RESOURCE GUIDE FOR GENDER THEME GROUPS

UNITED NATIONS DEVELOPMENT GROUP

Table of Contents

Abbreviations and Acronyms

CCA	Common Country Assessment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	Civil Society Organization
DaO	Delivering as One
DRR	Disaster Risk Reduction
ECOSOC	Economic and Social Council
GBV	Gender-based Violence
GETT	Gender Equality Task Team
GEWE	Gender Equality and Women's Empowerment
GFP	Gender Focal Point
GIG	Gender Interagency Group
GRB	Gender-Responsive Budgeting
GTG	Gender Theme Group
HCT	Humanitarian Country Team
HoA	Head of Agency
HRBA	Human Rights-Based Approach
JGP	Joint Gender Programme
JP	Joint Programme
LAC	Latin American and the Caribbean
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NWM	National Women's Machinery
PGA	Participatory Gender Audit
PNG	Papua New Guinea
PSG	Peer Support Group
QCPR	Quadrennial Comprehensive Policy Review
RBM	Results-based Management
RC	Resident Coordinator
RGG	Results Group on Gender
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SSAT	SWAP-Scorecard Assessment Team
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UPR	Universal Periodic Review
UN-SWAP	UN System-wide Action Plan
VAWG	Violence Against Women and Girls
VVN	Voice, Values and Norms
WCA	West and Central Africa
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

Boxes, Figures and Tables

Box 1. The Multiple-Track Approach to Gender Mainstreaming
Box 2. Production of Gender Briefs
Box 3. Engendering the Common Country Assessment in Albania
Box 4. Mainstreaming Gender into the Papua New Guinea (PNG) Roadmap
Box 5. Mainstreaming Gender into the Zimbabwe UNDAF (ZUNDAF)
Box 6. Mainstreaming Gender into the UNDAF: Serbia, Brazil and Guatemala
Box 7. Participatory Development of the UNCT Gender Mainstreaming Strategy in Zimbabwe
Box 8. Mainstreaming Gender Equality in Preparedness and Response in Nepal
Box 9. Regional Analysis and Guidance on Gender and the SDGs: ECA and LAC
Box 10. UNCT-SWAP Scorecard in Panama
Box 11. UNCT-SWAP Scorecard in Cameroon
Box 12. Participatory Gender Audit (PGA) in Azerbaijan
Box 13. Joint Programme on National Resilience in Bangladesh
Box 14. Regional Joint Programme in Latin American and the Caribbean (LAC)
Box 15. Checklist for Mainstreaming Gender, Culture and Human Rights in Annual Work Plans
Box 16. GTG Support to Normative Human Rights Reporting
Box 17. Linking Normative Developments with Operational Work in Albania
Box 18. Knowledge Products to Support Normative Work
Box 19. Gender Equality Self-Assessment in Mexico
Box 20. UNDAF Training Integrating Gender, Human Rights and the Environment
Box 21. Training on Gender Mainstreaming in Humanitarian and Resilience Programming
Box 22. Online and In-Person Training for Gender Focal Points in Colombia
Box 23. 16 Days of Activism in Tanzania
Box 24. Advocacy for National Gender priorities in Latin America and the Caribbean (LAC)
Box 25. Support to GTGs through Regional Gender Group
Box 26. Shared Responsibility for Chairing the GTG
Box 27. Extended Participation in GTGs
Box 28. GTG Budgets: Where do the Resources Go?

Figure 1. Sources of Support for GTGs at Global, Regional and Country Levels

Table 1. LAC Regional Interagency Gender Group 2016-2017 Work Plan

Acknowledgements

1. Introduction and Context

1.1 Background to the updated Resource Guide

Gender Theme Groups (GTGs) can be defined very simply as interagency coordination mechanisms to strengthen the performance of United Nations Country Teams (UNCTs) on gender equality by providing policy advice, coordination on programming issues within the UNDAF (United Nations Development Assistance Framework), and technical support on gender equality and women's empowerment (GEWE). GTGs have been found to be "key drivers of change related to gender equality and women's empowerment at national level."[1]

In the 12 years since the previous Resource Guide for Gender Theme Groups was produced in 2005, the UN has changed its ways of working significantly. The Delivering as One (DaO) experience has altered how UNCTs organize themselves, with a greater emphasis on interagency coordination mechanisms. This, combined with a host of other reforms, new guidance and new ways of organizing UNCTs (see sections 1.2 and 1.3) mean that an updated guide for GTGs is urgently needed in order to reflect current mechanisms and processes.[2]

This new Resource Guide for Gender Theme Groups begins in section 1 by outlining the global normative framework that guides work on GEWE within the UN System. It also presents the various UN coordination processes, structures and guidance, and their implications for GTGs. Section 2 provides a menu of functional areas of work for GTGs, including examples of specific products and deliverables. Section 3 discusses the mechanisms that guide the structure and operations of GTGs, including the various structural scenarios and their implications, sources of support available to assist GTGs, and their leadership and composition. Finally, the development of Terms of Reference (ToRs), budgets and annual work plans (AWPs) to help organize GTGs' work are discussed. The annexes include a glossary of key terms, templates for ToRs and AWPs and a list of useful resources.

The global normative framework for gender equality has significantly evolved over the past 12 years[3]. The 2030 Agenda for Sustainable Development, with its 17 Sustainable Development Goals (SDGs), has transformed the normative landscape for GEWE through a multi-dimensional and integrated approach. The 2030 Agenda prioritizes gender equality and women's rights across its economic, social and environmental dimensions, along with the stand-alone SDG 5 on gender equality and the empowerment of women and girls.

This is especially relevant for GTGs, as the UN System has a responsibility to address gender issues at the country level, including applying the principle of 'leaving no one behind' and 'reaching the furthest behind first'. This requires the UN System to deepen its analysis to

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[1] UN Women (2012) Advancing Gender Equality and Women's Empowerment: an Assessment of Gender Mainstreaming in United Nations Operational Activities for Development. New York.

[2] These changes have also resulted in a number of different types of interagency coordination mechanisms on gender (discussed in section 3.1); this Resource Guide continues to refer primarily to GTGs, with the assumption that the majority of the material can be applied and adapted to other modalities as necessary.

[3] For more details, see updated UNDG Resource Book on gender mainstreaming in country level common programming

address the root causes of discrimination and inequality, as well as promoting the principles of equality and non-discrimination to ensure equality of outcomes and results for all groups of women and girls. The 2030 Agenda also provides an impetus for GTGs to play a key role in ensuring gender-responsive implementation of the SDGs by UNCTs through various processes such as the UNDAF, joint advocacy, joint programmes, and coordination with interagency SDG groups that have been created by UNCTs in recent years.

The sixtieth session of the Commission on the Status of Women (CSW60) also reinforced the importance of the UN's role in gender-sensitive implementation of the 2030 Agenda, including through strengthening normative and policy frameworks, financing for gender equality and women's empowerment, and promoting leadership and women in decision-making as well as data and evidence strengthening – all of which are relevant to GTGs' work at the country level.

In recent years, United Nations coordination mechanisms at global, regional and country levels have undergone significant developments, with multiple implications for GTGs as UNCTs find innovative ways of organizing their work for greater coordination and coherence.

In his efforts to strategically reposition the UN Development System, the UN Secretary General has stressed the need to accelerate the transition from the Millennium Development Goals to the 2030 Agenda, including by addressing major gaps in the current skillsets and mechanisms within which the System operates at global, regional and country levels.

The **Quadrennial Comprehensive Policy Review** 2016 QCPR (A/71/243) emphasises the importance of promoting GEWE, and calls upon the UN System to continue to promote GEWE by enhancing gender mainstreaming through the full implementation of the System-wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women, as well as through the UNCT performance indicators for gender equality and the empowerment of women (the "scorecard"). The QCPR also calls to attention the importance of gender-responsive performance management and strategic planning, the collection, use and dissemination of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels, to assist in mainstreaming gender equality in the preparation of the UNDAF or equivalent planning framework.[4]

The 2017 Economic and Social Council (ECOSOC) Resolution on mainstreaming a gender perspective into all policies and programmes in the United Nations System urges the System to accelerate gender mainstreaming in policies and programmes, including in support of the gender-responsive implementation of the 2030 Agenda at the global, regional and country levels. The resolution calls upon the UN System to continue to work collaboratively to accelerate gender mainstreaming, and to ensure that country-level coordination mechanisms, including GTGs or their equivalents, are fully empowered through clear mandates, capacity and sufficient resources to provide strategic support and advice to UNCTs in enhancing their gender mainstreaming efforts.

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[4] This builds upon the 2012 QCPR (A/RES/67/226), which urged accountability for gender equality and the empowerment of women, and greater effectiveness in the context of the UNDAF.

GTG members should consult [Gender Mainstreaming in Development Programming: Guidance Note](#) for guiding principles, key concepts and current issues related to gender mainstreaming in UN programming.

The [2017 UNDAF guidance](#) developed by the United Nations Development Group (UNDG) is based on the integration of four principles for integrated programming, each of which has key implications for gender equality: 'Leave no one behind'; human rights, gender equality and women's empowerment; sustainability and resilience; and accountability. The [Resource Book for Mainstreaming Gender in Common Programming at the Country Level](#) sets out strategies for implementing the multiple-track approach to gender mainstreaming (see box 1 above) in the UNDAF process.

The **UNDG** has developed the ways it provides support to UNCT efforts to work towards gender equality through its various working mechanisms.; and the regional UNDG gender groups, which help regional UNDGs strengthen their joint action around GEWE, as well as providing UNCTs with support in gender mainstreaming in the UNDAFs through Peer Support Groups (PSG), training of trainers, and rosters of experts (see section 3.2).

