>	
<p>Evidence or Means of Verification</p> <p>UN joint program of support on (HIV/AIDS – UNAIDS)</p> <p>Strengthening resilience based programme for refugees (3RP) – (UNHCR, ILO, IOM, UNDP, UNIDO and UN Women)</p> <p>The Social, Economic and Legal Empowerment of Women (UNDP, UN Women and UNFPA)</p> <p>The Network for Integrated Development (ENID) (UNDP and UN Women)</p> <p>Abandonment of Female Genital Mutilation and Empowerment of Families (UNDP, UN Women, UNFPA and UNICEF)</p> <p>Human security through inclusive socio-economic development (HAYAT) (UNIDO, ILO, UN-HABITAT, UN WOMEN and IOM)</p> <p>Safe Cities Free From Violence Against Women And Girls (UNDP, UN HABITAT, UNICEF, UNODC and UNFPA)</p> <p>Strengthening Development Planning and Management in (UNDP and UN-Habitat)</p>	

¹² See Annex 9 Rating Indicators: Country Examples

¹¹ See Annex 9 Country Examples of Good Practices

INDICATOR 2.2 | COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has contributed collaboratively to at least one joint <u>communication activity</u> on GEEW during the past year.</p>	<p>b) The UNCT has contributed collaboratively to at least one joint <u>advocacy campaign</u> on GEEW during the past year.</p> <p>and</p> <p>c) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy.</p>	<p>Meets minimum requirements</p> <p>and</p> <p>d) The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.</p>

Means of Verification:

UNCT current annual work plan; knowledge products; media coverage; advocacy materials and background evidence of joint planning or funding (e.g. meeting minutes, evidence of joint funding commitments in meeting minutes or accounting files).

Mandate:

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

Alignment:

UNDAF Guidance (2017)

UNDG Guide to Communicating as One (2014)

UN-SWAP 2.0 alignment indicator 16 – knowledge and communication

STEPS TO SCORE THIS INDICATOR

1. LIST

Make a list of all of the GEEW communication and advocacy initiatives that have been undertaken jointly over the year preceding the assessment. Note whether actions qualify as communication activities (approaches minimum requirements) or advocacy campaigns (meets minimum requirements) based on the definitions below (criterion a).

2. REVIEW

Review the UNCG (or other relevant group) most recent AWP or equivalent to identify whether GEEW communication activities are visibly included (criterion b).

3. ASSESS

Review the list created in Step 1 to ascertain whether activities fall under traditional or non-traditional thematic areas, using the definition provided below (criterion c).

4. SCORE AND REPORT

Score the indicator based on findings. Fill in the results template, providing details for each criterion to support the rating (see sample).

HOW TO MEET REQUIREMENTS

Coordinated communication and advocacy on GEEW is an important aspect of UNCT work. UN Communication Group (UNCG) roles and responsibilities include the identification of areas for shared results and common themes such as gender equality. One of the key guiding principles for ‘communicating as one’ is to utilize joint UN communication to promote the realization of human rights, gender equality and other values and standards (‘Guide to Communicating as One’ 2014b:10,2).

“Leave no one behind is at the core, unifying programming and advocacy efforts across all UN agendas. It is underpinned by three other programming principles: human rights, gender equality and women’s empowerment; sustainability and resilience; and accountability.” (UNDAF Guidance 2017:10)

Criterion (b): To meet requirements the UNCT should contribute jointly to a GEEW advocacy campaign in the 12 months preceding the assessment. A ‘joint’ activity or campaign involves at least two UN agencies working together providing technical and/or financial support. An advocacy campaign can be defined as a series of activities over a sustained period of time with the goal of influencing social/political/behavioral change. GEEW advocacy campaigns typically work in partnership with local stakeholders (e.g. private, media, academia, civil society and

government actors). A sustained campaign could, for example, be related to the 16 days against GBV. One off events such as a workshop or event do not count as advocacy campaigns.

Criterion (c): The UNCG AWP should visibly include GEEW communication and advocacy. Teams should assess the annual work plan that is current at the time of the UNCT SWAP Scorecard assessment. Lack of evidence of plans for joint GEEW communication and/or advocacy falls below the minimum requirements. Absence of an AWP also fails to meet minimum requirements. Some country teams have multi-year communication strategies, which may be assessed in addition to the AWP for coherence on GEEW mainstreaming and messaging.¹³

To exceed UNCTs must meet criteria (b) and (c) and in addition criterion (d): Traditional fields of gender communication and advocacy for the UN include education, political participation and leadership, economic empowerment, violence against women, health and nutrition, legislation and governance. Less traditional gender fields, which are context and country specific, include but are not limited to trade and macro-economy; infrastructure; climate change adaptation and/or disaster risk reduction; violent extremism; gender identities, masculinities and sexual orientation.

Criterion (a): A communication activity is a singular event or initiative such as the production of informational materials. It may be to raise awareness of an issue or to celebrate an event (such as International Women’s Day). Score the indicator as ‘approaches minimum requirements’ if the UN has conducted a joint GEEW communication activity in the past 12 months preceding the assessment. Score the indicator as ‘missing minimum requirements’ if there have been no joint GEEW communication activities over the past year.

TIPS

- Include a member of the UNCG in the assessment team if possible. Involve the UNCG in the assessment, briefing members and asking for inputs to strengthen the findings and contribute to action planning.
- Ensure when rating the UNCT against this indicator that there is agreement among the assessment team as to what constitutes a one-off advocacy or communication event, and what constitutes a systematic campaign. The latter will take place over a year or be multi-year, with systematic attention to GEEW tied into ongoing work of the UNCT.

- This offers communication teams an opportunity to go beyond basic analysis and look more deeply at whether or not the communication and/or advocacy activity has been systematic rather than ad hoc or one-off, is outside of traditional approaches, and has been an effective mechanism for change.

EXAMPLE¹⁴

Indicator 2.2 Communication and Advocacy	Score Approaches Minimum Requirements
<p>Findings and Explanation</p> <p>a and b) Joint advocacy GEEW campaigns and events have been included as part of some JPs. For example, a recent campaign has been launched this year addressing women’s empowerment under a JP entitled “Social, Economic and Legal Empowerment of Women” conducted by UN Women, UNDP, UNFPA. FGM joint communication campaigns were also conducted in the past year under the JP for abandonment of FGM led by UNFPA, UNICEF, UN Women and UNDP.</p> <p>c) The UNCG does not have a consolidated communications plan that includes GEEW advocacy and communication activities. There are intentions to have this type of a plan for 2017 as indicated by the RCO. At the time of the assessment, the UNCG annual work plan revolves around the events related to international days only; it does not include broader advocacy or any joint activities.</p> <p>d) Communication and advocacy has tended to be within traditional gender themes.</p>	
<p>Evidence or Means of Verification</p> <p>UNCG annual work plan (international days events calendar)</p> <p>JP documents as referenced above</p>	

¹³ See, for example, “UN Malawi Communications Strategy 2014-2017” <https://undg.org/wp-content/uploads/2017/04/Malawi-Comms-Strategy-1.pdf> and “UN Lesotho Communications Strategy 2014-2017” <https://undg.org/wp-content/uploads/2017/04/Lesotho-Comms-Strategy-2014-2017.pdf>

¹⁴ See Annex 9 Country Examples of Good Practices

INDICATOR 2.3 | UNDAF MONITORING AND EVALUATION MEASURES PROGRESS AGAINST PLANNED GENDER EQUALITY RESULTS

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets one of the following:</p> <p>a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned.</p> <p>b) UNDAF reviews/ evaluations assess progress against gender-specific results.</p>	<p>Meets two of the following:</p> <p>a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned</p> <p>b) UNDAF reviews/ evaluations assess progress against gender-specific results.</p> <p>c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.</p>	<p>Meets all of the following:</p> <p>a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned</p> <p>b) UNDAF reviews/ evaluations assess progress against gender-specific results.</p> <p>c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.</p>

Means of Verification:

UNDAF reviews (annual, mid-term and/or final); results matrix monitoring data; training schedule and outline of contents, list of participants

Mandate:

A/RES/62/208 Triennial comprehensive policy review of operational activities for development of the United Nations system

A/RES/64/141 Follow-up on the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action

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

ECOSOC Resolution 2007/33 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

ECOSOC Resolution 2008/34 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

ECOSOC Resolution 67/226 Quadrennial Comprehensive Policy Review

QCPR 2017-2020 General Guidance, para 13

Alignment:

UNDAF Guidance (2017)

UNEG Norms and Standards for Evaluation (2016)

UN-SWAP 2.0 alignment indicator 2 – reporting on gender-related results; indicator 4 - evaluation

STEPS TO SCORE THIS INDICATOR

1. REVIEW

Read the UNDAF M&E strategy as set out in the UNDAF. Compare actual M&E activities undertaken within the current UNDAF cycle to planned activities to see the overall status of UNDAF M&E.

2. COLLECT

Gather together all of the completed reviews and evaluations, including from online reporting platforms, for the UNDAF that is operational at the time of the assessment.

3. ANALYZE

Review the gathered M&E data, and take notes as needed to document findings and analysis (criteria a and b).

4. VERIFY

Ascertain from the M&E Group whether they have had any training on gender over the UNDAF cycle (criterion c). If yes, verify findings with evidence as per suggested MOV.

5. SCORE AND REPORT

Score the indicator based on findings. Fill in the results template, providing details for each criterion (see sample).

HOW TO MEET REQUIREMENTS

Gender sensitive monitoring is an essential means by which the UN system ensures it meets its commitment to leave no one behind. The development and implementation of a monitoring and evaluation plan is a mandatory UNDAF requirement (UNDG 2017:18). At the country level, the inter-agency M&E group supports joint M&E efforts, including the coordination of data collection, provision of technical advice, and capacity strengthening (UNDG 2017:31). To this end, M&E groups should have the required expertise to support gender sensitive M&E.

To meet requirements, UNCTs should achieve **two of** criteria a), b) and c):

Criterion (a): A prerequisite is that the UNDAF Results Matrix includes gender responsive indicators and sex disaggregated indicators. If it does not, the best that this indicator can be rated is 'approaching', if criterion b) is met. To meet requirements the monitoring system should track these indicators by gathering appropriate data. For example, if the results framework specifies that non-communicable disease prevalence will be monitored by sex, check that reported data is disaggregated as per plans to reveal GEEW patterns.

Criterion (b): To fulfill this criterion, every UNDAF review/evaluation or assessment should assess progress against UNDAF GEEW results. UNDAF and all UN-led evaluations should follow the Evaluation Scorecard developed as part of the UN-SWAP, which facilitates system-wide collaboration on evaluation.¹⁵

Criterion (c): To fulfill this criterion, at least one training on gender for the M&E Group should be carried out during the current UNDAF cycle. A targeted gender training as well as broader programs that have dedicated sections on gender equality are both valid here. In instances where no formal M&E group exists (e.g. RCO has responsibility or M&E functions are spread across Results/Outcome Groups), apply the indicator to the group or person(s) who have M&E oversight for the UNDAF.

To **exceed requirements** UNCTs need to achieve all three criteria (a), (b) and (c).

TIPS

- At least one member of the assessment team should be an M&E specialist and a member of the inter-agency M&E group where this exists. If time allows, the M&E group should be involved in scoring the indicator and contributing action ideas based on the findings.
- The assessment team can make a distinction between qualitative and quantitative reporting methods that are commonly used to track UNDAF progress.¹⁶ The results matrix generally tracks progress against quantitative indicators while annual reviews, mid-term reviews and evaluations usually include both quantitative and qualitative tracking of UNDAF progress.
- Reviews and evaluations can assess both whether the gender-related results have been met, and whether the results were appropriate and relevant in the first place. Both approaches will provide lessons for future programming.

¹⁵ Available in the UN-SWAP Technical Notes at <http://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>

¹⁶ Quantitative data is analyzed by comparing numbers; it assumes a fixed reality that can be interpreted through numbers. Qualitative data is analyzed through themes and descriptions; assumes a dynamic reality that requires description and interpretation.

EXAMPLE¹⁷

Indicator 2.3 Monitoring & Evaluation	Score Exceeds Minimum Requirements
Findings and Explanation <p>a) Data for gender sensitive indicators in the OP2012-2016 Results Matrix has been gathered, including sex-disaggregated data. Quantitative data for the results matrix has been gathered to an extent on the online platform, but the collection process has not been regular, leaving gaps. Data has been collected for gender sensitive and sex-disaggregated indicators at a level that is consistent with the overall data gathering, however the OP monitoring database has not been widely utilized. More careful attention should be paid in the future to fully operationalize and utilize the database.</p> <p>b) UNDAF reviews/evaluations assess progress against gender-specific results. Progress against gender-focused results was covered in the annual results reports for the One Plan (2012-2015). The most recent DoA Annual Results Report 2015 included a comprehensive component on gender analysis (within Outcome 2.4). Gender-related analysis was also highlighted in different components of the report within other focus areas/outcomes. The 2015 independent evaluation of the One Plan shows the gender coordination mechanism fully or nearly fully achieved its planned gender related activities/outputs during the 2013 to 2014 period. Among the UN's main results achieved under the One Plan is support to gender-related legal and policy frameworks, programs and practices.</p> <p>c) The RBM WG is the equivalent of an M&E group for the UNCT. The RBM WG regularly provides and receives trainings that include a focus on gender, and supports other groups with M&E of gender issues. The RBM WG includes in its TOR responsibility for providing technical advice to strengthen monitoring, reporting and evaluation of cross-cutting issues including gender equality. Overlap in membership between RBM WG and JPG Gender ensures good linkage and support on RBM/gender issues across UNCT. The RBM WG has conducted and received a number of trainings on RBM and HRBA throughout the One Plan 2012-2016 cycle that have included specific sessions on gender elements including: Training on managing evaluations in UNCT, Sep 2012; RBM refresher training, May 2013; Planning, Monitoring & Reporting training for JPG, Oct 2014.</p>	
Evidence or Means of Verification <p>One Plan Database platform (online internal monitoring system) 2015 independent evaluation (http://www.un.org.vn/en/publications/government-agency-publications/doc_details/522-final-report-independent-review-of-the-one-plan-2012-2016.html) Delivering as One Annual Results Reports Result-Based-Management Working Group (RBM WG) TOR Training agendas 2012-15 JPG annual guidance and work planning documentation</p>	

17 See Annex 9 Country Examples of Good Practices

3

PARTNERSHIPS



INDICATOR 3.1 | UNCT COLLABORATES AND ENGAGES WITH GOVERNMENT ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has collaborated with at least one government agency on a joint initiative that fosters gender equality within the current UNDAF cycle.</p>	<p>Meets two of the following:</p> <p>a) The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle.</p> <p>b) The National Women’s Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.</p>	<p>Meets all of the following:</p> <p>a) The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle.</p> <p>b) The National Women’s Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.</p>

Means of Verification:

documentation materials of UNDAF processes including CCA contributors, participants at planning retreat, and M&E reviews, JP project document; advocacy materials that include contributors’ names and/or evidence from planning meetings such as minutes; gender knowledge product; budgets, training or other capacity development documentation such as materials and participants lists.

Mandate and Alignment: UNDAF Guidance (2017)

STEPS TO SCORE THIS INDICATOR

1. LIST AND ASSESS

Make a list of joint initiatives with government agencies designed to foster gender equality undertaken within the UNDAF cycle.

2. DEFINE AND REVIEW

Define what constitutes the National Women’s Machinery (see box below). Review the evidence to assess the extent to which the women’s machinery was engaged in key UNDAF processes (criterion b). Document findings.

3. ASSESS

Review the list created in Step 1 to see whether or not the UNCT strengthened government participation in gender SDG localization or implementation activities conducted by the UN system (criterion c).

4. SCORE AND REPORT

Score the indicator based on findings. Fill in the results template, providing details for each criterion to support the rating (see sample).

DEFINITION AND ROLE OF NATIONAL WOMEN’S MACHINERIES

The UN has played an important role historically supporting the creation and development of women’s machineries, and their national knowledge and expertise should inform UNDAF processes. Women’s machineries take different forms in different countries. Most are part of the government, but some are established as statutory commissions or advisory bodies outside of the government (UN DAW and ECLAC 1998).

The Beijing Declaration and Platform for Action (1995) defines a national machinery for the advancement of women as the central policy coordinating unit inside government whose main task is to support government-wide mainstreaming of a gender equality perspective in all policy areas.

HOW TO MEET REQUIREMENTS

TIPS

The UNDAF process provides a platform for the UNCT to engage a broad range of stakeholders to achieve national results in line with global norms and standards (UNDAF Guidance 2017:16). Coordinated engagement with government agencies on GEEW should be well established as a visible and integral component of UN country-level operations.

A joint initiative requires at least two UN agencies working with government partners.

To meet requirements UNCTs need to achieve two of criteria (a), (b) and (c)

Criterion (a): UNCT engagement with the government on a joint initiative can take many forms including a joint program, advocacy campaign, and the production of a knowledge product. Score the indicator based on evidence of joint GEEW initiative(s) with the government during the current UNDAF cycle.¹⁸

Criterion (b): To fulfill this criterion, evidence must show that the national women's machinery has been fully engaged in all stages of the UNDAF cycle: the country analysis, strategic prioritization, implementation and M&E. Look for evidence of involvement in key documents (e.g. CCA, UNDAF, reviews and evaluations), often within 'persons consulted' or 'contributors' annexes. Invitee and attendee lists from strategic planning and other design 'events' for the UNDAF may also offer evidence.

Criterion (c): The UNDG approach for UN support to SDG implementation (MAPS) includes coordinated support to government to mainstream the agenda in national plans (see box below). To meet criterion (c), the UNCT should have made at least one contribution to substantively strengthen government localization of gender related SDGs. Examples of substantive contributions are: using the UN's convening role to bring together different ministries on multi-sectoral programming related to GEEW; recruiting for, and advising on, gender-related SDG implementation; integrating GEEW into the Terms of Reference for MAPS missions; support to preparation of national SDG reports with a gender lens; supporting the organization of gender-responsive national dialogues on the SDGs; capacity development for government staff on GEEW. Teams need to find evidence in programme reports and evaluations, meeting minutes, events attendance lists, speakers' lists, etc.

To exceed requirements if all of (a), (b) and (c) are achieved.

Score the indicator as 'missing minimum requirements' if no joint actions with government agencies have been undertaken over the UNDAF period.

- Key documents may not always include the levels of participation of government partners. If formal documentation is lacking, institutional memory may serve as one means of verification. Interviews with government partners may be useful to confirm UNCT documentation.
- It may be useful to assess not only the number of partnerships but which government ministry or agency participated, for example have non-traditional partners such as the Ministries of Finance and Transport/Infrastructure been involved?

MAPS APPROACH TO SDG IMPLEMENTATION

In response to Member States' demand for more coordinated UN engagement, the UNDG developed the MAPS (Mainstreaming, Acceleration and Policy Support) approach to guide UN SDG support.

Mainstreaming – supporting government to contextualize the agenda and ensure reflection in national plans, strategies and budgets.

Acceleration – helping national stakeholders target resources at root bottlenecks to sustainable development.

Policy Support – providing coordinated policy support on request, drawing on the expertise and experience of each part of the UN system.

Cross-cutting issues across all three components are support for partnerships, the availability of quality data and analysis, and accountability (UNDG Guidance 2017:7).

¹⁸ Assessors should report in detail only on two initiatives to meet minimum requirements. Other initiatives may be included in list form with general information (e.g. participating UN agencies, government agencies and target of initiative).

EXAMPLE¹⁹

Indicator 3.1 Government Engagement	Score Exceeds Minimum Requirements
<p>Findings and Explanation</p> <p>a) The UNCT has collaborated with at least two government agencies within the current UNDAF cycle for a joint initiative. Examples include: Post-CSW consultation on SDGs; IWD advocacy event (UN Women and UNFPA); 16-Days Campaign in 2015 involved circa 30 government and CSO partners and Parliament (GTG); Parliamentary Forum on Women, Peace and Security (UN Women and UNFPA).</p> <p>b) Women's machinery participated in UNDAF development process (2010 SPR and Validation), evaluation (but not monitoring). The 2016 CA was conducted using secondary data. Consultations outside of the UN have not been included as part of the process at the time of this assessment, but plans for the SPG in November will include the validation of the CA and the involvement of government agencies including the women's machinery. Monitoring exercises for the current UNDAF were essentially internal stocktaking that did not involve external agencies. The exception to this is the 2016 evaluation and some representatives from women's machinery were consulted including the Director of the Department of Family, Gender Policy and Counter-trafficking, Ministry of Social Policy.</p> <p>Women's Machinery is defined as the Ministry of Social Policy (Department for Family and Gender Policy), the Ombudsperson Office (Commissioner for the Observance for the Rights of the Child, Non-Discrimination and Gender Equality) and the Parliament (Interparliamentary Caucus on Gender Equality).</p> <p>c) The UNCT made a collective contribution within the current UNDAF cycle to strengthen the Government engagement in gender SDG localization. Four round tables were organized bringing together key government Ministries including the Ministry of Finance to discuss implementation of the SDGs from a gender perspective. This led to strengthening of the government gender focal point system to ensure senior level focal points throughout government ministries. Process led by RCO and UN Women.</p>	
<p>Evidence or Means of Verification</p> <p>Minutes of the meeting of the UNDAF Working Group on Governance (2010)</p> <p>Minutes of 2010 SPR and Validation Workshop 2016 CA</p> <p>RC Annual Reports</p> <p>GTG report (2016)</p> <p>16-Days Campaign report (2015)</p> <p>SDG consultations report</p>	

¹⁹ See Annex 9 Country Examples of Good Practices

INDICATOR 3.2 | UNCT COLLABORATES AND ENGAGES WITH WOMEN'S/GENDER EQUALITY CSO

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has collaborated with GEEW CSO and women's rights advocates on at least one joint initiative that fosters gender equality and empowerment of women within the current UNDAF cycle.</p>	<p>Meets two of the following:</p> <p>a) The UNCT has collaborated with GEEW CSO and women's rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle.</p> <p>b) GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.</p>	<p>Meets all of the following:</p> <p>a) The UNCT has collaborated with GEEW CSO and women's rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle.</p> <p>b) GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.</p>

Means of Verification:

JP project document; advocacy materials that include contributors' names and/or evidence from planning meetings such as minutes; gender knowledge product; budgets, training or other documentation of CSO engagement in GEEW SDG localization; documentation materials of UNDAF processes including CCA contributors, participants at planning retreat, and M&E reviews.

Mandate and Alignment: UNDAF Guidance (2017)

STEPS TO SCORE THIS INDICATOR

1. LIST AND ASSES

Make a list of joint initiatives with GEEW CSO undertaken within the UNDAF cycle. Gather background data as needed to verify, and assess if the identified activities qualify as approaches or meets minimum requirements (criterion a).

2. REVIEW

Review the detailed means of verification to assess the extent to which GEEW CSO was engaged in key UNDAF processes (criterion b). Document findings.

3. ASSESS

Review the list created in Step 1 to ascertain the level of involvement of GEEW CSO in gender SDG localization or implementation activities conducted by the UNCT (criterion c).

4. SCORE AND REPORT

Score the indicator based on findings. Fill in the results template, providing details to support the rating (see sample).

HOW TO MEET REQUIREMENTS

The United Nations commitment to expand engagement with civil society must encompass the most vulnerable, paying special attention to gender equality and women's rights advocates as representatives of marginalized segments of society.

"Partnerships with non-governmental actors are essential to an efficient and effective UN response, based on the principles of equality, transparency, a results-oriented approach, responsibility and complementarity. This approach to partnership offers tailored solutions that address actual needs rather than "one-size-fits-all" approaches." (UNDAF Guidance 2017:16)

GEEW CSO includes local non-governmental and civil society actors focused on gender equality and/or women's empowerment. Groups may represent women and girls as well as the special needs of men or boys or those that are marginalized on the basis of their sexuality or gender identity. Women's rights advocates refer to activists, academics and experts or other representatives of women/girls from marginalized groups.

A joint initiative requires at least two UN agencies working with GEEW CSO.