The numbers of GTGs have declined over the last few years from over 100 to between 75 and 80. However, most UNCTs include some type of country-level **interagency coordination mechanism on gender equality** (of which nearly three quarters still comprise GTGs). The roll-out of the Standard Operating Procedures of the Delivering as One modality – with the focus on joint results groups – has seen an increasing number of GTGs reconfigured or subsumed into Results Groups on Gender by UNCTs, as well as an increase in multi-functional coordination groups. Regardless of the coordination mechanism in place, it should be adequate for the full integration of a gender perspective in the work of the UN System at country level (see section 3.1 for further discussion).

At the 72nd session of the UN General Assembly, the UN and the EU launched a global, multi-year initiative on the elimination of all forms of violence against women and girls (VAWG) - the **[Spotlight Initiative](#)**. The initiative, which aims to bring violence against women and girls into the spotlight, will be implemented through interagency programming and multi-stakeholder partnerships facilitated by UN Resident Coordinators (RCs). To support this, the role of gender theme groups and other gender coordinating mechanisms will become even more critical in the coming years.

2. Menu of Key Functional Areas of Work

This section provides a menu of potential functional areas of work and good practices from GTGs around the world. It would clearly be unrealistic for a GTG to work on all of the areas discussed. Every GTG and UNCT is unique, and as such, key entry-points should be prioritized in each case based on context, existing capacity, resources and national and UNCT priorities.

Much of the material and many of the scenarios in this section refer to traditional GTG models (see section 3.1 for discussion of the range of structures and scenarios for interagency coordination around gender equality), but this can be adapted and applied to other gender coordination structures, as appropriate.

2.1 Research and analysis

A key function performed by GTGs is the development and dissemination of research and analysis around gender equality and women's empowerment. This critical role supports the UNCT members and leadership by providing data, intelligence analysis and in-depth understanding of the gender-related issues and challenges that shape UNCT work. Such intelligence lies at the centre of all UNCT actions, and can serve to help build an evidence-based case for attention to gender equality issues.

The GTG may conduct **gender analyses of available data** to assess if, how and why particular issues affect women and men differently and unequally within a particular context, including the current policy environment, political climate, organizational structures and cultural influences. A range of frameworks for gender analysis are available to address the root, immediate and underlying causes of inequalities, and to identify gender-specific issues as well as those mainstreamed across other sectors, in-line with the United Nations' multiple-track approach to gender mainstreaming. In some cases, the GTG may generate the data itself through a survey or undertaking other original research, while in other cases it will draw on existing data such as national statistics as well as quantitative and qualitative policy, academic, and United Nations agencies' research, in addition to CEDAW recommendations and other data from human rights instruments such as the Universal Periodic Review (UPR). This substantive analysis may be used to produce guidance materials and knowledge products, such as gender briefs (see Box 2 below).

Box 2. Production of Gender Briefs

In Viet Nam, a 2016 Gender Briefing Kit building on the data and analysis gathered for the UNDAF Common Country Analysis was developed to position the UN in Viet Nam as a knowledge provider on gender equality. It provides a snapshot of the current status of key gender and development issues in Viet Nam. In addition to capturing substantial progress made to promote women's human rights, it highlights outstanding and emerging gender challenges and concerns that require due attention to ensure sustainable and equitable development in manifold aspects of socio-economic life. The Kit also summarizes the profile of the collective work of the UNCT in partnership with other stakeholders contributing to gender equality in Viet Nam.

The GTG in Serbia has conceptualized and produced a "Gender Brief for Serbia", a regular online newsletter that gathers in one place, in a synthesized and user-friendly manner, information on the activities and achievements on gender equality in the UN System, as well as the latest data and national and international developments around gender equality. The Brief is published approximately twice per year on the UN Serbia website, with the sixth issue released in May 2017.

Source: United Nations Viet Nam; GTG Serbia.

The GTG has a key role in the process of ensuring a gender-responsive contribution to the **Common Country Assessment** (CCA) component of the UNDAF, in which the country context, opportunities and challenges are articulated, as discussed in detail in the Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level . The GTG can begin by helping to identify gender expertise to assist in addressing gender perspectives in the CCA, as well as seeking to engage women's rights organizations in the CCA process. The UNCT SWAP-Scorecard requires that the CCA includes the systematic use of data disaggregated by sex, age and other relevant diversities, and as such, GTGs can compile references to gender-focused documentation and data, such as existing gender studies, SDG reports, gender evaluations and assessments, gender scorecard/audits, national and regional legal frameworks relevant to GEWE, and reports related to any relevant international normative processes, including CEDAW and other human rights conventions.

Box 3. Engendering the Common Country Assessment in Albania

In 2015, the Albania GTG developed a Gender Position Paper to assist in engendering the CCA document for the new UNDAF cycle. The paper consolidated what was mainstreamed within each section of the draft CCA document in the social, economic, governance and environmental sections. It also provided its normative and conceptual underpinnings, using a gender justice and life course, intergenerational and human rights-based approach.

In the resulting CCA, there is a specific section analysing gender equality issues, with gender equality and women's empowerment considerations also mainstreamed throughout the other sections and sectors; gender issues are included among the priority development challenges.

Source: UN Women Albania.

Once the sex-disaggregated data has been collated and analyzed, the GTG can advocate for the CCA to contain a specific section or sub-section on gender, and for gender to be integrated throughout other thematic areas (see box 3 above), such as those related to peacebuilding and humanitarian work. This is again emphasized by the UNCT SWAP-Scorecard which requires that the CCA includes a gender analysis across sectors, identifying underlying causes of gender inequalities and discrimination in line with SDG priorities including SDG 5 as well as other SDGs; to exceed minimum standards, it must also include a targeted analysis of excluded or marginalized gender-specific groups.

Selected Key Resources

Learning and Information Pack: Gender Analysis
UNDP (2001). New York.

Gender Analysis – Principles and Elements
Sida (2015). Stockholm.

Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level – Section 3. Gender Mainstreaming in the UNDAF Common Country Analysis
UNDG (2017). New York.

2.2 Support to UNDAF development and implementation

GTGs can have a range of important roles to play during the development and implementation of the UNDAF (or other common programming modality), and their involvement is emphasised in the UNCT SWAP-Scorecard which requires that "The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E" (see Section 2.4 for more on the Scorecard). The process of mainstreaming gender equality concerns into the UNDAF is considered in detail in the Resource Book for Mainstreaming gender in Common Programming at the Country Level which, along with the relevant UNDAF companion pieces (see Annex 4), should be consulted along with this section.

To be most effective, gender mainstreaming should take place from the beginning of the **roadmap phase of the UNDAF**, where the GTG can screen all elements of the UNDAF roadmap through a gender lens. It can also ensure that women's views are represented and gender equality and women's empowerment issues become part of the UNDAF design from its inception through facilitating the involvement of civil society organizations, national women's machineries (NWMs) and other stakeholders in the development of the UNDAF roadmap. GTGs in some countries have also created national rosters of gender experts and inventories of gender equality knowledge products to draw on for gender mainstreaming of the UNDAF cycle. GTGs can also ensure that any key evaluations, lessons learned or studies are used to inform the formulation of the UNDAF Roadmap.

> **Box 4. Mainstreaming Gender into the Papua New Guinea (PNG) Roadmap**
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> Planning around the PNG UNDAF 2018-2022 began in 2016 with the Roadmap. The Gender Task Team (GTG) took an active part in the process to ensure gender equality was a priority and included as key components of the Roadmap. This included conducting the UNCT Gender Scorecard, training, and the inclusion of gender analysis in the CCA and the UNDAF Evaluation. The GTG also facilitated a workshop on Engendering the UNDAF with the UNCT and UN Programme Coordination Committee. The recommendations of the Gender Scorecard supported the UNCT's decision-making around the key steps to take while developing the UNDAF, and these were included in PNG's UNDAF roadmap.
>
> *Source*: UN Women PNG.

The gender analyses conducted for the CCA should be used to inform the trend analyses and forecasting for the **UN Vision 2030**, as should the fulfilment of and reporting on long-range commitments of gender-related conventions, treaties and resolutions. GTG members can also assist in engaging those with gender expertise in the visioning process.

> **Box 5. Mainstreaming Gender into the Zimbabwe UNDAF (ZUNDAF)**
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> The GTG, coordinated by UN Women, provided technical support for mainstreaming gender in the ZUNDAF 2016-2020.
>
> The group integrated gender issues in the CCA which led to the establishment of a standalone Gender Equality priority area and specific gender equality indicators in the other 5 priority areas of Food and Nutrition Security, HIV and AIDS; Poverty Reduction and Value Addition; Public Administration and Governance; and Social Services and Protection. The GTG ensured that gender equality indicators in the ZUNDAF are linked to those in the SDGs. Gender equality indicators are being used to monitor progress in all sectors and results used for programming for gender equality and women empowerment at normative and operational levels in all sectors including prioritisation processes. SDG 5 on Gender Equality is among the 10 SDGs prioritised for implementation in Zimbabwe.
>
> The GTG facilitated discussions on gender issues in all ZUNDAF priority areas, which led to the inclusion of gender equality indicators in all of those areas.
>
> *Source*: UN Women Zimbabwe.

To approach minimum standards in the UNCT SWAP-Scorecard, the **Theory of Change** (ToC) that underpins the UNDAF must demonstrate gender responsiveness; the GTG can ensure that it employs a gender analysis (for example from the CCA) to make gender differences and inequalities explicit. The sex-disaggregated data pulled together for the CCA should be made available during the development of the ToC, and any trainings on the ToC should include a gender equality dimension.