To meet requirements UNCTs need to achieve two of criteria (a), (b) and (c)

Criterion (a): To fulfill this criterion, the UNCT engagement with GEEW CSO on a joint initiative can take many forms including: a joint program; advocacy campaign; production of a knowledge product; support to preparing the CEDAW Shadow Report; and a substantive training program. Ad hoc or one-off initiatives do not meet requirements; the joint initiative requires a framework of collaboration agreed jointly by all partners. Score the indicator based on evidence of joint GEEW initiative(s) during the current UNDAF cycle.

Criterion (b): To fulfill this criterion, evidence must show that GEEW CSO have been meaningfully engaged through the UNDAF cycle: country analysis, strategic prioritization, implementation and M&E. Meaningful engagement means that CSO perspectives have been taken into account through the UNDAF cycle. Look for evidence of engagement in key documents (e.g. CCA, UNDAF, reviews and evaluations).

Criterion (c): To fulfill this requirement, GEEW CSO should be engaged with the UNCT in coordinated initiatives aimed at situating the GEEW agenda within local contexts, including engagement in gender related SDGs localization and/or implementation. Look for evidence of GEEW CSO engagement in meetings and/or workshops minutes, events attendance lists, speakers' or contributors' lists, etc.

To exceed requirements all of (a), (b) and (c) need to be achieved.

Score the indicator as 'missing minimum requirements' if no joint actions have been undertaken with GEEW CSO over the UNDAF period.

TIPS:

- Key documents may not always include the levels of participation of CSOs. If formal documentation is lacking, institutional memory may serve as one means of verification.
- Interviews with CSO partners may be useful to confirm UNCT documentation.
- It may be useful to assess which CSOs have participated, and how representative they are of different groups such as women with disabilities, indigenous women, men's groups and people identifying as LGBT.
- In order to ensure that the most marginal women are represented in consultations, explicitly target and ensure the engagement of groups of the poorest and most likely to be left behind women. Among these would be, for example, rural women's groups, women's farmers, indigenous women's groups.

EXAMPLE²⁰

Indicator 3.2 Women's/Gender Equality CSO	Score Meets Minimum Requirements
<p>Findings and Explanation</p> <p>a) GEEW CSO and national gender experts are partners for more than one joint initiative that addresses gender inequality. GEEW CSO are the implementing partner of the UN for gender equality programs such as monitoring the implementation of CEDAW concluding comments. UN supported CSOs in drafting the CEDAW shadow report by providing trainings to enhance their capacity to prepare a quality report including support in data collection in 2016.</p> <p>UN facilitated GEEW CSO engagement in consultations on laws and policies such as Law on Family and Marriage 2016, Review 20-year implementation of the Beijing Platform for Action to ensure the voice of women and girls. In 2016, the UN (UNDP and UNESCO) supported ICS, an organization of LGBT people, to co-organize a Policy Dialogue on Ensuring Safe and Inclusive Education Environment together with the Government to discuss bullying and violence in schools based on sexual orientation and gender identity. Other CSOs working on women's empowerment, gender issues and LGBT rights and national gender experts participated in the dialogue.</p> <p>b) GEEW CSO and national gender experts participated in UNDAF consultations. GEEW CSO – Center for Studies and Applied Sciences in Gender, Family, Women and Adolescent (CSAGA); the Center for Creative Initiatives in Health and Population (CCIHP) – participated in the consultation for the UNDAF (One Plan) process where they actively advocated and contributed to the gender equality agenda and inclusion of gender related issues. They also brought evidence and data that supported the UN to ensure gender integration in the CCA.</p> <p>c) No evidence found of GEEW CSO involvement in joint UN activities on SDG localization, hence rating is meets minimum requirements.</p>	
<p>Evidence or Means of Verification</p> <p>Agenda of the 3rd CSO National Symposium on Sexuality, Health and Society CSO report on CEDAW implementation supported by UN Women GEEW CSO Concept note and agenda of the Policy Dialogue on Ensuring Safe and Inclusive Education Environment</p>	

²⁰ See Annex 9 Country Examples of Good Practices

4

LEADERSHIP AND ORGANIZATIONAL CULTURE



INDICATOR 4.1 | UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets 2 of the following:</p> <ul style="list-style-type: none"> a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months; b) RC demonstrates public championing of gender equality during the last 12 months; c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months. 	<p>Meets 3 of the following:</p> <ul style="list-style-type: none"> a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months; b) RC demonstrates public championing of gender equality during the last 12 months; c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months. 	<p>Meets all 4 of the following:</p> <ul style="list-style-type: none"> a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months; b) RC demonstrates public championing of gender equality during the last 12 months; c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.

Means of Verification:

UNCT HOA meeting minutes for past 12 months; ARC; RC/UNCT Annual Reports ; RC speeches or communications that champion GE, results from organizational culture and gender equality survey.

Mandate:

A/RES/70/133, para 7, Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

CEB 2006/2 System-wide policy on gender equality and the empowerment of women

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

A/RES/71/243 (QCPR) (OP 13)

Alignment

UN SWAP 2.0 alignment indicator 7 – leadership

A/72/220 Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System

STEPS TO SCORE THIS INDICATOR

1. REVIEW

Review the UNCT HOA meeting minutes from the previous 12 months to assess how regularly GEEW is discussed. Score criterion a) positively if GEEW was discussed meaningfully in the majority of the HOA meetings.

2. ASSESS

Review relevant documentation such as statements, speeches, etc. from the previous 12 months to assess if the RC has taken a visible position as a leader on GEEW (criterion b).

3. CALCULATE

To score criterion c) you need to review the online survey provided below to assess Indicator 4.2 and calculate the percent

of positive responses to the question on personnel perception of HOAs demonstration of GEEW leadership. Score criterion c) positively if 65 percent or more of respondents strongly agreed or agreed with the statement in the survey.

4. REVIEW

Review the most recent Assessment of Results and Competencies to ascertain whether or not gender equality has been incorporated into the platform (criterion d).

5. SCORE AND REPORT

Score the indicator based on findings. Fill in the results template, providing details for each criterion to support the rating (see sample).

HOW TO MEET REQUIREMENTS

Senior managers play a critical role within the UNCT for the promotion of GEEW, as highlighted in the CEB-endorsed United Nations Leadership Model (see text box below). The CEB agreed to “commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational, practices, policies and programmes” (CEB/2006/2). At the country level, the Resident Coordinator and Heads of Agencies need to focus on both internal (organizational) and external (programming) levels to champion gender equality and the empowerment of women in practice and programs.

To score this indicator as ‘meets minimum requirements’ three criteria should be met, and score ‘exceeds minimum requirements’ if all four criteria are met.

Criterion (a): To fulfill this criterion, review HOA meeting Agendas and minutes from the last 12 months and look for evidence of substantive discussion about gender equality (e.g. related to CEDAW reporting; programming and JPs; key partners; relevant topics such as SDG 5, etc.). At least 60% of the HOAs meetings should address GEEW, and there should be evidence of decision-making and follow through, rather than general information sharing.

Criterion (b): Review documents from the past 12 months for evidence that the RC serves as a leader on GEEW. Evidence of leadership and public championing include: substantive references to GEEW messaging in official RC speeches and other communications, acting as a role model to combat gender discrimination; challenging gender bias through policy enforcement; and presence of the RC at key gender events and occasions (e.g. ERAW campaigns, media launches, interviews, policy and advocacy events). Speeches make up one important element of demonstrating public championing, and at a minimum at least one third of speeches over the last 12 months should include references as to how the UNCT is promoting GEEW. Overall to meet this criterion UNCTs need to demonstrate that there is effective public championing.

Criterion (c): Review the online survey provided to assess Indicator 4.2. To meet this criterion, at least 65% of staff must either strongly agree or agree with the second question on the organizational culture survey: “Heads of Agencies in this UNCT demonstrate leadership and commitment to gender equality in the workplace.” Request the data needed to score this criterion from the assessors responsible for indicator 4.2.

Criterion (d): The Assessment of Results and Competencies (ARC) is the online performance appraisal tool for RCs and UNCTs that offers consolidated feedback on how well the RC and UNCT performed over the year against core competencies and goals. To achieve the criterion, UNCTs should have explicitly incorporated GEEW into the ARC platform. UN leaders in each country develop five strategic UNCT goals within five categories (Development, Human Rights, Political, Humanitarian,

and Security).²¹ UNDG guidance includes reference to gender equality under the “Development” goal category, but gender equality and women’s empowerment may be visibly mainstreamed into each of the five categories depending on the country context.

Achieving two of the criteria should be rated as ‘approaches’. Failure to achieve two criteria scores as ‘missing minimum requirements’.

THE UNITED NATIONS LEADERSHIP MODEL

The UN Leadership Model endorsed by the CEB (<https://undg.org/wp-content/uploads/2016/10/UN-Leadership-Model-Rev-Jun-2017.pdf>) is characterized by six essential principles that guide senior managers. The model highlights the responsibility of leaders to promote gender equality and women’s empowerment.

Norm-based – UN leaders are bound to promote and protect human rights, peace and security, humanitarian principles, economic and social progress and development, gender equality and environmental stewardship.

Principled – defending its norms and standards and their application without discrimination, fear or favor. Leaders must be equipped with the skills and tools to maintain principled, constructive engagement with all stakeholders on the most sensitive of issues.

Accountable – within the system and to beneficiaries and the public. UN leaders are accountable to their staff as well as the people that they serve, especially the most vulnerable, excluded or marginalized.

Multi-dimensional – integrated and engaged across functions.

Transformational – to achieve positive change while leaving no one behind.

Collaborative – working within and outside of traditional partnerships to foster innovative thinking and solutions.

21 Strategic UNCT goals identified in the ARC may be operationalized through UNCT annual work plans, which are uploaded annually to the UNDG Information Management System (IMS). See “Technical Note for the Assessment of Results and Competencies Tool” (UNDG 2016).

TIPS

- For criterion (a) conduct a word search of the minutes for key words such as “gender”, “women” or “boys”. Use the key words as a guide to look more deeply into the quality of the discussion to ensure that it’s substantive.
- When assessing whether or not the RC has publicly championed GEEW, communication teams have the opportunity to look for proactive engagement with GEEW on a consistent basis, rather than simply paying lip-service.
- If interviews are carried out with partners, the RC championing of GEEW could be one area of enquiry.

EXAMPLE²²

Indicator 4.1 Leadership	Score Meets Minimum Requirements
<p>Findings and Explanation</p> <p>a) Gender equality is meaningfully addressed in the UNCT HOA meetings. Gender equality is not frequently a separate agenda item; however, it is meaningfully addressed across other topics of discussion – 10 out of 12 UNCT meeting’s minutes reflected meaningful discussion on gender-related issues.</p> <p>b) The RC has demonstrated leadership and public championing of gender equality on behalf of the UNCT. 22 out of 29 RC talking points examined between Nov 2015 and Nov 2016 made reference to gender issues. For instance, in Nov 2016, the RC addressed the first Global Citizen Concert where he emphasized the importance of addressing gender inequality to meet the SDGs, to a live audience of over 85,000 people. Other gender-targeted events he has spoken at include ‘We Unite – Investing in Planet 50:50’, Conference on Child Marriage and Adolescent Pregnancy, ‘Dialogue on Financing for Development: Priorities for Gender Equality’. Issues highlighted include bridging the gender gap to meet the SDGs, ERAW, child marriage, economic empowerment of women/girls. The RC has also championed having a gender specialist at the RCO.</p> <p>c) Results from the survey on gender and organizational culture found that 80 percent of staff felt that HOAs are committed to gender equality in the workplace.</p> <p>d) The UNCT has not yet used the template for the new ARC so this criterion is not yet met.’</p>	
<p>Evidence or Means of Verification</p> <p>UNCT HOA Meeting agendas for the past 12 months UNCT HOA meeting minutes for past 12 months (Nov. 2015- Nov. 2016) Assessment of Results and Competencies (ARC) RC/UNCT Annual Report 2013- 2015 RC talking points available for the past 12 months</p>	

22 See Annex 9 Country Examples of Good Practices

INDICATOR 4.2 | ORGANIZATIONAL CULTURE FULLY SUPPORTS PROMOTION OF GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-64 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent.