During the development of the UNDAF, GTGs may advocate for the creation of a **gender-specific outcome in the results matrix** based on the findings from CCA and ToC. Following the

multiple-track strategy for gender mainstreaming (see section 2.3), the GTG should also seek to integrate gender concerns across all other outcome areas – including those areas such as climate change, economic policy and peace and security. Gender focal points or GTG members should be involved in all thematic/results groups to ensure a thorough analysis of the gendered impact of the results and indicators being developed across all thematic areas of the UNDAF. This is reinforced by the UNCT SWAP-Scorecard, which requires that the UNDAF must either have a gender-focused outcome that addresses an area of gender inequality *or* gender must be clearly and visibly evidenced across *all* outcome areas.

Box 6. Mainstreaming Gender into the UNDAF: Serbia, Brazil and Guatemala

The GTG in **Serbia** worked to ensure that gender equality was integrated in the CCA and in the [UNDAF 2016-2020](#). The UNDAF is based on a Strategic Prioritization Retreat in which GTG members took part and provided input from a gender perspective in several of the Working Groups that discussed the focus and formulation of draft UNDAF Outcomes. The GTG provided a detailed list of persons – government and non-governmental organization (NGO) representatives as well as independent experts/academics – who were invited to take part in UNDAF consultations, and who spoke about the importance of gender equality and how to strengthen gender mainstreaming in the draft UNDAF. GTG members lobbied internally within the UNCT for the multiple-track approach, i.e. a stand-alone gender Outcome in addition to gender mainstreaming throughout the other outcomes, as well as providing substantive input in the definition of the gender outcome and indicators, and on the overall UNDAF matrix. These efforts resulted in the UNDAF including a stand-alone Outcome on gender equality as well as gender mainstreaming in the other Outcomes.

In 2016, final discussions on the United Nations Sustainable Development Partnership Framework for **Brazil** 2017-2021 were held. The GTG provided technical support to mainstream gender, race and ethnicity equality throughout the document. As a result, the signed version of the document has clear mention to those perspectives and related international commitments, like the International Decade on People of African Descent, contributing to the "leave no one behind" principle of the 2030 Agenda.

In **Guatemala**, the GTG supported the inclusion of gender equality in the UNDAF monitoring and evaluation guidance shared with the UNDAF results groups as a contribution to the revision of the UNDAF.

Source: UN Women Serbia; UN Women Brazil; UN Women Guatemala.

During the process of developing the **UNDAF financing strategy**, the GTG may provide gender expertise across a variety of areas, including the gender analysis and mapping of existing financial flows related to GEWE and UN resource flows; and the application of [gender-responsive budgeting](#) (GRB) and [gender equality marker tools](#) for tracking budget allocations for GEWE. The GTG can also play a role in joint resource mobilization, supporting the UNCT to leverage available resources by combining resources with others working towards gender equality, assessing key sources of financing for gender equality and the potential for partnerships with donors and others. GTGs can contribute to the development of proposals under the One Fund, or may help write joint funding proposals. Furthermore, coordination groups such as gender results groups and GTGs should be used to seek agreements on gender equality financing with government or development partners in a coherent way.

GTGs have a key role to play in the **coordination and management arrangements of the UNDAF process.** GTGs should have a good understanding of the coordination environment, and should discuss the best ways in which they leverage their expertise and make it available to other coordination mechanisms and results groups, as necessary. Analysis suggests that "having a strong Gender Theme Group increases the likelihood of strong UNDAFs from a gender equality point of view", possibly linked to the correlation between increases in the number of GTGs and increases in UNCT capacity building initiatives on gender equality.[5] The role of GTGs and their equivalents in the UNDAF process is also covered in the UNCT SWAP-Scorecard, which includes the following as a specific requirement to meet minimum standards: "The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E". The Chair of the GTG should liaise with the UNCT/RC to ensure gender is integrated at every stage of UNDAF formulation, while the GTG should also work within other Results Groups (including if there are no gender-specific UNDAF outcomes) to support them in mainstreaming gender concerns into outputs, activities, and budget lines.

When it comes to planning for **monitoring and evaluation of the UNDAF**, the GTG can assist in ensuring that UNDAF outcome and output indicators are gender-sensitive, tracking progress towards gender equality results. Useful reference tools here include the minimum set of gender indicators agreed to in 2013 by the United Nations Statistical Commission, a supplementary core set of indicators on violence against women, and a more recent set of 48 suggested indicators for monitoring gender equality and women's empowerment in the SDG framework. In addition, GTGs can work with the UNCT to ensure gender is a cross-cutting theme in each of the evaluation topics (see the example of Guatemala in box 6 above).

Selected Key Resources

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

UNDAF Guidance
UNDG (2017). New York.

UNDAF Programming Principles
UNDG (2017). New York.

2.3 Support to gender mainstreaming across the 2030 Agenda

Providing support to UNCTs in their gender mainstreaming through the SDGs and across the 2030 Agenda is one of the key functions of a GTG. One main area of focus here is GTG support to the development and implementation of **UNCT gender mainstreaming strategies** that

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[5]Rao, Aruna (2010). Strengthening Gender Equality in United Nations Development Frameworks. Commissioned by UNDG Task Team on Gender Equality, p. 9.

complement UNCT work (see box 7 below). Such strategies are critical tools in enabling the UNCT to embed gender equality and the empowerment of women in its processes and programmes.

Box 7. Participatory Development of the UNCT Gender Mainstreaming Strategy in Zimbabwe

In 2015, the GTG in Zimbabwe developed a UNCT Gender Mainstreaming Strategy to guide UN programming in gender equality and women's empowerment, in response to the recommendations of the 2011 Gender Scorecard exercise. The GTG developed the ToRs for a consultant to facilitate development of the strategy, while gender focal persons from the various UN agencies shared agency-specific experiences. The GTG reviewed the draft strategy before presentation to the Programme Management Team for their input, and to the UNCT for review and subsequent approval.

The strategy is being used to guide implementation of the Zimbabwe United Nations Development Framework 2016-2020. All UN agencies contributed to the development of the strategy and as a result, all are utilizing it to guide programming for gender equality and women empowerment.

Source: UN Women Zimbabwe.

A related substantive pillar of work in this area is the development of associated guidance materials on gender mainstreaming for the UNCT (see for example box 8 from Nepal).

Box 8. Mainstreaming Gender Equality in Preparedness and Response in Nepal

In May 2016, the Gender Equality Resource Guide for the Emergency Response Preparedness (ERP) plan in Nepal was endorsed by the Nepal Humanitarian Country Team (HCT), the first time globally that a gender resource guide is included in an ERP plan. The Resource Guide was prepared by the Inter-Cluster Gender Working Group (GWG), co-chaired by UN Women and UN OCHA, and sets out responsibilities for collective coordination under the leadership of the HCT to ensure that the human rights of women, girls, boys and men across different backgrounds are equally promoted and protected, and their distinct needs, interests, resources and capacities are incorporated into preparedness, immediate response and early recovery processes as well as in reconstruction and transition efforts.

The Gender Equality Resource Guide consists of two parts: 1) the main guidance document for 'Mainstreaming Gender Equality in Preparedness and Response in Nepal', and 2) 30 annexes with templates and tools to support implementation of the guide, including checklists, advocacy tools, ToRs, information management and communications tools, cluster-specific tools, flash appeal documents, and capacity development tools. The Resource Guide is based on the lessons learnt and good practices arising from the integration of gender equality into the humanitarian response to the recent earthquakes in Nepal through the work of the Inter-Cluster GWG. As a result, the Resource Guide complies with normative standards and guidance, i.e., the IASC Gender Handbook, the Sendai Framework for Disaster Risk Reduction 2015-2030; the Gender Equality and Social Inclusion (GESI) guidance in Nepal and Nepal's commitments to CEDAW.

Source: Nepal Inter-Cluster Gender Working Group.

Another key aspect of the GTG's work is to provide gender mainstreaming support to UNCT efforts around **implementation of the SDGs**. The SDGs again use the multiple-track approach to gender mainstreaming, meaning GTGs can support implementation of SDG 5 on gender equality, as well as addressing GEWE concerns across the other goals.

Box 9. Regional Analysis and Guidance on Gender and the SDGs: ECA and LAC

The **ECA** Issue-Based Coalition on Gender developed a user-friendly Guidance Note for UNCTs and GTGs on mainstreaming gender equality in the process implementing and monitoring the SDGs in the Europe and Central Asia region. The Guidance Note consists of an Introduction and three core sections: 1) The role of gender equality within the 2030 Agenda for Sustainable Development, 2) Regional trends impacting gender equality: contextualizing the SDGs and targets, and 3) Implementing SDGs in a gender-responsive way. A number of supporting addendum are included, such as a 'Regional advocacy brief on gender equality, women's rights and women's empowerment', tips and promising practices, exercises, resources, and flow charts of steps towards SDG implementation.

The **LAC** Regional Interagency Group on Gender undertook a comprehensive gender analysis around the five "5Ps" of the 2030 Agenda: People, Prosperity, Peace, Planet and Partnerships. The resulting publication 'Commitments and roadmap for a planet 50-50 by 2030', launched during the LAC Regional Forum on Sustainable Development in April 2017, includes data from various agencies, policy recommendations and examples of good practices from the LAC region.

Source: UN ECA Issue-Based Coalition on Gender (2017). SDGs and Gender Equality: UN Interagency Guidance Note for the ECA Region; UNDG (2017). 'Commitments and roadmap for a planet 50-50 by 2030'.

GTG roles in providing support to **integrate gender in the SDG processes** include the provision of technical expertise in the implementation and monitoring and evaluation of SDG localization process, providing capacity building around gender and the SDGs to UNCT members, and involvement in advocacy efforts for the SDGs. A useful resource for GTGs in these process is the set of indicators suggested to monitor GEWE throughout the SDGs.