Means of Verification: survey results

Mandate and Alignment:

A/RES/70/133, Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

A/72/220 Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System

CEB/2008/HLCM/HR/11 Work Life Balance in the Organizations of the United Nations System

CEB 2006/2 System-wide policy on gender equality and the empowerment of women

Alignment

UN-SWAP 2.0 alignment indicator 13 – organizational culture

STEPS TO SCORE THIS INDICATOR

1. OPEN

Select timeline to open the survey. Communicate with the UN System Coordination Division of UN Women (genderscorecard.helpdesk@unwomen.org) to obtain a hyperlink for the online survey on Survey Monkey that will be included in the email correspondence to UNCT personnel.

2. INVITE

Ideally, the Resident Coordinator should send out an invitation to personnel²³ with the hyperlink to the survey. The invitation may be sent directly to staff from the RC/RCO if central lists are available, or it may be distributed to HOAs with a request to forward to personnel. See Annex 4 for a sample letter.

3. CALCULATE

Calculate the minimum number of responses required to ensure the validity of results (see instructions on minimum sample size to reach sufficient confidence interval below). Send out reminders as needed to ensure a sufficient number of responses.

4. MONITOR

Provide UN Women with the emails of those who will be monitoring the response rate, so that they can be added to the survey notification system.

5. CLOSE

Notify the UN System Coordination Division of UN Women (genderscorecard.helpdesk@unwomen.org) to close the survey once a sufficient number of responses has been reached or the survey deadline has passed. The Help Desk will then send the survey results to the IAT.

6. ANALYZE

The IAT will analyse the data. Results will include a response breakdown for each question as well as the total proportion (%) of positive responses (“Agree” and “Strongly Agree”) needed to rate the indicator.

7. SCORE AND REPORT

Score the indicator based on findings, providing details to support the rating (see example below).

HOW TO MEET REQUIREMENTS

Organizational culture refers to values and behaviors that influence an organization’s social environment, including how an organization conducts work and treats employees. A supportive organizational culture enables the promotion of GEEW. The UN has worked to improve policies and practice for GEEW in the workplace, with expanded mechanisms to end gender discrimination and bias, and enable the full participation and empowerment of all personnel.

An online survey has been designed to assess UNCT perceptions of organizational culture. The online survey includes three demographic questions, and 10 questions that gauge perceptions of organizational culture within three categories: gender equality; discrimination; and work-life balance. The survey takes respondents approximately five minutes to complete, using a 5-point scale that ranges from ‘strongly agree’ to ‘strongly disagree’. Responses are anonymous, and are based on personal opinions. See Annex 5 for the complete survey.

The rating will be calculated based on the proportion of positive survey responses received, with the percentage ranges for

‘approaches’, ‘meets’ and ‘exceeds’ as indicated above. The survey should be open for approximately one to two weeks. Response rates should target a confidence interval of + or – 7.5 percent or lower to ensure generalizability of data at a 95 percent confidence level.²⁴ The required sample size can be calculated online by using the table below, found at <https://www.surveysystem.com/sscalc.htm>

SAMPLE SIZE CALCULATION INSTRUCTIONS

DETERMINE SAMPLE SIZE

Confidence Level: 95% 99%

Confidence Interval:

Population:

Sample Size Needed:

Set the confidence level to 95 percent. Enter a confidence interval of 7.5 in the first field. Enter the population of the UNCT personnel in the second field. Click the ‘calculate’ button, and the required minimum number of responses will appear in the last field labeled ‘sample size needed’. See the completed table below for an example.

DETERMINE SAMPLE SIZE

Confidence Level: 95% 99%

Confidence Interval:

Population:

Sample Size Needed:

TIPS

- Send out periodic reminders of the survey close date to ensure higher response rates.
- Though only the percentage of positive responses is needed to rate the indicator, the IAT is encouraged to disaggregate the response data based on the demographic criteria to see differences in perceptions based on gender and/or other criteria, in order to gain a clearer understanding of organizational culture trends. And also to take stock of baselines and examine progress over time.
- Findings should be shared in feedback forums and used to inform action planning.

EXAMPLE²⁵

Indicator 4.2 Organizational Culture	Score Meets Minimum Requirements
Findings and Explanation	
<p>The survey was sent to all HOAs with instructions to distribute to all personnel. Results scored an overall positive rating of 71% (8% negative and 21% neutral). The minimum requirement (65%) is met as an average across the 10 questions that deal with issues of gender equality, discrimination and work-life balance. Moreover, the minimum requirements were met individually for 9/10 questions with only one result on work-life balance falling just below the 65% threshold.</p> <p>The score for equal treatment in the workplace irrespective of sex, gender identity, or sexual orientation was the highest at 82%. Perception of heads of agencies commitment to gender equality in the workplace was also high with 78%.</p> <p>Work-life balance scores were slightly lower on average than the other dimensions; though 63 percent of respondents were satisfied with their work-life balance and only 16 percent expressed dis-satisfaction (21 percent were neutral).</p> <p>Refer to annexed charts for more detailed information.</p>	
Evidence or Means of Verification	
<p>Results of the survey of staff perception of organizational environment for gender equality (total 137 responses of 607 personnel; confidence interval of 7.5)</p>	

²³ The survey is designed for UN staff in alignment with UN-SWAP indicator 13. Assessors may send the survey more broadly to personnel in consultation with the assessment team and other stakeholders (RC/RCO).

²⁴ The confidence interval (also called the margin of error) is the degree of certainty applied to the survey answers. For example, if 50 percent of the population selects an answer and you have a confidence interval of plus or minus six, you can be 95 percent certain that if you had asked the question to the entire population between 44 percent (50-6) and 56 percent (50+6) would have chosen that answer.

²⁵ See Annex 9 Country Examples of Good Practices

INDICATOR 4.3 | GENDER PARITY IN STAFFING IS ACHIEVED

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has in place a mechanism for monitoring gender parity in staffing that is regularly used to monitor parity levels for General Service staff and all professional levels.	Approaches minimum requirements and b) The UNCT can demonstrate positive trends towards achieving parity commitments.	Meets minimum requirement and c) The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

Means of Verification: consolidated, sex-disaggregated staffing data; human resource plan; BOS

Mandate and Alignment:

A/RES/70/133, Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

A/72/220 Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System Secretary General's System-wide Strategy on Gender Parity (Released September 2017)

A/RES/59/184 Globalization and its impact on the full enjoyment of all human rights

ECOSOC Resolution 2001/L.30 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

A/RES/71/243 (QCPR) (OP 73)

Charter of the UN (Article 8)

Alignment:

UN-SWAP 2.0 alignment indicator 12 – equal representation of women

STEPS TO SCORE THIS INDICATOR

1. REQUEST DATA

Distribute the table provided in Annex 13 to the human resource officer in each entity to complete relevant fields. Include a message that outlines the purpose of the data and sets a deadline for response. See annex 12 for sample.

2. FOLLOW UP

Follow up as needed (electronically, by phone and in person) to get data from as many agencies as possible, but at least the majority. Note in the reporting template a list of agencies included in data set, and if applicable note which agencies in the UNCT did not provide responses, so as to know the data presented is partial.

3. CONSOLIDATE AND TABULATE

Consolidate the data from all agencies onto one table. Tabulate the findings as per the directions below criterion (b).

4. ASCERTAIN

Ascertain whether or not there is in place a system or mechanism to monitor gender parity as a country team that remains operational and is used as such criterion (a).

5. REVIEW

Review the most recent BOS for gender-specific actions or indicators criterion (c).

6. SCORE AND REPORT

Score the indicator on the basis of the findings, and fill in the results template. See sample below.

HOW TO MEET REQUIREMENTS

As a standard setting institution, the UN has a particular responsibility to achieve gender parity in staffing, thereby leading by example. To this end, most UN entities have policies for gender parity in staffing in place. **Gender parity is defined as + or – three percentage points (47-53%)²⁶.**

When staffing numbers are disaggregated by location, the numbers of women are lower in the field than in HQ for all entities. Entities will need to address imbalances in the field in order to achieve gender parity. Making an impact in the field further ensures that the UN has a more representative and therefore credible face with the populations it serves. Location specific challenges require additional measures that should be tailored to the specific challenges of the context.

At least one of the members of the team assessing this indicator should be a human resource specialist and/or a member of the Operations Management Team (OMT). For those countries that

²⁶ This range has been established by the Secretary-General's System-wide Strategy on Gender Parity (p.12).

have regional offices as well as country offices, data should be gathered only for country offices. Multi-Country Offices should collect data from all country offices.

Criterion (a): To fulfill this criterion, country teams must have in place a mechanism for monitoring and reporting on gender parity at the country level. Such a mechanism may be managed by a Human Resources Working Group, OMT or equivalent. To meet this criterion, it should be demonstrated that the mechanism is not only in place, but is actively working with regular monitoring and reporting to appropriate senior levels for action as required.

Criterion (b): If parity trends are positive for most categories, the indicator may meet minimum requirements as long as criterion a) is also satisfied.

Follow the below steps to calculate the results:

- Draw a baseline based on last year trends or the latest estimate from the Monitoring Mechanism criterion (a).
- Calculate the total number of females for GS 1-7. Divide the number of females by the total number of people (males and females) in GS-1-7 to obtain the percentage of females in GS positions. The balance is the percentage of males. For example, 140 females hold GS1-7 positions out of a total 200. $140/200 = 70\%$ of GS positions held by women, while males hold the remaining 30% of GS positions.
- Perform the same calculations for other categories (such as senior managers professional staff, national staff) to gather gender parity data.
- Analyse trends for each category and rank.

Criterion (c): To exceed minimum requirements, find at least one domain of the BOS Framework that includes at least one specific action to foster gender equality and women's empowerment. The BOS framework covers six domains: procurement, ICT, human resources, finance, logistics, and facilities (UNDG 'BOS User Manual' 2016). Examples of opportunities for gender mainstreaming within the BOS are:

- Joint promotion of common work-life principles and non-discrimination practices;
- Targets and common strategy for improved gender balance and the status of women within the UNCT;
- Targets on female ownership as selection criteria in vendor awards;
- Targets and monitoring disaggregated data on male- and female-led and/or –employed companies;
- Disaggregated quality ranking of women-led suppliers (including those with women occupying more than 50% management roles) and male-led suppliers;
- Annual induction for new staff on UNDAF and common programming principles including a gender-specific and mainstreamed approach;

- Standardized country-level targets and tracking of mandatory training on gender and other core principles.

Score the indicator as 'approaches minimum requirements' if there is a Parity Monitoring Mechanism but the trends are not positive towards parity in most categories. Score as 'missing minimum requirements' if the Monitoring Mechanism does not seem to be in place or used in any meaningful way.

TIPS

Further, it should be noted that while the current framework assesses gender parity at the aggregate level, the Secretary-General's System-wide Strategy on Gender Parity sets targets **by level and entity**, with a target of 2026 or earlier for most entities. Rollout of annual targets begins with international staff at the professional level and higher, on fixed, continuous or permanent appointments, while targets for other staff categories and national staff will be included at a later stage. For further

EXAMPLE²⁷

Indicator 4.3 Gender Parity	Score Missing Minimum Requirements
Findings and Explanation <p>a) The UN Country Team has in place the architecture for monitoring representation of women and men. The newly established inter-agency Human Resources Working Group offers a mechanism for monitoring gender parity, however this has yet to be done. Consolidated data collected for this exercise may serve as a baseline for future monitoring. Most agencies monitor at individual agency level.</p> <p>b) The assessment found that women comprise 52 percent of General Service Staff (168 of 325) and 44 percent of professional staff (28 of 63) for those agencies that submitted data. Defining gender parity as within the range of 47-53 percent, there is parity for GS staff, but not for professional staff. This data offers baseline to monitor trends.</p> <p>c) The BOS does not integrate any gender-focused actions.</p>	
Evidence or Means of Verification <p>Consolidated, sex-disaggregated staffing data for UNFPA, UN Women, WHO, UNAIDS, UNDP, OHCHR, ILO, FAO, IOM, UNHCR, WFP, UNICEF BOS 2017</p>	

FOSTERING GENDER PARITY AT THE COUNTRY-LEVEL

Country teams can work toward gender parity by breaking down cultural barriers and stereotypes that foster workplace inequality. Examples include:

- monitor disaggregated staff data;
- require an equal number of male and female candidates for shortlists;
- ensure equal representation of men and women on interview panels;
- enlarge the scope for advertising vacancies to target the under-represented sex;
- specify that women (or men) are encouraged to apply;
- extend deadlines when few members of the under-represented sex apply;
- consider those serving in other entities as internal candidates for promotion;
- retain the under-represented sex on rosters for extended periods of time; and
- give preference to the candidate from the under-represented sex when candidates are equally qualified.

27 See Annex 9 Country Examples of Good Practices

5

GENDER ARCHITECTURE AND CAPACITIES



INDICATOR 5.1 | GENDER COORDINATION MECHANISM IS EMPOWERED TO INFLUENCE THE UNCT FOR GEEW

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets 2 of the following</p> <ul style="list-style-type: none"> a) A coordination mechanism for gender equality is chaired by a HOA; b) The group has a TOR and an approved annual work plan; c) Members include at least 50% senior staff (P4 and above; NOC and above); d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<p>Meets 3 of the following</p> <ul style="list-style-type: none"> a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan; c) Members include at least 50% senior staff (P4 and above; NOC and above); d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<p>Meets all 4 of the following</p> <ul style="list-style-type: none"> a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan; c) Members include at least 50% senior staff (P4 and above; NOC and above); d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.

Means of Verification:

Meeting minutes, membership list; GTG TOR & AWP, UNDAF planning and monitoring documentation, UNDAF annual reports, RC/UNCT Annual Reports.

Mandate and Alignment:

A/72/220 Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System

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

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

ECOSOC Resolution 2011/6 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

A/RES/71/243 (QCPR OP 13)

Alignment:

UN-SWAP 2.0 alignment indicator 11 – gender architecture; indicator 17 - coherence

STEPS TO SCORE THIS INDICATOR

1. IDENTIFY

Identify the gender coordination mechanism for the country team, and ascertain whether or not it is led by a HOA (criterion a).

2. ASCERTAIN

Ascertain whether or not the group has a TOR and an approved annual work plan (criterion b).

3. ASSESS

Assess group membership to understand whether or not the majority of members are senior staff (criterion c).

4. REVIEW

Review relevant documents and conduct discussions or interviews to ascertain the extent to which the gender coordination mechanism has been engaged in key UNDAF processes (criterion d).

5. SCORE AND REPORT

Score the indicator on the basis of the findings, and fill in the results template. See sample below for ideas on how to report findings.

HOW TO MEET REQUIREMENTS

Gender Theme Groups are a key mechanism for joint UN action and coordination at the country level. The key purpose of a gender coordination mechanism is to strengthen UN performance on GEEW; enhance UN coordination; and share information and experiences.²⁸ Gender Theme Groups are not universal, and other groups perform the gender coordination role in some countries. The indicator requires that a gender coordination mechanism exists in some form. If not, score the indicator as 'missing minimum requirements'.

To score 'meets minimum requirements' three of the criteria below should be met, and score 'exceeds minimum requirements' if four criteria are met.

Criterion (a): To fulfill this criterion, the gender coordination mechanism should be chaired by a Head of Agency to ensure that decision-making and communication with the UNCT is facilitated. For small countries that lack extensive agency presence, the Head of Operations may lead the mechanism in the absence of a HOA. In addition, to fulfill the criterion the gender coordination mechanism should meet at least four times a year.

Criterion (b): To fulfill this criterion, there are two requirements. First, the coordination mechanism should have a detailed annual work plan in place. The AWP should include resource and responsibility designation. Second, the group should have clear Terms of Reference. Both documents need to be endorsed by the UNCT.

Criterion (c): The gender coordination mechanism should include senior staff members to ensure that the group has expertise and decision-making powers to maximize effectiveness. To fulfill this criterion, at least 50% of the members should be P4/NOC and above. Review the group membership list to assess member levels. If levels are not clear, send out a short email explaining the focus of the assessment and asking members to respond whether or not they are P4/NOC and above.

Criterion (d): The gender coordination mechanism should play a strategic role to mainstream GEEW in UNDAF processes, including providing inputs into the key steps of the UNDAF (country analysis, prioritization, results framework and M&E). To fulfill the criterion, find evidence of substantive contribution through documents developed by the gender group, such as emails and contribution in workshops. Institutional memory also may serve as a means of verification. See box below for further ideas. Look to key documents (e.g. CCA, UNDAF, reviews and evaluations) for evidence of engagement.

To score this indicator as 'approaches minimum requirements' UNCT should meet at least two criteria, Failure to meet at least two criteria scores as 'missing minimum requirements'.

TIPS

- It is good practice for lead responsibility for the AWP to be shared amongst agencies with no single agency taking the lead for more than 50% of planned actions. Reviewing this indicator is a good opportunity to determine if responsibility for GEEW is shared across the UNCT.
- Analysis is recommended of how well the gender coordination group AWP reflects the overall priorities of the UNCT.

28 Refer to UNIFEM 2005 for further guidance on GTGs.

EXAMPLE²⁹

Indicator 5.1 Gender Coordination Mechanism	Score Exceeds Minimum Requirements
Findings and Explanation <p>a) The Gender Equity Results Group (GERG) is chaired by the head of UN Women and meets at least every two months.</p> <p>b) While there is no TOR specifically for the GERG, there exists a common Terms of Reference for all results groups. The GERG has an approved AWP that includes resource (allocated budget) and responsibility designation (work stream and lead agency).</p> <p>c) GERG membership includes all resident UN agencies with representation from senior staff as well as other cross-cutting groups. GERG members include the Representatives and Deputy Representatives of all resident UN agencies. More than half of members are senior staff.</p> <p>d) GERG has made substantive input into the key steps of the UNDAF, including recommended strategic priorities for the UN Sustainable Development Framework 2018-2022. GERG members participated in the Strategic Prioritization Retreat for the UNSDF 2018-2022. UNCT members, UN Agency Deputies and Senior Programme Staff - including members of the GERG - participated in the working meeting to draft the Results Matrix for the UNSDF 2018-2022. The GERG is involved in UNDAF implementation, and has coordinated initiatives in the past year that target gender inequality in line with SDG priorities including SDG 5, including reaching over 10 million people with the 'Women transform' online campaign on International Women's Day calling for submission of stories of inspiring women.</p>	
Evidence or Means of Verification <p>GERG Membership List GERG Minutes of the Meeting: 15 December 2015, 2 February 2016, 15 April 2016, 19 September 2016, 14 October 2016, 7 November 2016 UNCT 2015, 2016 Workplan, Output Results Group 3: Gender Equity 2015 UNCT Report UNDAF 2013-2017, Annex 3: Terms of Reference for UNDAF Outcome Clusters Final list of participants and Agenda for UNSDF Strategic Priorities Retreat Nov 2016 Working meeting to draft Results Matrix for the UNSDF 2018-2022-Agenda and Participant List</p>	

OPPORTUNITIES FOR GTG SUPPORT TO GENDER MAINSTREAMING IN THE UNDAF COMMON COUNTRY ANALYSIS

- Advocate for use of gender sensitive and sex disaggregated data
- Ensure gender analysis is applied across sectors
- Suggest targeted gender analysis of the most vulnerable groups
- Ensure that representatives from the national women's machinery and other national gender experts and women's rights advocates are involved in consultations

UNDAF

- Ensure that the theory of change is gender sensitive
- Advocate for a gender-targeted outcome and/or visible mainstreaming across all outcomes
- Ensure that those with sector-specific gender knowledge are involved in key working groups
- Review the results matrix for gender sensitivity and sex disaggregation so that it effectively tracks GEEW progress in line with minimum requirements (refer to indicator 1.3).

29 See Annex 9 Country Examples of Good Practices

INDICATOR 5.2 | UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p>	<p>Meets 2 of the following 3:</p> <p>a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p>b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.</p> <p>c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.</p>	<p>Meets all of the following:</p> <p>a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p>b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.</p> <p>c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.</p>

Means of Verification:

Schedule and participants list from workshop/event; capacity assessment; capacity development plan; induction package materials

Mandate and Alignment:

ECOSOC Resolution 2011/633

Alignment:

UN-SWAP 2.0 alignment indicator 8 – gender-responsive performance management; indicator 14 – capacity assessment; indicator 15 – capacity development

STEPS TO SCORE THIS INDICATOR

1. LIST

Make a list of joint gender capacity development activities undertaken within the past year. Gather reporting data as needed to verify (criterion a).

2. ASCERTAIN

Ascertain whether or not an inter-agency gender capacity assessment and development plan has been undertaken within the UNDAF cycle (criterion b).

3. VERIFY

Verify the presence of absence of a country-level induction process. If present, ascertain whether or not gender equality is included as part of the orientation (criterion c).

4. SCORE AND REPORT

Score the indicator on the basis of the findings, and fill in the results template. See sample below.

HOW TO MEET REQUIREMENTS

Lack of capacity in promoting gender equality and the empowerment of women has been defined as one of the key constraints to better performance and leadership. UN staff need the capacity to fulfill the UN's gender mandate. Numerous resolutions include requests for the UN to ensure that all UN personnel, especially in the field, receive training for gender mainstreaming, including providing ongoing capacity development for Resident Coordinators and the UNCT to achieve GEEW through development frameworks.

To meet requirements for this indicator, two of criteria (a), (b) and (c) should be achieved.

Criterion (a): To fulfill the criterion, the assessment team should identify one capacity development initiative that aims at building gender equality technical competencies of UN personnel. The initiative should involve at least two agencies. Capacity development activities include trainings, seminars, learning sessions, mentoring, etc.

Criterion (b): A capacity assessment analyses existing capacities against desired capacities, providing a starting point for the development of a capacity development plan (or learning needs plan) to address gaps to meet capacity gaps at all levels. To fulfill this criterion, the UNCT should carry out a capacity assessment looking at the UN as a system during the current UNDAF cycle. The capacity development plan needs to include activities, resources and a timeline.

Capacity development plans may draw on mandatory agency-specific training as well as other online courses such as “I Know Gender,” “UN Coherence, Gender Equality and You”. Initiatives can move beyond traditional training formats to include mentoring and other forms of hands-on training such women’s leadership circles.

Criterion (c): Some country teams offer induction packages for new staff in light of high rates of turnover. To fulfill this criterion UNCTs should ensure that the induction material includes an analysis of key national GEEW issues and UN mandate and priorities around GEEW.

To exceed requirements all three criteria (a), (b) and (c) need to be achieved.

TIPS:

- Assessing performance against this indicator is an opportunity to determine what capacities exist, and what capacities are needed, for the UNCT.
- Consider disaggregating the different capacities required to focus in on strengths and weaknesses, e.g. how to carry out gender analysis, how to develop good gender-sensitive results statements and indicators, and how to integrate gender dimensions in a thematic area.

See UN Women Training Center 2016 for detailed guidance on how to conduct a gender equality capacity assessment <https://trainingcentre.unwomen.org/mod/data/view.php?id=1&rid=5>
Also see UNDP 2008. http://content-ext.undp.org/aplaws_publications/1670209/UNDP%20Capacity%20Assessment%20Users%20Guide.pdf

EXAMPLE³⁰

Indicator 5.2 Gender Capacities	Score Exceeds Minimum Requirements
<p>Findings and Explanation</p> <p>a) The capacity development activities in the past year include targeted training for the GTG and other inter-agency groups focusing on specific needs: “Integration of Gender Equality and Women’s Empowerment Perspective to the Context of SDG Nationalization” and “Gender Equality and M&E”.</p> <p>b) A capacity assessment was undertaken to understand the gender-related knowledge and assess gender-focused capacity gaps/learning needs of the UNCT GTG. The Learning Needs Assessment (LNA) was conducted in 2016. A capacity development plan based on the LNA was established in the form of UN GTG Capacity Development Plan for 2016-2017. The targets of the plan are on track, and are regularly discussed at GTG meetings.</p> <p>c) The induction package for UN staff includes training by UN Department of Safety and Security, which includes gender-specific training, and informs staff about key gender-related cultural and security-related issues in the country and UN strategies to address these. Several agencies also have gender-specific orientations for new staff, including UNDP, UN Women, WHO, IFAD, UNV, UNESCO, UN Women</p>	
<p>Evidence or Means of Verification</p> <p>United Nations Country Team Gender Theme Group (GTG) Learning Needs Analysis, 2016 GTG Capacity Development Plan 2016-2017 GTG meeting minutes UNDSS induction training material</p>	

30 See Annex 9 Country Examples of Good Practices

CAPACITY NEEDS ASSESSMENT

UN entities are mandated to enhance their capacity to promote GEEW. A capacity assessment provides information on the strengths and weaknesses within the system as a first step to developing a targeted capacity development plan. The assessment provides a baseline against which future capacity development interventions can be measured. The scope of a gender capacity needs assessment is informed by:

Entry Points – organizational and individual level as well as the enabling environment;

Capacity Levels – knowledge and skills needed to achieve gender equality results, along with attitudes/behaviors related to gender equality; and

Core Gender Capacities – performance objectives and skills/knowledge needed to perform roles related to GEEW.