2.4 Promoting accountability of the UNCT on gender equality

GTGs can play a critical role in UNCT accountability activities around gender equality; these processes may monitor the UNCT's commitment towards gender equality, or may strengthen the UNCT's capacity for work on and commitment to gender equality. These types of activities around UNCT accountability seek to make UN structures more responsive and accountable to gender equality within the UN System – one of the key purposes of interagency collaboration on gender equality. GTGs are most likely to be involved in accountability processes through the UNCT SWAP-Scorecard, and the Participatory Gender Audit (PGA).

In line with the QCPR's call to continue using gender scorecards as tools for gender responsive strategic planning, the UNDG has been developing a new UNCT SWAP-Scorecard that is aligned with the corporate UN-SWAP, and with the new UNDAF programming guidance for UNCTs. The new scorecard, which will become available in 2018, draws on the lessons learned from the implementation of the first generation of gender scorecards, strengthens ownership by UNCTs and introduces accountability for results in the context of the SDGs. The tool was piloted by several UNCTs (e.g. Ukraine, Egypt, Uganda, Vietnam, Panama, Iraq, India), with other UNCTs implementing it using available interim guidance. In many of these countries GTGs played a key role in piloting the new tool, ranging from ensuring overall ownership and leadership by the UNCT, to supporting the assessment across the performance areas, consolidating findings and developing recommendations for follow up by the UNCT.

The UNCT SWAP-Scorecard is a globally standardized rapid assessment of the UNCT's collective effectiveness in gender mainstreaming. By focusing on the performance of the UN System as a whole, rather than the achievements of any single agency, it highlights the importance of interagency collaboration and coordination to achieve GEWE results at the country level. In this sense, the GTG is well-placed to provide substantive involvement in the SWAP-Scorecard process.

The SWAP-Scorecard measures the UNCT's gender mainstreaming across six dimensions: planning and programming, monitoring and evaluation, partnerships, leadership and organizational culture, gender architecture and capacities, resources and results. The participatory internal self-assessment methodology utilizes cross-sectoral consultation and collective analysis to rate the UNCT for each indicator against minimum standards. As a coordination exercise, the GTG – where it exists – plays a critical role in guiding and supporting the UNCT SWAP-Scorecard process, and ensures the availability of relevant UN staff to join the interagency UNCT SWAP-Scorecard Assessment Team (SSAT) that conducts the assessment (and GTG chair and in some cases members may also comprise members of the SSAT team).

While the UNCT drives the assessment exercise, GTGs are typically delegated the authority to manage the process, including reporting back to UNCTs with findings and key recommendation for addressing shortcomings, such as through a follow up action plan for endorsement by UNCTs. The SWAP-Scorecard methodology also links to action planning to address key findings from the exercise, and GTGs play a key role in the follow-up of the findings, for example through the development, implementation and M&E of an action plan to address issues identified through the Scorecard.

Box 11. UNCT SWAP-Scorecard in Cameroon

In May 2017, Cameroon carried out a UNCT SWAP-Scorecard to inform gender-responsive implementation of the upcoming UNDAF 2018-2020. The GTG was represented among SWAP-Scorecard Assessment Team (SSAT) members, and along with UN Women representatives provided crucial knowledge on gender issues to the team.

Members of the SSAT and GTG contributed to the action plan produced during the consolidation workshop, whereby key follow-up issues were identified and prioritized in order to provide a set of recommendations for UNCT performance improvement. The action plan included steps to be taken, time-frame, allocation of responsibility, and resources required. It also identified linkages to the SWAP- Scorecard indicators for tracking purposes.

The new UNCT SWAP-Scorecard methodology has enhanced awareness, collective learning and understanding of gender equality minimum requirements among UN members involved in the in-country self-assessment, and has also proved to deepen ownership of results by the UNCT.

Source: Feedback Report UNCT Swap-Scorecard Cameroon (2017); Susana María Fernandez Alonso (2017). 'UNCT SWAP Scorecard: UNCT Cameroon'.

A second important accountability tool is that of the ILO's Participatory Gender Audit, which uses a participatory methodology to promote organizational learning at the individual, work unit and organizational levels to assess gender mainstreaming efforts for GEWE. The PGA methodology includes desk reviews, targeted interviews and participatory workshops, which can feed into common planning processes such as the CCA and UNDAF.

Box 12. Participatory Gender Audit (PGA) in Azerbaijan

A PGA was conducted in Azerbaijan in 2017 to assess gender mainstreaming across the UNCT's policies and programmes, to inform the development of a gender mainstreaming strategy for the UN-Azerbaijan Partnership Framework (2016-2020), as well as to provide direction for the future work of the GTG. An international consultant provided guidance for the PGA exercise, and both the UN GTG Chair and the GTG members provided coordination and facilitated all PGA components. The GTG also provided a range of agency-specific documents, policies, reviews, and publications for the review by the consultant.

The PGA focused on the following issues: leadership, staff capacity, gender mainstreaming in programme and policy, tools and resources, budget, M&E, and agency culture including sexual harassment. It consisted of the following key elements:

- Desk review of all relevant documents.
- Online survey among all staff members including the heads of agencies.
- Semi-structured interviews with staff at all levels.
- Semi-structured interviews with focal points from partner organizations.
- Focus group discussions with gender focal points, communication officers, drivers and cleaners.
- Collective workshops for professional and project staff, and general service staff, for data triangulation.

Source: UNCT Azerbaijan (2017). 'Participatory Gender Audit'. Baku.

GTG roles in the PGA process are similar to those in the UNCT SWAP-Scorecard, including initiating and supporting the overall process with liaison and coordination among UNCT members, creating buy-in for the process, and monitoring follow-up actions to improve gender mainstreaming drawn from the results of the audit.

Selected Key Resources

UNCT SWAP Scorecard for Gender Equality and the Empowerment of Women
UNDG (2018). New York.

ILO Participatory Gender Audit: Relevance and Use for the United Nations and its Agencies.
ILO (2011). Geneva.

2.5 Joint programmes

Joint programmes (JPs) provide an important modality for promoting synergies and improving coherence among United Nations agencies. Their importance is reinforced by the QCPR in resolution A/RES/71/343 (OP 50 g) as well as in resolution 67/226 which also calls to further

strengthen work in the United Nations System on gender equality and to use joint programming processes as a way to promote greater coherence among the individual entities of the United Nations System at country level. Among joint programmes globally, gender equality is the most common area of focus,[6] and those JPs that have an explicit objective of empowering women or promoting GEWE are referred to as Joint Gender Programmes (JGPs). These have the potential to better address the complex and multi-dimensional challenges of promoting gender equality.

Gender Theme Groups are often the main drivers behind JGPs, and should be integrated into all levels of the **management** structure as well as being represented on the senior steering committee.[7] Research has shown that the role of the Resident Coordinator and any participating GTG has the potential to form a powerful stimulus for coordination within the JP.[8]

Box 13. Joint Programme on National Resilience in Bangladesh

While Bangladesh has become a global leader in the field of disaster risk reduction, the changing climate and emerging earthquake risks pose significant risks to economic development and poverty reduction. This was identified as a key issue in the CCA and the UNDAF. In response, in August 2017, UN Women, UNDP and UNOPS signed an agreement to jointly implement a gender responsive National Resilience Programme together with the Government of Bangladesh.

The programme will strengthen national capacity to manage risk from natural hazards and achieving resilience against disaster and climate shocks and stresses, with an aim to sustain the resilience of human and economic development in Bangladesh through inclusive, gender responsive disaster management and risk informed development. It will further support the implementation of the Seventh Five Year Plan of the Government, the implementation of the Sendai Framework for Disaster Risk Reduction and the achievement of the Sustainable Development Goals.

In order to implement the programme, the three agencies are partnering with the Ministries of Disaster Management and Relief, Planning, Women and Children Affairs, and Local Government.

Source: UN Women Bangladesh.

The GTG should provide guidance to the **design** phase of the JGP where appropriate. The participation of gender experts through the GTG tends to result in "a more accurate situational analysis and more coherent linkages with meaningful results frameworks and

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[6] As of 2016, 109 joint programmes out of a global total of 378371 focused on gender equality. (UNDG 2016 results report, figure 5 on page 22)

[7] Beck, Tony et al. (2013). Making Joint Gender Programmes Work: Guide for Design, Implementation, Monitoring and Evaluation. New York: UNDP and MDG-F.

[8] UN Women. (2013). Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System: Final Synthesis Report. New York.

relevant national priorities".[9] The situation analysis leading to JGP design can be managed by the lead agency and/or Chair of the Gender Theme Group.

The role of the GTG in joint programme **implementation** will be context-specific and on a case-by-case basis; for example, the GTG might be heavily involved in scoping and supporting implementation if there is a match between JP agencies and GTG members, however if there are only a small number of agencies involved, the GTG might play less of a role. Gender Theme Groups can contribute to JP implementation by facilitating the multisectoral approach through advocacy within their own agencies, and through team building with national development partners, including the media and other donors.[10]

Box 14. Regional Joint Programme in Latin American and the Caribbean (LAC)

The LAC GTG identified priority areas of work in its 2016-2017 workplan. One of these areas is the elimination of child marriage and early unions in LAC. The work started with joint advocacy of interested agencies of the LAC GTG on the importance of raising the age of marriage to 18 without any exceptions to align with international norms and evolved into a joint programme co-led by UNICEF, UNFPA and UN Women. The regional programme (2018-2021) seeks to break the silence on child marriage and early unions in a region that has not seen any decrease in the prevalence of these harmful practices in the last three decades. The regional joint programme includes four key outcomes:

- Outcome 1: Government institutions comply with international human rights standards and law regarding child marriage and early unions.
- Outcome 2: Relevant sectoral systems deliver quality and cost-effective services to meet the needs of girls.
- Outcome 3: Strengthen girls' empowerment and autonomy in decision making through life skills training, awareness raising, promotion of positive masculinities, gender equitable relationships.
- Outcome 4: Generate evidence, partnerships and political will to prevent and end CMEU

In its first phase, the programme will be implemented in Mexico, Guatemala, Colombia, El Salvador and Dominican Republic.

Source: UN Women LAC Regional Office.

In addition to supporting the development and implementation of JGPs, GTGs should seek to support **gender mainstreaming into all other joint programmes** without a gender specific focus, where possible. To this end, the GTG can advocate for at least one of its members – or another sector-specific gender expertise – to be active in the programme design team to be provided with clear guidelines to ensure gender mainstreaming in the JP from the start; this includes ensuring gender mainstreaming in outputs, output indicators, activities and budget of each joint work plan. In addition, the GTG could establish a screening process or gender

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[9] Nelson, Gayle and Jennifer Cooper et al (2013). 'Two Roads, One Goal: Dual Strategy for Gender Equality Programming in the Millennium Development Goals Achievement Fund.' New York: MDG-F, UN Women and UNDP.
[10] ibid.

review of early drafts of non-gender related Joint Programmes to be adjusted against a checklist (see box 15 below).

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Box 15. Checklist for Mainstreaming Gender, Culture and Human Rights in Annual Work Plans

A consolidated checklist on gender, culture and human rights has been developed in Tanzania by the interagency groups on gender, human rights and culture. The checklist has been used by Program Working Groups to report on the relevance of their respective Annual Work Plans to the programming principles. It has also been used by the Interagency Gender Group and others to review and assess the focus of the work plans and their contribution to the implementation of human rights principles. The checklist also provided a tool for discussion and reflection by the members of various groups to better conceptualise mainstreaming issues.

Source: UN Women Tanzania.

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Selected Key Resources

Making Joint Gender Programmes Work: Guide for Design, Implementation, Monitoring and Evaluation
Beck, Tony et al. (2013). New York: UNDP and MDG-F.

Two Roads, One Goal: Dual Strategy for Gender Equality Programming in the Millennium Development Goals Achievement Fund
Nelson, Gayle and Jennifer Cooper et al. (2013). New York: MDG-F, UN Women and UNDP.

Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System: Final Synthesis Report
UN Women. (2013). New York.

Guidance Note on Joint Programmes
UNDG. (2014). New York.

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2.6 Policy, technical and normative support

GTGs have traditionally played an important role in supporting gender equality concerns within the UNCT's policy, technical and normative work. They provide technical expertise to the processes of reporting on, monitoring and implementing national policies and legislation as well as international conventions and treaties on human rights and gender equality, such as the Universal Periodic Review (UPR) and CEDAW.

If the state has requested UN assistance in reporting on or compliance with treaties and conventions, the GTG may provide support with analysis and report writing, provide liaison with civil society to ensure their inputs, and tracking of implementation, as demonstrated

with various examples in box 16. Similarly, support may be provided to civil society and others in the development of a shadow report, and to the UNCT itself for its own reporting.

Box 16. GTG Support to Normative Human Rights Reporting

The UNCT reports to CEDAW for the **Solomon Islands** and **Tuvalu** were strengthened by the inputs of multiple UN agencies due to the UN Gender Group's coordination. The Group also collaborated with the Human Rights Working Group to ensure that a gender perspective was reflected in Universal Periodic Reports from **Vanuatu**, the **Republic of Marshall Islands** and **Fiji**.

In **Myanmar**, agencies from the GTG made a contribution to the normative process on GEWE in supporting the government on the CEDAW review process, providing robust technical guidance including on report writing and on consultation with CSOs.

In **Thailand**, the GTG has served as the mechanism to finalize the UNCT CEDAW Report in the preparation and accordance with the Sixth and Seventh periodic CEDAW reports prepared by the Thai Government**.**

The GTG in **Guinea-Bissau** supported the UN System to provide coordinated support to the Government in preparation for the National Review of the implementation of the Beijing Platform for Action.

In **Montenegro**, the Gender and Human Rights Theme Group was instrumental in supporting UNCT's engagement on CEDAW reporting, through the pre-sessional meeting, consolidating inputs, and the dialogue with the Committee. As a result, the Committee Secretariat recommended sharing the report with other Committees as a good model. The Group also engaged in the UPR 2017.

In **Azerbaijan**, the GTG contributed to the development of the Concluding Observations of the CEDAW Committee by providing a consolidated confidential submission. The GTG also initiated a project on tracking UN support to the Government with the implementation of the CEDAW Concluding Observations.

The GTG in **Belarus** coordinated the development of a confidential UNCT report to the CEDAW Committee, as well as presented it to the Committee in Geneva; NGOs' comments were included in the report.

Source: UN Women. (2016) [Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women](#) (and annexes); UNFPA Azerbaijan; UN Women Thailand; UNFPA Belarus.

GTGs can also be well-placed to support **linkages between the normative and operational** aspects of the UNCT's work. Technical and analytical advice around gender concerns raised through human rights instruments can assist provide the UNCT with the opportunity to identify areas of focus for follow up programmatic frameworks to support the state. This is illustrated in the case of Albania in box 17, as well as in Brazil where the Thematic Group on

Gender, Race and Ethnicity has worked to support human rights defenders against increasing threats, to support the country in upholding its international commitments to human rights.[11]

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Box 17. Linking Normative Developments with Operational Work in Albania

The UN in Albania used the normative process of support to CEDAW – and the first CEDAW Committee's concluding observations – to develop a programmatic framework to support national gender equality priorities for the period 2007-2014. Implementation strategies included:

- Technical support in developing national strategies on gender equality and domestic violence, and in drafting the Gender Equality Law, inspired by CEDAW standards and the CEDAW Committee's concluding observations;
- Facilitating a CEDAW-compliant package of a review of legislation from a gender equality perspective;
- Supporting the establishment of gender equality focal points in line ministries, and supporting the development of their capacity in gender mainstreaming.

In these ways, normative developments around CEDAW were used to work towards gains in other aspects of women's human rights.

Source: UNDG (2015). Eight Case Studies on Integrating the United Nations' Normative and Operational Work.

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Other GTG actions can include **awareness raising** around normative frameworks for members of the public and policy makers, such as through media campaigns, radio announcements and training modules. **Joint advocacy initiatives** can contribute to new or revised national legislation, such as in Malawi where a bill on early marriage that had been stalled for ten years became law in part thanks a strong lobbying effort from the GTG and a combined UN initiative which following the bill's trail and lobbied parliamentarians (see also box 24 in section 2.8).[12] GTGs can also use the technical expertise to develop **knowledge products to support legislative change and broaden awareness** (see box 18 below), such as a gender analysis of national legislation, or as in the guidance for GTGs on reforming legislation on the age of marriage in the LAC region.

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[11] UN Women Brazil.

[12] UN Women. (2016) Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women (and annexes). New York.

Selected Key Resources

Human Rights Indicators: A Guide to Measurement and Implementation
OHCHR (2012). Geneva.

Ensuring sustainable UPR implementation: A call to action for States to strengthen the third cycle of the Universal Periodic Review
UPR Info (2016). Geneva.

Women's Rights are Human Rights
OHCHR (2016). Geneva.

Bringing Equality Home: Implementing the Convention on the Elimination of All Forms of Discrimination Against Women
UNIFEM (1998). New York.

2.7 Capacity development on gender mainstreaming

Capacity development for gender mainstreaming is an essential element in efforts to achieve gender equality and women's empowerment, and is frequently an area in which GTGs are called upon for assistance. It encompasses capacity assessments to gauge levels of understanding and training needs, gender training to develop knowledge and skills in how to understand and address GEWE effectively, and the provision of other resources to support gender mainstreaming capacity.

The first step in capacity development is often to use a form of **capacity assessment** to identify capacity gaps and learning needs among staff, and to use this to develop a longer-term capacity development plan. A key tool here is the Gender Equality Capacity Assessment

Tool in the form of a simple questionnaire to take stock of individual staff capacity. The information generated – which can be complemented with qualitative data such as interviews, focus groups, and systematic observation – is used to plan capacity development strategies, as well as providing a baseline against which capacity development efforts can be measured (see box 19 from Mexico).

> **Box 19. Gender Equality Self-Assessment in Mexico**
>
> In Mexico, the GTG conducted a self-assessment survey for all UN staff that highlighted strengths and weaknesses in their knowledge of GEWE. The overall objective of this initiative was to generate a clear baseline of the general knowledge and capacities of country staff, in order to guide the capacity building efforts to be implemented by the GTG.
>
> *Source*: UN Women Mexico.

GTGs may be asked to design and implement **capacity development for United Nations staff**, including the UNCT, or targeting specific staff groups such as programme managers or even providing training for gender focal points within the GTG itself. Here, they may draw on existing external resources, such as those online training materials mentioned below, or they may develop a unique training programme for a specific context and purpose; this was the case in the example from Cambodia and other countries in box 20.

> **Box 20. UNDAF Training Integrating Gender, Human Rights and the Environment**
>
> The UNDG Asia Pacific Peer Support Group agencies UN Women, UNEP, OHCHR and UNAIDS developed and rolled out an innovative UNDAF training course integrating the human rights-based approach to programming (HRBA) gender equality perspectives, results-based management and environmental sustainability issues in one training, targeted at the UNCT and senior UN program staff. The training rolled out in Cambodia in 2014 and has since been adapted to suit different contexts and requests from UNCTs (including in Mongolia, Pakistan, Fiji among others). The workshop has the objective of ensuring that participants are able to:
>
> - Ensure and take forward a common understanding of human rights, gender equality and women's empowerment and environmental issues in a given context.
> - Apply the HRBA and Gender Equality principles to the UNDAF cycle and programming.
> - Ensure human rights and Gender Equality principles are taken forward in the application of results based management, including through integrating gender equality and human rights in Theory of Change exercises.
>
> *Source*: UN Women Regional Office for Asia Pacific.