Adapted from UN Women “Gender Equality Capacity Assessment Tool” 2016:7,26-27.

6

RESOURCES



INDICATOR 6.1 | ADEQUATE RESOURCES FOR GENDER MAINSTREAMING ARE ALLOCATED AND TRACKED

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has carried out at least one capacity building event on the gender marker ³¹ over the current UNDAF cycle.	Approaches minimum requirements and b) The UNCT has established and met a financial target for program allocation for Gender Equality and the Empowerment of Women.	Meets minimum requirements and c) The UNCT has established and exceeded a financial target for program allocation for Gender Equality and the Empowerment of Women.

Means of Verification:

Data tracking system; evidence of utilization of data in reports, RCAR, planning, monitoring, etc.

Mandate and Alignment:

Several ECOSOC resolutions have either called upon or requested the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the UN system, including by tracking gender-related resource allocation and expenditure, including through the promotion of the use of gender markers.

Alignment:

UN-SWAP 2.0 alignment indicator 9 – financial resource tracking; indicator 10 – financial resource allocation

STEPS TO SCORE THIS INDICATOR

1. ASCERTAIN

Ascertain whether or not the UNCT has carried out any capacity development related to the gender marker. (a)

2. IDENTIFY AND ASSESS

Identify whether there is a target for budget allocations for gender equality at the country level. If a target is in place, assess performance against the target to score against requirements. Explain data trends or variances in findings. (b and c)

3. SCORE AND REPORT

Score the indicator on the basis of the findings, and fill in the results template. See sample below.

HOW TO MEET REQUIREMENTS

Gender-responsive financial targeting and tracking is an important means to monitor UN investments against commitments made for GEEW. Resource tracking at the country level helps to ensure adequate financial resources are dedicated to gender responsive programming.

Resource tracking mechanisms have been developed and implemented by UN entities at the corporate level, and are intended to lead increased investments in gender equality issues.

An example of use of a gender marker by a UNCT can be found in the box below.

To meet requirements UNCTs need to fulfill criteria (a) and (b):

Criterion (a): To fulfill this criterion UNCTs need to carry out at least one capacity development event on the gender marker. Such events include trainings, workshops, and missions to another UNCT to learn about their gender marker.

Criterion (b): To fulfill this criterion, the country team must set and meet a financial target for allocations dedicated to GEEW, for both gender targeted and gender mainstreamed initiatives. This target will apply at the level of budget for implementation of UNDAF key activities. Targets are at the discretion of country teams depending on the local context. As an example, in 2010, the Secretary General set a target of 15 percent for UN-managed peace-building funds to be spent on projects that promote gender equality and women's empowerment (A/65/354 – S/2010/466).

31 <https://undg.org/wp-content/uploads/2017/03/UNDG-Gender-Equality-Marker-Guidance-Note-Final-Sep-2013.pdf>

Annual tracking will allow monitoring of the progress made towards the target. The target should be met during the UNDAF cycle implementation. The assessment team needs to review the available data from the most recent completed financial year to carry out the scoring. Previous years may be reviewed to monitor trends.

If the allocation target is exceeded (c) the score should be 'exceeds'.

TRACKING RESOURCES THROUGH A GENDER MARKER IN VIETNAM

A clear priority in Vietnam's One Plan 2012-2016 was to develop a mechanism to track expenditure on gender equality, a gap that had been identified in a 2008 Gender Audit. The UNDP Gender Marker was used as the model to develop a gender marker for Vietnam, applied to the One Plan at the outcome, output and activity level, thus tracking the contributions of individual agencies. The rating system used a scale from "0 – Outputs that are not expected to contribute noticeably to gender equality" through to "3 – Gender equality is a principal objective of the output". The data generated by the gender marker is valuable in that it shows very clearly in which areas the UNCT focuses on gender-specific work as well as highlighting gaps for future programming.

Source: UN Women Vietnam.

TIPS

- The first step to set a financial target is to develop a baseline of current allocation to GEEW.
- Guidance for designing country-level markers can be found in UNDG's "Gender Equality Marker Guidance Note" <https://undg.org/wp-content/uploads/2017/03/UNDG-Gender-Equality-Marker-Guidance-Note-Final-Sep-2013.pdf> and "Financing for Gender Equality Tracking Systems Background Note" <https://undg.org/wp-content/uploads/2017/03/UNDG-Gender-Equality-Marker-Background-Note-Final-Sep-2013.pdf>
- A standard methodology for linking gender markers to the UNDAF is currently being developed by the UNDG Task team on Gender Equality and is expected to be piloted in 2018.

EXAMPLE³²

Indicator 6.1 Financial Resources

Score
Missing Minimum
Requirements

Findings and Explanation

- The UNCT has not carried out a capacity building event on the gender marker.
- The UNCT has not set a target for resource allocations to GEEW. However, the UNCT has in place a system to track and utilize some country-level gender budgetary data. UNCT monitoring and reporting processes for the One Plan (2012-2016) have tracked financial resources by outcome area. Total expenditures for Outcome 2.4 (gender and HIV) were USD 6,231,698 amounting to 8.6 percent of total One Plan UN expenditures for 2015 (2015 Independent Review, page 80). The data does not reveal which resources were dedicated specifically to GEEW programming (as opposed to HIV) within the Outcome, nor is there in place a mechanism to assess which resources were dedicated to gender mainstreamed activities across all outcomes. Nevertheless, it offers a partial picture of tracking in the absence of a marker.

Evidence or Means of Verification

2012-2016 One Plan
2015 Independent Evaluation of One Plan
Delivering as One Annual Results Reports 2012, 2013, 2014, 2015

32 See Annex 9 Rating Indicators: Country Examples

7

RESULTS



INDICATOR 7.1 | UN PROGRAMMES MAKE A SIGNIFICANT CONTRIBUTION TO GENDER EQUALITY IN THE COUNTRY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has achieved or is on track to achieve some gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.</p>	<p>a) The UNCT has achieved or is on track to achieve all gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.</p>	<p>Meets minimum requirements and</p> <p>b) At least one outcome level UNDAF result has contributed to transformative change in relation to gender equality and the empowerment of women.</p>

Means of Verification:

UNDAF annual reviews, evaluations, results tracking, national data from government statistical offices, MDG/SDG monitoring, CEDAW or BpFA monitoring, WEF, GDI and/or GII monitoring.

Mandate and Alignment:

A/RES/64/141 Follow-up on the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action

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

ECOSOC Resolution 2008/34 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Alignment:

UNDG RBM Handbook (2012)

UN-SWAP 2.0 alignment indicator 1 – commitment to gender-related SDG results; indicator 3 – programmatic results on GEEW

STEPS TO SCORE THIS INDICATOR

1. REVIEW

Review UNDAF outcomes and results framework to ascertain intended gender results including both gender-targeted and gender-mainstreamed targets drawing on findings from Indicators 1.2 UNDAF Outcomes and 1.3 UNDAF Indicators.

2. ASSESS

Assess the extent to which progress has been made to achieve gender results drawing on findings from Indicator 2.1 Joint Programs, 2.2 Communication and Advocacy, and 2.3 UNDAF M&E.

3. ANALYZE

Analyze findings to assess whether any results qualify as transformative.

4. SCORE AND REPORT

Score the indicator on the basis of the findings, and fill in the results template. See sample below.

HOW TO MEET REQUIREMENTS

The ultimate test of UNCT performance is results on the ground. UNCTs should be able to provide evidence to demonstrate progress on GEEW in support of national governments and the SDGs, including SDG 5.

Criterion (b): To meet requirements UNCTs should demonstrate that they have achieved the GEEW results – **either** mainstreamed **or** targeted – as set out in the UNDAF. This should be specifically related to UNDAF outcomes. UNDAF M&E processes will necessarily track the extent to which results are achieved, so tracking gender-related results will make up one part of overall UNDAF processes.

As the UNDAF usually has a five-year cycle planned GEEW results at the outcome level will likely not be achieved for several years. Depending on when the UNCT-SWAP Scorecard exercise is carried out the assessment may only be able to report on progress towards the outcome; hence the indicator is phrased as either ‘on-track’ or ‘achieved’.

For example, if the outcome is to support development of gender-sensitive national legislation, the first year may involve planning with national counterparts concerning the legislation. If the planning is progressing as intended the score would be ‘meets’ as the UNCT is on track to achieving the result.

Criterion (a): If the UNCT has only partly achieved some results, or is not on track to achieving all the results, then the score should be ‘approaching’. If there is no progress the score should be ‘missing minimum requirements’. To support a more disaggregated analysis UNCTs should use the table in Annex 1 to determine the extent of progress.

Criterion (b): To meet requirements the UNCT should demonstrate that it has met both mainstreamed and targeted results, using the same data base as for criterion (a).

Criterion (c): In addition, the UNCT should demonstrate that one UNDAF outcome level result has resulted in transformative change related to GEEW.

What constitutes a transformative result is dependent on country context. The SDG Outcome Document³³ defines transformative results as follows:

We envisage a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination; of respect for race, ethnicity and cultural diversity; and of equal opportunity permitting the full realization of human potential and contributing to shared prosperity. A world which invests in its children and in which every child grows up free from violence and exploitation. A world in which every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed. A just, equitable, tolerant, open and socially inclusive world in which the needs of the most vulnerable are met.

The CEB includes tackling root causes as central to implementing the SDGs: “Preventing and resolving crises, addressing root causes, managing risk, building resilience and sustaining peace are shared objectives of the entire UN system.”³⁴ To meet this criterion UNCTs need to demonstrate that they have contributed to changes in social norms, cultural values, power structures and the root causes of gender inequalities and discrimination.

EXAMPLE³⁵

Indicator 7.1 Results	Score Approaches Minimum Requirements
<p>Findings and Explanation</p> <p>a) The UNCT has achieved or is on track to achieve some gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5. The UNDAF (2016-2020) covers five focus areas: (1) Democratic Governance; (2) Jobs, Livelihood and Social Protection; (3) Education; (4) Health; and (5) Human Security and Community Resilience. Access to justice and protection for vulnerable groups of women, including victims of violence is prioritized (as part of Outcome 2 under focus area 1 Democratic Governance as well as women’s economic empowerment as part of Outcome 3 under focus area 2 Jobs, Livelihood and Social Protection), access to proactive and inclusive gender and child sensitive social protection systems (Outcome 4 under focus area 2 Jobs, Livelihood and Social Protection), gender mainstreaming of the school curriculum (as part of Outcome 5 under focus area 3 Education) and promoting human security including confidence building initiatives through people-to-people communication by more active engagement of CSOs, women and youth (as part of Outcome 7 under focus area 5 Human Security and Community Resilience).</p> <p>Progress is obvious especially in the area of ending violence against women as evidenced by official communication from CEDAW (dated 26 April 2017) assessing written information on the steps undertaken to implement the recommendations contained in paragraphs 21 and 25 of the concluding observations to State Party issued in July 2014.</p> <p>Progress can be tracked also from the annual and 6-months reports prepared by UNCT in relation to the joint work-plans per UNDAF Outcomes. However, due to the fact that progress is tracked on output (through joint work-plans) rather than UNDAF Outcomes’ level it is hard to draw definite conclusions. The improvement of overall UNDAF M&E interventions will greatly impact progress towards improving the Country Team’s scoring under this indicator.</p>	
<p>Evidence or Means of Verification UN OHCHR/CEDAW DB; UNPSD joint work-plans’ annual and six-months reports</p>	

33 Transforming our World: the 2030 Agenda for Sustainable Development, A/RES/70/1, para 8.

34 CEB common principles to guide the UN system’s support to the implementation of the 2030 Agenda for Sustainable Development. April 2016.