The GTG may also coordinate training for capacity development in GEWE for **non-UN partners** at the national level, such as civil society organizations, government or donors (see box 21 below for example).

Box 21. Training on Gender Mainstreaming in Humanitarian and Resilience Programming

The Gender Theme Group in Jordan organized a two-day training on gender mainstreaming in humanitarian and resilience programming. The training provided eighteen implementing partners with tools and strategies for gender equality programming and gender mainstreaming. In order to enhance staff capacity to promote gender equality in interagency programming, a Guidebook for Gender Focal Points was also developed.

Source: UNCT Jordan (2015) One UN Jordan – A Summary of 2015 Joint Efforts.

There are many **online resources** available to GTGs that can be harnessed to provide gender training opportunities. The UN Women eLearning Campus provides a repository of online training resources, with courses and tools on various gender equality-related topics, and in multiple languages. Key online training packages include I Know Gender – an introduction to gender equality for all UN staff around the world to strengthen their understanding and awareness of basic concepts of gender equality and women's empowerment – and UN Coherence, Gender Equality and You on gender equality and UN System coherence. Other key resources include training materials available at the **regional level**, as well as those developed individually at **country level**, and specialized courses developed by other UN entities and partners.

Box 22. Online and In-Person Training for Gender Focal Points in Colombia

The UN Women Training Centre delivered a Gender Focal Point (GFP) training to 45 participants from the UN System and Local Coordination Teams in Colombia, through which the Interagency Gender Group (GIG) sought to strengthen the capacity of Local Coordination Teams on women's rights and gender equality and to enable follow-up actions in the local context. Specifically, the course aimed to:

- Strengthen knowledge on women's rights and gender equality within the Local Coordination Teams.
- Build a proposal for a joint and interagency work plan.
- Strengthen the interagency team and the GFP network as a common platform for mainstreaming gender.
- Identify difficulties faced by GFPs and provide tools and strategies to address them.

The course used a combination of online and in-person knowledge sharing methodologies to build GFPs' capacities and serve as a refresher on gender mainstreaming. The course content reviewed gender mainstreaming tools, and addressed communication and advocacy tools to promote gender equality. The training was based on the Empowering UN System Gender Focal Points course offered by the UN Women Training Centre.

Source: UN Women Colombia.

2.8 Advocacy and communication campaigns

Working towards gender equality is not a technical exercise, but is highly political. Achieving gender equality requires societal, as well as institutional, change. In this sense, advocacy is a key strategy to change rooted mindsets and behaviours around GEWE. Work around advocacy and communication campaigns has long been a staple feature of GTGs' functions, with the majority of GTGs supporting or driving joint UN advocacy events to highlight critical issues for gender equality and women's empowerment.

While GTG advocacy and communication efforts often piggyback on global and national campaigns (see more below), specific actions vary according to the national context and available budget. Common activities include organizing roundtables and meetings, promoting radio and TV debates and messages, holding solidarity marches, conducting and publicising interviews, holding press conferences, distributing publications, holding cultural evets such as film festivals, art exhibitions and sports activities, and distributing campaign-specific banners and posters.

GTGs are typically well-placed to play a major advocacy role around **internationally recognized issue-focused campaign days** at the country level. GTGs may work together on these campaigns with heads of agencies and the RC, as well as national partners from government and civil society organizations. Key dates for gender-equality campaigns include International Women's Day (8th of March), International Day for the Elimination of Violence against Women (25th of November), and 16 Days of Activism to End Violence against Women (25th of November – 10th of December) (see box 23). Gender equality concerns may also be mainstreamed into other UN days such as Human Rights Day (10th of December) and World AIDS Day (1st of December).

GTG advocacy can also be focused around **ongoing international campaigns**, such as promotion and implementation of the SDGs. They could also include HeForShe – an action-oriented movement inviting men and women to stand together for gender equality – and the UN Secretary-General's UNiTE campaign to raise awareness and increase political will and resources for preventing and ending all forms of violence against women and girls.

Box 23. 16 Days of Activism in Tanzania

In Tanzania, coordination on advocacy to end gender-based violence (GBV) was enhanced through the development of joint messaging and branding for the 16 Days of Activism to end GBV campaign, increasing the visibility and reach of advocacy messages. This was achieved through a combination of coordinated support to national led initiatives, alongside internal UN activities. Within the UN, each agency established an 'orange corner' in their office, providing a space for information on a range of GBV issues to be shared and the work of different agencies highlighted. Furthermore, it created discussion and increased awareness among a range of agency staff, many of who had not previously engaged in the issues. This initiative was inspired by and contributed to the UN Secretary General's UNiTE Campaign, creating synergies and linkages between national and global advocacy.

In Zanzibar, a Zero Tolerance Campaign to End Violence against Women and Children was launched as part of the 16 Days Campaign. Significant support for the launch of the campaign was provided by a range of UN agencies and coordinated through the interagency gender group; the campaign was accompanied by a two-year action plan.

Source: UN Women (2016) [Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women](#) (and annexes).

International campaigns may also be adapted to fit and/or influence **national priorities**. For example, in Tunisia, planning meetings for the 16 Days of Activism allowed the UN to identify an opportunity to engage in discussions for the withdrawal of reservations to CEDAW, thus paving the way towards influencing policy at higher levels. GTG advocacy actions may also support national campaigns around key gender issues in country, as in the examples from Latin America and the Caribbean in box 24.

Box 24. Advocacy for National Gender priorities in Latin America and the Caribbean (LAC)

A number of countries in the LAC region have undertaken joint advocacy activities around national gender equality priorities and national campaigns. These include:

- Advocacy around the abortion law in Chile.
- Targeting adolescent pregnancy in Dominican Republic.
- Dissemination of the national gender policy in Belize.
- Dialogues on care policy in Argentina.
- Raising the age of marriage at state level in Mexico.

The last example involves the interagency *"A (Aguascalientes) to Z (Zacatecas) Campaign: Mexico with no Early Union and Marriage of Girls, by Law and in Practice"*, which has seen the number of Mexican States have harmonized their legislation and code with the international standard of 18 as minimum age for marriage without exceptions rise from 6 to 26 out of 32 states. The campaign included joint messaging, infographics that were disseminated in social media and combined with targeted advocacy and dialogue with local governments to abolish child marriage.

Source: UN Women (2016) [Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women](#); UN Women Mexico.

Selected Key Resources

Fulfilling the Promises: A Practical Guide for UN Advocacy to Promote Implementation of the 2030 Agenda
UNDG (2017). New York.

UNiTE Campaign to End Violence Against Women
Website.

International Women's Day
Website.

3. Structure and Operations of GTGs

This section of the Resource Guide discusses the various mechanisms through which GTGs operate. Using these mechanisms appropriately provides an important opportunity for GTGs to identify and consolidate a **successful strategy** to support their specific functional areas of work, drawn from the range of options outline in section 2, and tailored to each GTG's specific context.

3.1 Structural scenarios and implications

In recent years, the structures of GTGs and other interagency groups working on gender equality have evolved, alongside the changes in the way the UN System organizes itself and operates at country level. This increasingly sees the presence of UNDAF a Results Group on Gender (RGG) and multi-functional or multi-thematic groups aimed at increasing efficiency and coherence. These shifts have resulted in a current situation whereby a variety of possible structural scenarios exist for gender equality coordination mechanisms at the country level, each with its own implications. These include the following:

Gender Theme Group only

This is the original structure for a gender coordination mechanism, and is still the most common form. They typically encompass a selection of the functions discussed in section 2, including gender mainstreaming activities and accountability of gender with the UNCT, capacity development, normative and policy work, communication and advocacy and Joint Programmes around GEWE; GTGs may also provide technical support to Results Groups under the UNDAF implementation structure, and should provide programming advice to the UNCT through the GTG Chair.

Scenarios with 'GTGs only' may be less well equipped to undertake results-level planning using UNDG RBM methodologies, and may have a lower average budget than those with a Results Group on Gender.[13] As such, countries with a 'GTG only' scenario should specify concrete activities in their annual work plans as to how they support UNDAF Results Groups and SDG interagency groups in application of the multiple-track approach of gender in development, and specify how they will implement their joint work plans at the output, activity and budget levels.

Results Group on Gender and no GTG

In some cases, the GTG may have been merged into a new Results Group on Gender to minimize overlaps and increase time efficiency for staff who may potentially be members of both groups. These RGGs tend to focus on programmatic work through the preparation, implementation and monitoring of Joint Work Plans under the UNDAF.

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[13] See the results of an analysis of GTGs and RRGs in the ECA region: UN Women ECA RO (2016). A Regional Analysis of Gender-Theme Groups and Results Groups on Gender in the Europe and Central Asia Region.

However, other functions of GTGs may be lost in this scenario, especially those surrounding gender mainstreaming within the UNCT and working to implement gender equality in the SDGs, as well as those relating to UNCT accountability for gender equality.[14] Therefore, in countries that have a RGG with no GTG, it is important to ensure that the group's role and contribution to gender mainstreaming efforts and UNCT's accountability to gender equality are specified in the ToRs and annual work plan. In addition, replacing a GTG that has extended membership (see 3.3 below) with a Results Group can affect the group's efficiency and capacity for effective joint work with non-UN actors.

GTG and UNDAF Results Group on Gender

Here, the RGG and GTG operate simultaneously, with some overlapping members. This scenario may be inefficient with regards to time and financial resources. However, it also provides an opportunity for redoubled efforts towards GEWE on multiple fronts. While the GTG may have broader objectives, including interagency coordination on gender, the RGG is likely to focus on implementation of joint work plans under the UNDAF framework, in this sense, it is crucial that both the GTG and RGG have clearly defined roles and responsibilities stated in their TORs to avoid duplication (see section 3.4).

Working Groups addressing multiple cross-cutting issues

In the interests of UN System coherence and efficiency, Working Groups are increasingly established to address multiple cross-cutting issues. In these groups, those with gender expertise work in collaboration with others towards common goals. Examples include Montenegro's Working Group on Gender and Human Rights and Brazil's Thematic Group on Gender, Race and Ethnicity.

Gender groups (GTGs, RGGs, etc.) working with other coordination groups

Similarly, it is increasingly common for different coordination mechanisms, Results Groups or SDG interagency groups to work collaboratively with one another. This can range from regular briefings to avoid duplication through to collaborating on Joint Programmes or on other operational activities. In Myanmar for example the GTG worked with the Human Rights Theme Group on the development of a national law to prevent violence against women.

GTGs operating in humanitarian contexts

GTGs face particular implications when working in humanitarian and disaster risk reduction (DRR) contexts. In effect, the GTG members should have the capacity and preparedness to engage in a humanitarian response as necessary, and to potentially act as a humanitarian gender working group supporting Humanitarian Country Teams (HCTs) and clusters, as well as engaging with existing humanitarian gender working groups. GTGs should also ensure gender-responsive DRR is a key element of the UNCT agenda and the UNDAF (see box 7 on Nepal and box 21 on Jordan for examples of GTG work in humanitarian contexts).

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[14] Ibid.

3.2 Support available for GTGs

A wide range of sources of support are available for GTGs at country, regional and global levels. Country-level support sources should be considered first; the next point of contact should be support structures at the regional level (see below). Types of support available to GTGs include resources, knowledge, guidance and training, as well as technical support through rosters of gender experts.

Global support

At the global level, the **UNDG** facilitates joint policy formation and decision-making, encourages programmatic cooperation and realizes management efficiencies within the UN development system. The UNDG's common objective is to deliver more coherent, effective and efficient support to countries seeking to attain sustainable development. As such, it is involved with the development and roll-out of policy and guidance, and of knowledge tools to support the UN at the country level (see Annex 4).

The UNDG Results Group on Voice Values and Norms supports the functioning of UNCTs through the following strategic areas: 1) Advocacy and communication, and adherence to the common values and norms for which the UN stands; 2) Strengthen the contribution of common values and norms to the UNDS' policy and programmatic coherence and enhance strategic focus on issues of equality, participation and accountability; 3) Encourage, reward and protect UN staff as and when they stand up for the UN's common values and norms; 4) Gender equality and empowerment benchmarks and measures monitored and reported; 5) Enhanced advisory, knowledge sharing, learning and leadership support on human rights.

Also at the global level, the **UNDG Gender Equality Task Team (GETT)** supports consistent and coherent action amongst the UNDG member entities in their work on gender equality and the empowerment of women and on mainstreaming gender equality and promoting the empowerment of women through the UN at the country level; and ensuring that gender equality and the empowerment of women feature explicitly on the agenda of the UNDG and are mainstreamed into the wide range of tools and processes that it devises and disseminates to UN country teams.[15] Examples of the GETT's specific products include: the development and updating of the UNDG Resource Book on Gender Mainstreaming in the UNDAF, the development of the new UNCT SWAP-Scorecard, the development of this new guide for GTGs, the development of a gender marker methodology linked to the UNDAF, and support to the UN Info project.

Regional support

The six **Regional UNDG Teams** play a critical role in driving UNDG strategic priorities by supporting UNCTs with strategic priority setting, analysis and advice based on their four core functions: 1) policy guidance and technical support to UNCTs; 2) quality assurance and performance review of UNDAFs, UNCT Standard Operating Procedures for Delivering as One and joint initiatives; 3) performance management of Resident Coordinators; and 4) dispute

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[15] See the GETT's TOR here.

resolution and troubleshooting. **Regional UNDG Gender Groups** provide support to regional UNDG teams through substantive gender expertise to strengthen joint action on gender equality; they also provide support on gender mainstreaming in UNDAF for UNCTs.

Box 25. Support to GTGs through Regional Gender Groups

The ECA Issue-Based Coalition on Gender (formerly the Regional Working Group on Gender) provides technical support and guidance in UNDAF development and SDGs implementation at country level. In 2015, the group organized a training of trainers (TOT) for 34 participants, who then acted as resource persons to support the UNCT and GTG in their own duty station on gender-related work. To ensure that these resource persons from the TOT effectively supported UNCTs, GTGs and regional initiatives, they continued to support them by providing updated materials and facilitating a community of practice and follow-ups on a regular basis. The group has also conducted an analysis of GTGs and gender results groups in the region as well as a desk review of UNDAFs through a gender lens.

The WCA (West and Central Africa) GTG provides support and capacity building targeted at country-level GTGs, to assist them in gender mainstreaming within the UNCT. In 2016, they organized a training of trainers on Mainstreaming Gender in UN Common Country Programming to ensure the SDGs are met at the local level. During the training, the 38 participants from 15 countries also acquired the skills to become trainers of trainers on complex issues such as gender equality, empowerment of women and girls, and gender mainstreaming in the UNDAF.

Source: ECA Issue-Based Coalition on Gender (2017); WCA Regional GTG (2017).

Peer Support Groups (PSGs) provide regional advisors to support and guide programme countries throughout the UNDAF process, particularly from UN Women which as part of its coordination mandate supports the mainstreaming of GEEW in UNDAFs, and as such ensures that PSGs are able to address gender and human rights as programming principles. Comprising technical staff rather than those with an agency mandate, the primary functional responsibility of PSGs is to help UNCTs implement a quality and timely common country programming process in accordance with the UNDAF guidance package. They are crucial in supporting gender mainstreaming in the UNDAF process, including through ensuring appropriate linkages with relevant coordination mechanisms at the regional and country level (such as Regional Gender Groups, RC Offices, GTGs and Results Groups).

Country level support

GTGs, like every country-level coordination mechanism, are established by the UNCT under the leadership of the Resident Coordinator. The RC/UNCT is therefore the first point of contact and support for GTGs, providing the required leadership, direction and resources as they may be needed. UN Women, in view of its UN coordination mandate on gender equality and the empowerment of women, is particularly well-placed to support the functioning of GTGs and other gender coordination mechanisms; it does so either through its country offices and as a member of the UNCT, or through its regional offices.

3.3 Leadership and composition

Leadership of the GTG

As with other inter agency coordination mechanisms, the choice of leadership of the GTG requires country-level judgement as to the best option in the current time-frame, and it is important to recognise the leadership of Resident Coordinators in assigning chairs across a range of coordination mechanisms. Frequently, in country there is ample leadership available, with the capacity to support the running of a GTG, so UNCTs need to think strategically about how to use that leadership efficiently and effectively.

The UNCT SWAP-Scorecard requires that the GTG is chaired by a Head of Agency. In many cases, the most effective option is to share leadership responsibilities. The modality of co-chairing, or having a rotating chair – or both – is an option that has worked well in many GTGs. Some examples are provided in box 26.

Box 26. Shared Responsibility for Chairing the GTG

In Myanmar, the GTG has a membership of 16 UN agencies, **co-chaired** by UNFPA and UN Women with technical guidance, co-ordination, secretariat support provided by the UN RC and UN Women.

The GTG in Armenia is **co-chaired** by UNFPA and an external partner, the Ministry of Labour and Social Affairs.

The global UNDG Task Team on Gender Equality uses a **rotating chair**. In addition to UN Women who co-chairs and provide secretarial support, the Task Team has several members who take co-chairing responsibilities on a rotating basis.

GTG membership

As outlines in the UNCT SWAP-Scorecard, GTGs should ideally include participation from **all resident UN agencies**, as well as at least one **representative from each of the other cross-cutting groups** (e.g. outcome results groups, communication group, M&E group, etc.).

A common constraint faced within GTGs is that effectiveness can be compromised if members do not have enough **seniority** in their own agencies to be able to represent it adequately in the GTG. The UNCT SWAP-Scorecard addresses this by suggesting that GTG members should include at least 50% senior staff (P4 or equivalent and above). This can nonetheless be challenging in middle-income and other countries where UN agency offices have limited numbers of staff. However, challenges can also arise at the other end of the scale; for example, a GTG comprised of Country Representatives from each member agency may see members lacking the time and gender expertise to actively engage in the group.

GTGs must also consider member **capacity and experience on gender**. It is crucial that Gender Focal Points appointed to GTGs have sufficient gender expertise and experience to contribute

effectively. In addition, GTG members should have their contributions to the group reflected in their TORs and performance reviews. Senior gender advisors and other senior staff with gender expertise often make appropriate GTG members as they have both sufficient seniority and expertise.

Extended participation

In some cases, GTGs choose to extend their membership beyond that of the UN System. Here, membership may include non-UN actors such as government, donors and/or civil society organizations, either permanently or on specific occasions (see box 27 for examples). The UNCT SWAP-Scorecard suggests that GTGs should involve external stakeholders such as the women's machinery, civil society and donors as strategic partners, although this may or may not be as members of the GTG itself.

> **Box 27. Extended Participation in GTGs**
>
> In Mali, Kyrgyzstan, Tajikistan, and Ukraine, the extended GTG includes donors in the country but not all of the resident entities of the UN System.
>
> In Zimbabwe, the Ministry of Women's Affairs, Gender and Community Development co-chairs the GTG, along with UN Women.
>
> In Guinea-Bissau and Armenia, the extended GTG includes CSOs.
>
> In Belarus, GTG membership operates under two modalities: as a UN GTG, and as an extended GTG when deemed relevant, with donors and other international organizations invited to participate.

Extended GTGs may provide the advantage of regular multi-stakeholder dialogue, and the inclusion of civil society perspectives. In some cases, extended GTGs are established in order to facilitate coordination in support of aid effectiveness on GEWE as part of broader donor coordination structures in the country. There are potential drawbacks to extended GTGs, however, and GTGs may need to discuss ways to retain importance spaces for internal UN discussion.