35 See Annex 9 Country Examples of Good Practices

ANNEX



ANNEX 1 TABLE TO DETERMINE THE EXTENT OF PROGRESS

1 (1-24%)	2 (25-49%)	3 (50-74%)	4 (more than 75%)
Very limited progress – provide rationale	Limited progress – provide rationale.	Some progress – provide rationale	Reasonable progress but not on track – provide rationale
Use this rating when progress towards meeting the GEEW result is largely stalled.	Use this rating when movement towards meeting the result has started but considerably more effort is required.	Use this rating when there is some movement towards meeting the result but there is still some distance to go.	Use this rating when meeting the result gets close but it is not yet on track.

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ANNEX 3 SUSTAINABLE DEVELOPMENT GOAL 5

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SDG 5 aims to achieve gender equality and empower all women and girls. SDG 5's nine targets are as follows:

- End all forms of discrimination against all women and girls everywhere
- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
- Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

- Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

ANNEX 4 LETTER TO PERSONNEL FOR ORGANIZATIONAL CULTURE SURVEY

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Sample email from RC to HOAs to request personnel to complete the survey:

Dear Heads of Agencies,

As you know, our UNCT is conducting a guided self-assessment using the UNCT SWAP-Scorecard to assess the status gender mainstreaming within our country team. As part of the methodology, the UNCT is requested to run a short staff survey on gender and organizational culture. The survey takes just five minutes to complete on-line, and will give us useful insights with regards to UN Staff perceptions of gender issues within the working environment. All responses are anonymous.

I would appreciate if you could circulate this to your respective personnel with a request to complete the multiple choice questionnaire **by Day xx Month** to keep within the timeframe of the assessment. The survey link is as follows:

Insert link

Thank you in advance for your support and warm regards,

ANNEX 5 LETTER TO PERSONNEL FOR ORGANIZATIONAL CULTURE SURVEY

Background Information

This short survey on gender and organizational culture is a part of a larger “UNCT SWAP Scorecard” country-level assessment that is being undertaken in your country. Endorsed by the UNDG in 2008 in response to the CEB policy on gender equality and the empowerment of women (CEB/2006/2), the assessment looks at the effectiveness of gender mainstreaming by UN Country Teams.

This 10-question survey is being sent to all UN staff members in the country. It should take approximately 5 minutes of your time to complete. Answers are based on your opinions and experience, and will help inform country-level action planning. All responses are anonymous.

Thank you in advance for your participation. Should you have any questions, please feel free to contact Mr. Michele Ribotta, Coordination, UN Women at michele.ribotta@unwomen.org.

Demographic Information

1. Select your gender:

- Female
- Male
- Other

2. Select below:

- National personnel
- International personnel

3. Select below:

- My job includes personnel supervisory functions
- My job does not include personnel supervisory functions

Survey

1. I believe the UNCT in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

2. Heads of Agencies in this UNCT are committed to gender equality in the workplace.

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

3. UN personnel in this country are committed to gender equality in the workplace.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

4. UN personnel in this country team are treated equally irrespective of sex, gender identity or sexual orientation.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

5. The UNCT in this country has adequate procedures in place to prevent and address sexual harassment.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

6. The UNCT in this country has adequate procedures in place to protect my personal safety and security.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

7. The UNCT in this country adequately facilitates the equal participation of both women and men at all levels of the organization.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

8. The package of entitlements (e.g. maternity, paternity, breastfeeding) support personnel to achieve adequate work-life balance.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

9. The package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) support personnel to achieve adequate work-life balance.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

10. Heads of Agencies are supportive of personnel to establish an adequate relationship between work life and home life.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

ANNEX 6 UNCT-SWAP SCORECARD INDICATOR REPORTING TEMPLATE

Indicator	Score
<p>Findings and Explanation</p> <p>List findings by criteria (a, b, c....), including relevant details and analysis</p>	
<p>Evidence or Means of Verification</p> <p>List documents and sources used to verify findings</p>	

Indicator	Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
1- Planning				
1.1 Common Country Assessment				
1.2 UNDAF Outcomes				
1.3 UNDAF Indicators				
2- Programming and M&E				
2.1 Joint Programs				
2.2 Communication & Advocacy				
2.3 UNDAF M&E				
3- Partnerships				
3.1 Engagement Government				
3.2 Engagement with GEEW CSO				
4 – Leadership & Org Culture				
4.1 Leadership				
4.2 Organizational Culture				
4.3 Gender Parity				
5- Gender Arch. and Capacities				
5.1 Gender Coord Mechanism				
5.2 Gender Capacities				
6 – Financial Resources				
6.1 Resources				
7 - Results				
7.1 Gender Results				

INDICATOR 1.1 COMMON COUNTRY ANALYSIS

Gender Mainstreaming in the CCA in Viet Nam

Analysis of the UN Viet Nam's CCA (2016) as a part of the pilot for the SWAP-Scorecard revealed good practices:

CCA analysis of SDG goals includes gender analysis in all goals except two (Goal 12 on sustainable consumption and Goal 14 on oceans and marine resources). In-depth analysis is included for SDG 5, highlighting the significant gender disparities that remain in economic, social, civil and political rights that need to be addressed to achieve SDG 5.

Analysis of UNCT comparative advantage to address gender inequality includes a focus on women with linkages to social norms and gender stereotypes as underlying causes. UNCT comparative advantage to address gender equality is analyzed in the broader context of reducing inequalities through UN normative work and advocacy for rights-based

INDICATOR 2.1 JOINT PROGRAMS

Screening for Gender in Jordan's Joint Programs

The UNCT Jordan created the Inter-Agency Project Committee (IPAC) to review and approve Joint Programs at the country level in line with UNDG Guidance Note on Joint Programming (2014) and the programming principles of the UNDAF. Through the IPAC, members make recommendations to the RC/HC to approve, revise or reject a proposed JP.

The IPAC process requires agencies that are developing a JP to submit to the IPAC a two-page cover note that includes a checklist for deciding if a JP is the best modality

for the planned project. The checklist includes core gender criteria using the following screening questions:

- Has the program included gender analysis in its design, implementation and management?
- Has the program been rated through a Gender Marker System?

INDICATOR 2.2 COMMUNICATIONS AND ADVOCACY

.....

UN Viet Nam Communicating as One

UN Viet Nam developed a joint framework for communications under its 2012-2016 One Plan to help project a strong and united image of the UN speaking with one voice.

The plan highlights the need for increased action against gender discrimination and violence as a key advocacy issue for the UN system, noting a need for improved coordination and legal and policy changes that strengthen action against gender discrimination and violence.

The framework calls for a coordinated focus on gender sensitive communication, as follows. “Promotion of gender equality and women’s empowerment is an important part of the mandate of all UN agencies. Promoting GEEW is therefore a key cross-cutting priority within the UN Communication Strategy, and the UNCT plays an active role in supporting the communication work of the Gender Joint Program Group. It is also critical that all communication from the UN in Viet Nam

INDICATOR 6.1 FINANCIAL RESOURCES

.....

Financing for Gender Equality in Jordan

The UNCT Jordan has taken steps to monitor the extent to which programming is devoted to women’s needs, gender equality and the empowerment of women. Following on previous reviews and assessments, the Gender Theme Group is working to develop a finance tracking mechanism. An inception report was developed in early 2017 that proposed the use of a gender marker to assess gender equality financing within three categories:

1. Targeted expenditure by project to women or men (girls or boys) to meet their particular needs.

2. Provision of care support to foster equal opportunity.
3. Mainstreamed budget through which goods or services are made available to the whole population, but which are assessed for gender impact.

The approach aims to review funding allocations while also offering an assessment of the objectives of the initiative in terms of its ability to provide equal opportunities for females and males.

Kuonqui 2017 “Financing for Gender Equality”

ANNEX 10 RELEVANT SG REPORTS, UN MANDATES AND COMMITMENTS

A/72/220 Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System recommends that Senior managers at all entities should be held accountable, in accordance with the relevant and applicable procedures, for attaining gender parity and their responsibility in the implementation of the prescribed measures. The report also recommends the appointment of focal points at appropriately high levels, with terms of reference, access to management and sufficient time and resources to carry out their functions. It further recommends that executive heads of entities should place special emphasis on the promulgation and enhanced implementation of work-life policies (including parental leave and spousal employment) and practices to meaningfully support flexibility in the workplace, mitigate bias in the recruitment process, strengthen response to and prevention of harassment, discrimination and abuse of authority, and visibly demonstrate their commitment to gender equality.

A/RES/55/69 requests the Secretary-General to intensify efforts to create, within existing resources, a gender-sensitive work environment supportive of the needs of his staff, both women and men, including the development of policies for flexible working time, flexible workplace arrangements and child-care and elder-care needs, as well as the provision of more comprehensive information to prospective candidates and new recruits on employment opportunities for spouses and the expansion of gender-sensitivity training in all departments, offices and duty stations.

A/RES/58/144 Improvement of the status of women in the United Nations system welcomes the objective of improving gender balance in action plans on human resources management for individual departments and offices, and encourages further cooperation, including the sharing of best practice initiatives, between heads of departments and offices, the Special Adviser on Gender Issues and Advancement of Women and the Office of Human Resources Management of the Secretariat in the implementation of those plans, which include specific targets and strategies for improving the representation of women in individual departments and offices.

A/RES/59/184 General Assembly Resolution 2005 - Globalization and its impact on the full enjoyment of all human rights requests the Secretary General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, justice, antiharassment and sexual harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for managerial accountability accelerate the goal of 50/50 gender distribution.

A/RES/62/208 Triennial comprehensive policy review of operational activities for development of the United Nations system (paragraph 56, 57 and 61) calls upon the organizations of the

United Nations development system, within their organizational mandates, to further improve their institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks. Calls upon the United Nations development system to further improve qualitative and quantitative reporting on gender equality, including gender disaggregated data.

A/RES/64/141 Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (paragraph 21) encourages increased efforts by Governments and the United Nations system to enhance accountability for the implementation of commitments to gender equality and the empowerment of women at the international, regional and national levels, including by improved monitoring and reporting on progress in relation to policies, strategies, resource allocations and programmes, and by achieving gender balance. Requests the Secretary-General to review and redouble his efforts to make progress towards achieving the goal of 50/50 gender balance at all levels in the Secretariat and throughout the United Nations system, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 paragraph 3, of the Charter of the United Nations, considering, in particular, women from developing and least developed countries, from countries with economies in transition and from unrepresented or largely underrepresented Member States, and to ensure managerial and departmental accountability with respect to gender balance targets, and strongly encourages Member States to identify and regularly submit more women candidates for appointment to positions in the United Nations system, especially at more senior and policymaking levels, including in peacekeeping operations.

CEB/2006/2 System-wide policy on gender equality and the empowerment of women states that enhancing oversight through improved monitoring, evaluation, audit and reporting procedures is critical to ensuring accountability of all United Nations staff, including senior and mid-level management, for their performance in gender mainstreaming.

ECOSOC Agreed Conclusions 1997/2 Mainstreaming a gender perspective into all policies and programs in the United Nations System states that clear political will and the allocation of adequate and, if need be, additional human and financial resources for gender mainstreaming from all available funding sources are important for the successful translation of the concept into practice. Calls on all entities of the United Nations system, making full use of the expertise and support of gender units or focal points, to institutionalize mainstreaming of a gender perspective at all levels through specific steps, such as the adoption of gender mainstreaming policies, improvement of tools for gender mainstreaming, gender analysis, the use of sex disaggregated data and sector-specific gender surveys, as well as gender-sensitive studies, guidelines and checklists for programming.

ECOSOC Resolution 2001/L.30 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7c and 7j)* requests the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: enhancing resource mobilization capacity and increasing the predictability of both human and financial resources for gender equality and the empowerment of women; and ensuring progress, including through managerial and departmental accountability, towards achieving the goal of a 50/50 gender balance at all levels in the Secretariat and throughout the United Nations system, with due regard to the representation of women from developing countries and keeping in mind the principle of equitable geographical representation, in conformity with Article 101, paragraph 3, of the Charter of the United Nations.

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 (paragraph 9 and 12)* requests all entities of the UN system to enhance the effectiveness of gender specialist resources, gender focal points and gender theme groups, by establishing clear mandates; by ensuring adequate training, access to information and to adequate and stable resources; and by increasing the support and participation of senior staff. Recommends that all entities of the United Nations system continue to promote cooperation, coordination, sharing of methodologies and good practices, including through the development of tools and effective processes for monitoring and evaluation within the United Nations, in the implementation of agreed conclusions 1997/2, in particular through the Inter-agency Network on Women and Gender Equality, and recommends further that all inter-agency mechanisms pay attention to gender perspectives in their work.

ECOSOC Resolution 2005/31 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4)* calls on the UN system to fully incorporate a gender perspective in programme budgets and multi-year funding frameworks and into all results-based budgeting processes. It further calls upon all entities of the United Nations system to intensify efforts to address the challenges to the integration of gender perspectives in policies and programmes, including by developing action plans with clear guidelines on the practical implementation of gender mainstreaming in policies and programmes.

ECOSOC Resolution 2006/36 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4)* calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to make specific commitments annually to gender mainstreaming training, including in core competence

development, and ensure that all gender equality policies, strategies and action plans include such commitments; and to make gender training mandatory for all staff and personnel and develop specific training for different categories and levels of staff. Furthermore, to create or expand electronic knowledge networks on gender mainstreaming to increase effective support for and follow-up to capacity-building activities; strengthen inter-agency collaboration, including through the work of the Inter-Agency Network on Women and Gender Equality, to ensure systematic exchange of resources and tools across the system to promote cross-fertilization of ideas. It further calls on the UN system to strengthen accountability systems for both management and staff, through, inter alia, the inclusion of objectives and results related to gender mainstreaming in personnel work-plans and appraisals.

ECOSOC Resolution 2007/33 *Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4a)* calls upon the UN system to promote the collection, analysis and use of data disaggregated by sex during programme development and evaluation of gender mainstreaming to assess progress towards achieving gender equality and the empowerment of women. It further requests the United Nations system to strengthen institutional accountability mechanisms, including through a more effective monitoring and evaluation framework for gender mainstreaming based on common United Nations evaluation standards and to share and disseminate good practices, tools and methodologies electronically and through regular meetings on gender mainstreaming, including through the Inter-Agency Network on Women and Gender Equality and its task forces, as well as the United Nations country teams.

ECOSOC Resolution 2008/34 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4)* requests the United Nations system, including United Nations system agencies, funds and programmes within their organizational mandates, to promote a United Nations system-wide common understanding of a results-based management framework with benchmarks and indicators for measuring progress in the application of the gender mainstreaming strategy to achieve gender equality; and to include clear gender equality results and gender-sensitive indicators in their strategic frameworks; among others.

ECOSOC Resolution 2011/6 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7c and 7j)* requests the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: enhancing resource mobilization capacity and increasing the predictability of both human and financial resources for gender equality and the empowerment of women, improving the application of a gender perspective in programming work and enhancing a broader approach to capacity development for all United Nations staff including through working on guidelines which could provide

ANNEX 11

SAMPLE TOR FOR CONSULTANT TO FACILITATE UNCT-SWAP SCORECARD

Post title: International consultant to support the UNCT SWAP Gender Equality Scorecard

Country / Duty Station:

Starting date of assignment:

Duration of assignment: 15 working days (est.)

Supervisor's name and functional post:

Payment arrangements: The Consultant will be paid a lump sum amount including fee and per diem when in (country). The consultant should indicate the lump sum and breakdown in the financial proposal.

The international expert will be engaged for a total of 15 working days. 100% of the payment will be effected to the consultant upon submission of the final deliverable, which is the final version of the scorecard matrix and narrative report and its approval by the UN RC and the UN Gender Thematic Group (GTG).

BACKGROUND

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".

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".

As a direct follow-up to the TCPR, and to ensure a comprehensive response to many of its recommendations, the UN Development Group (UNDG) created a Task Team on Gender Equality as a sub-group of the UNDG Programme Group. The goals of the Task Team are: to support more consistent and coherent action among UNDG member agencies to mainstream gender equality and promote women's empowerment at the country level; and to ensure that gender equality and women's empowerment are mainstreamed into the tools and processes that emerge from the UNDG for UN Country Teams (UNCTs).

In 2006, the UNDG Task Team on Gender Equality

commissioned a background paper on accountability mechanisms in UNDG agencies. This paper reviewed accountability for programming in support of gender equality in ILO, UNDP, UNFPA, UNICEF, and WFP and found that: "A common understanding of how to apply gender mainstreaming in UN operational activities is needed. This is because if there is no agreement on what constitutes a minimum level of actions to support gender equality, how will it be possible to hold agencies and UN Country Teams accountable for this. Reaching agreement across agencies on what constitutes a minimally acceptable performance to support gender equality, through an agreed set of indicators, would contribute to stronger guidance and accountability". Subsequently this background paper was endorsed at the UNDG Principals' meeting in July 2006, where agreement was reached on development of a UNCT-level 'Accounting for Gender Equality' Scorecard that sets minimum requirements for UNCTs to assess their performance across the system.

The Gender Scorecard was endorsed by the UNDG in 2008 in response to the UN Chief Executive Board for Coordination 2006 Policy on gender equality and the empowerment of women (CEB/2006/2) to establish an accountability framework for assessing the effectiveness of gender mainstreaming by UN Country Teams. The UN SWAP formed another part of the accountability framework, focusing on the implementation of the policy at the entity level.

The QCPR calls for the United Nations development system to expand and strengthen the use of the Gender Scorecard as a planning and reporting tool for assessing the effectiveness of gender mainstreaming in the context of the UNDAF (OP 83). In this vein and in line with internal assessments, the UNCT SWAP-Scorecard methodology has been revised in tandem with the United Nations System-wide Action Plan for gender Equality and the Empowerment of Women (UN-SWAP) to ensure greater alignment with the UN-SWAP and the SDGs, drawing on good global practices with motivating, managing and measuring institutional change processes.

(Insert background of country team, UNDAF process)

In order to support the development of the gender-responsive UNDAF and ensure better accountability of UNCT towards gender equality and women's empowerment in line with UN corporative policy in this area, the UN Country Team will use the UNCT SWAP Gender Equality Scorecard to assess status, and identify gaps and corrective actions. The UN Gender Thematic Group (or other) will lead this process to complete the scorecard process in a participatory and timely manner.

MAIN OBJECTIVES OF THE ASSIGNMENT

The main objective of this consultancy is to facilitate the UNCT SWAP Gender Equality Scorecard and assess the effectiveness of the UN Country Team in gender mainstreaming, promotion of gender equality and women's empowerment as well as to provide a set of actions for improvements. Purpose of the exercise:

- To assist UNCTs in identifying areas in which they are meeting or not meeting minimum UNDG requirements.
- 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.
- To identify where technical assistance can support the achievement of minimum requirements.
- To share good practice in supporting national priorities to advance gender equality and women's empowerment.

RESPONSIBILITIES/SCOPE OF WORK AND DELIVERABLES

The UNCT SWAP-Scorecard methodology has been designed for in-country self-assessment as a means of fostering deeper understanding and ownership of results. The external gender specialist will facilitate the exercise and apply participatory methods to ensure the assessment team is formed from the beginning of exercise, leads and own the process.

To guide and support the assessment team with the piloting process, the consultant will conduct the following activities within the stipulated timeframes:

Background document review (home-based, x working days): (Include relevant background documents here. Examples include:

- UNCT UN-SWAP Technical Guidance and Framework
- UNCT Gender Scorecard Reports for the countries in the regions and from other countries
- Current country CCA and UNDAF or equivalents
- New UNDG UNDAF guidance
- UNCT planning, budgets programming documents
- UN Gender Theme Group's TOR, 2015 report and 2016 plan (or equivalent)
- CEDAW Reports/other national assessments/National Gender Plans, etc.

Assistance and support for the Inter Agency Team (IAT) with the in-country assessment: (xx working days)

- Support the collection of complementary data and evidence to score indicators
- Conduct gender analysis of verification documents required to help the IAT score areas of performance
- Facilitate working sessions and technical support with key

stakeholders such as the Resident Coordinator; Heads of Agencies; key programme staff; M&E teams, partners, etc. to discuss and score areas of performance.

- Complete the scoring matrix based on IAT discussions and agreements.
- Facilitate a debrief with the HOA to discuss findings and proposed actions.

Reporting (x working days)

- Draft Scorecard and narrative report, with inputs from assessment team
- Complete the final Scorecard, narrative report and follow-up matrix

PERFORMANCE EVALUATION

Consultant performance will be evaluated against such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

DUTY STATION AND TRAVEL ARRANGEMENTS

The consultant is expected to work home based and conduct eight days field mission to participate in meetings with UN agencies, partners and stakeholders as per the agreed work-plan.

EXPERIENCE AND QUALIFICATIONS

Values Guiding Principles:

- Integrity: Demonstrate consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct;
- Professionalism: Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work;
- Cultural sensitivity and valuing diversity: Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrate an international outlook, appreciating difference in values and learning from cultural diversity.

Core Competencies:

- Ethics and Values: Demonstrate and safeguard ethics and integrity;
- Organizational awareness: Demonstrate corporate knowledge and sound judgement;

- Development and Innovation: Take charge of self-development and take initiative;
- Work in teams: Demonstrate ability to work in a multicultural, multi ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds;
- Communicating and Information Sharing: Facilitate and encourage open communication and strive for effective communication;
- Self-management and Emotional Intelligence: Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have a consistent behaviour towards others;
- Conflict management: Surface conflicts and address them proactively acknowledging different feelings and views and directing energy towards a mutually acceptable solution;
- Continuous Learning and Knowledge sharing: Encourage learning and sharing of knowledge.

Required qualifications and experience:

Education:

Advanced (Masters) degree in social and political sciences, human rights, gender equality etc. PhD degree is an asset.

Experience:

- At least 10 years of practical experience of work on gender mainstreaming in development programmes/projects at national and international levels;
- At least 3 years' experience of work on results based management, review and/or evaluation;
- Experience in gender data collection and analysis, including interviews, survey and focus groups;
- Previous experience with the Gender Equality Scorecard, narrative report and follow-up matrix;
- Experience on conducting gender trainings for staff of development agencies.

Language and other skills:

- Proficient in written and oral English, working level of (other language) is an asset;
- Computer skills, internet communication and command of MS Office.

**ANNEX 12
SAMPLE MESSAGE FOR DISAGGREGATED
STAFF DATA**

Dear Colleagues,
The UNCT is embarking on a “UNCT SWAP-Scorecard” exercise that assesses the effectiveness of gender mainstreaming by country teams. This is not a performance assessment of individual agency actions, but an assessment of UN overall in relation to common programming and operations. You can find the full set of UNCT SWAP-Scorecard Indicators attached to this message.

One of the assessment indicators (indicator 4.3) looks at Gender Parity for the UN system. This indicator is aligned to system-wide commitments to gender parity. Assessing the indicator at the country level requires consolidated staffing data for the UN system.

I am writing to you as the Human Resource focal point for your agency. I would be grateful if you would please provide the list of staff in your agency by sex and grade and level as per the attached template. This data will be consolidated with data from other agencies to provide an overall picture.

The deadline for submitting the HR data is date, month.

Thank you in advance for your collaboration.

ANNEX 13
GENDER PARITY TABLE

General Service and National Staff Category	Number of Women Staff in Category	Number of Men Staff in Category
G1		
G2		
G3		
G4		
G5		
G6		
G7		
NOA		
NOB		
NOC		
NOD		
Total		

International Professional Staff Category	Number of Women Staff in Category	Number of Men Staff in Category
P1		
P2		
P3		
P4		
P5		
P6		
D1		
D2		
Total		



UNITED NATIONS
SUSTAINABLE
DEVELOPMENT
GROUP



The United Nations Sustainable Development Group (UNSDG) unites the 31 UN funds, programmes, specialized agencies, departments, and offices that play a role in development. Since 2008, the UNSDG has been one of the three pillars of the UN System Chief Executives Board for Coordination, the highest-level coordination forum of the United Nations system.

At the regional level, six Regional UNSDG Teams play a critical role in driving UNSDG priorities by supporting UN Country Teams with strategic priority setting, analysis and advice.

At the country level, 131 UN Country Teams serving 165 countries and territories work together to increase the synergies and joint impact of the UN system.

The Development Operations Coordination Office (DOCO) is the secretariat of the UNSDG, bringing together the UN development system to promote change and innovation to deliver together on sustainable development.