3.4 Terms of reference, budget and annual work plan

GTGs always require a set of concrete operational and management tools including a Terms of Reference (ToR) and approved annual work plan (AWP) that incorporates a budget.

Terms of reference

The ToRs must clearly outline the GTG's **purpose and strategic objectives**. These should be in line with country needs as well as following the UN System's strategic priorities, while maintaining the minimum standards required by the UNCT SWAP-Scorecard. While specific functional activities (such as those presented in the menu of functions in section 2) will be selected according to these context-specific needs and priorities to best address the particular

challenges and opportunities of each UNCT, the following points represent key areas of core focus for GTGs' objectives:

- Providing support to **integrate gender in SDG processes**, including nationalization/localization processes, implementation, and M&E.
- Supporting the application of a **gender perspective in the UNDAF,** including the country analysis, strategic prioritization, results framework and M&E.
- Strengthening and monitoring the **UNCT's accountability** to gender equality, including their role in promoting the use of the UNCT SWAP-Scorecard and the gender audit.
- Promoting a **multiple-track approach to gender mainstreaming** throughout the UNCT's work.
- Providing, via the GTG chair, a coherent vision for the UNCT's support to GEEW through **timely intelligence and analysis** of substantive gender equality issues.

As discussed above, the GTG should be **chaired or co-chaired** by Heads of Agency, and their responsibilities must be specified in the ToR. **Membership** should include staff from all or most resident UN agencies, and of sufficient seniority.

The GTG should have **regular meetings** – at least quarterly. This may include in-person and electronic (virtual) meetings. Regular attendance of GTG members at meetings is key to the group's effectiveness. Underlying factors influencing regular participation may include members' perception about the relevance of GTG meetings (for them personally or for their organisation) as well as their perception on the value they can add to the GTG, the UN or to the country needs.[16]

Reporting lines and reporting schedule should be outlined, including reporting to the UNCT and/or UNDAF Steering Committee.

A flexible, non-standardized template for GTG terms of reference is provided in Annex 2.

Budget

Generating sufficient financial resources is a common challenge among GTGs. It is therefore crucial that when developing annual work plans, GTG members assess their resource base – which will include the valuable resource of staff time, as well as UN and external financial resources – and identify potential sources of funding.

Larger GTG budgets have been associated with more capacity to create more ambitious gender-focused plans, with a positive correlation between the amount of funding and the number of gender-focused activities and output level results included in annual work plans.[17] Nonetheless, many internal gender mainstreaming activities and accountability mechanisms can be implemented with relatively modest financial output (see also box 28).

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[16] UN Women. (2016) Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women.

[17] UN Women ECA RO (2016). A Regional Analysis of Gender-Theme Groups and Results Groups on Gender in the Europe and Central Asia Region.

> **Box 28. GTG Budgets: Where do the Resources Go?**
>
> A regional analysis of GTGs and RGGs in the Europe and Central Asia Region (2016) found that **direct service provision was the activity with the highest amount of allocated funding** at $3,195,847, followed by capacity-building ($2,135,850) and technical support to non-UN partners ($1,456,404). These allocations indicate that the RGGs and GTGs in the ECA region devote a large part of their resources to supporting women and girls along with external partners (primarily government/national entities and CSOs).
>
> The analysis also demonstrated that many activities that promote accountability in gender mainstreaming and are central to the purpose of GTG/RGGs **can be incorporated into annual work plans with relatively small dedicated budgets.** For example, implementing accountability tools (gender scorecard, gender audit, etc.) accounted for only $23,000 of dedicated funding; UNDAF planning had only $30,500 and capacity building of UN partners accounted for $8,300.
>
> *Source:* UN Women ECA RO (2016). A Regional Analysis of Gender-Theme Groups and Results Groups on Gender in the Europe and Central Asia Region

GTGs should typically **advocate for financial allocations for joint activities on gender** from each participating UN agency, in consultation with the head of each member agency.

Some GTGs implement **pooled funding modalities** for joint gender programming which has the benefit of reducing duplication and transaction costs. In countries that operate with a **One Fund basket** for joint programming, this mechanism can increase coherence and overall collaboration around joint programmes, giving a programmatic purpose to GTG meetings; it therefore may be the case that GTGs that have a budget to which all member agencies contribute could be more effective than the ones financially supported by a single lead agency.[18]

GTG members should also keep track of the **timing of resource mobilization opportunities**, such as applications to global funds. Other potential funding sources include the RC budget, as well as specific UNCT members' contributions (either financial or in-kind).

Annual work plans

GTGs achieve their best results when they respond strategically to national and UN priorities, and when their purpose is translated into a clear, realistic and relevant annual work plan (AWP) focusing on substantive results.[19] Based on an analysis of the national context – both within the UN System and externally – GTGs must engage in a prioritization of potential areas of work, and identify and select a realistic and appropriate set of functional activities; these could be drawn from – but are not limited to – those outlined in section 2.

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[18] UN Women. (2016) Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women.

[19] See for example UN Women (2012) Advancing Gender Equality and Women's Empowerment: an Assessment of Gender Mainstreaming in United Nations Operational Activities for Development. New York; and UN Women. (2016) Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women.

GTG plans for activities must be developed into a robust annual work plan, following the principles of the UNDG's Results-Based Management Handbook. This includes linking the context analysis with clear programme objectives, concrete joint outputs to deliver, specific indicators to track results, a realistic timeline, and designated responsibilities and resources. Table 1 below provides an example of an AWP from the LAC Regional Interagency Gender Group.

While the areas of work selected by GTGs will vary considerably from country to country – and over time – there are a number of features that all GTG AWPs should include. All AWPs should:

- Reflect the priorities of the UN System, and the needs of the country.
- Include a designation of responsibility for each output.
- Identify resource needs and sources, including financial and in-kind (e.g. staff time) contributions.
- Specify output statements and output indicators to define annual   results of the groups using UNDG RBM standards.
- Include actions to make substantive input into the key steps of the UNDAF.
- Specify concrete activities to promote and strengthen UNCT's   accountability to gender equality.
- Identify actions to contribute to the localization/nationalization, implementation and M&E of the SDGs.

Output	Indicator	Activities	Responsibility	Timeline	Budget
Output 1.1 Gender mainstreaming in UNDAF processes and UNCTs supported	Number of initiatives undertaken to mainstream and build UNCT´s capacity on GEWE Baseline (2015): 3 Target (2016): additional 3 Target (2017): additional 3	1. Training workshops for LAC countries which include a gender equality and women's/girls' empowerment (GEW/GE) perspective organized in 2016/2017 in UNDAF roll-out countries upon request 2. Specific GEW/GE training provided to UNCTs upon request 3. Technical assistance to UNCTs/national GIGs on gender scorecard implementation	Lead: UN Women Participating agencies: UNICEF, UNDG-LAC Secretariat, UNDP, WHO/PAHO	Throughout the year	USD 5,000 from UN Women; In-kind contributions from agencies
Output 2.1 Implementation of the SDGs is supported	No. of regional webinars on impl. and localization of SDGs organized Baseline 2015: 0 Target 2016: 2 Target 2017: +3	1. Mapping and sharing of what agencies are doing regarding SDG implementation and indicator development for the Agenda 2030 2. Initial diagnostic on gender sensitive SDG indicators in LAC	Co-leads: UNDP and UN Women. All GIG agencies UN Women	By July 2016 September 2016	In-kind budget covered by UN Women

Output 3.1 Joint regional advocacy on GEW/GE strengthened	No. of joint advocacy activities organized by the regional GIG Baseline 2015: 1 Target 2016: At least 2 Target 2017: At least 2	1. Organization of a joint activity around International Day against homophobia and transphobia 2. Organization of a joint activity around International Day of the Girl Child (TBC) 3. Dissemination of the strategy & plan of action on strengthening the health system to address VAW	Lead: OHCHR Lead: UNICEF WHO/PAHO, UNWOMEN, interested agencies	17 May 11 October 2016	In-kind contribution from OHCHR TBC In-kind

Table 1. LAC Regional Interagency Gender Group 2016-2017 Work Plan[20]

A flexible, non-standardized template for GTG annual work plans is provided in Annex 3.

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[20] Edited and adapted from the LAC Regional Interagency Gender Group 2016-2017 Work Plan.

Annex 1. Glossary

Access: The ability of women and men to use a resource and take advantage of an opportunity. Ability to use resources does not necessarily imply the ability to define or decide the use of that same resource and vice versa.

Capacity: The ability of people, organizations and society as a whole to manage their affairs successfully.

Capacity development: The process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.

Control: The ability of women and men to make decisions about and derive benefits from resources and opportunities.

Equal opportunity: The absence of gender-based discrimination; the right to be treated without discrimination, especially on the grounds of sex, race, or age.

Gender: The socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Gender is relational and refers not simply to women or men but to the relationship between them. Although the words gender and sex are often used interchangeably, they have slightly different connotations; sex tends to refer to biological differences, while gender more often refers to cultural and social differences and sometimes encompasses a broader range of identities than the binary of male and female.

Gender-based violence: Violence targeted at individuals or groups on the basis of their gender. Examples include: sex-selective abortion, differential access to food and services, sexual exploitation and abuse, including trafficking, child marriage, female genital mutilation/cutting, sexual harassment, dowry/bride price abuse, honour killing, domestic or intimate partner violence, deprivation of inheritance or property, and elder abuse.

Gender equality: Gender equality entails the concept that all human beings, both women and men, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally.

Gender equity: Fairness and justice in the distribution of responsibilities and benefits between women and men. To ensure fairness, temporary positive measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field. Equity is a justice-based means—equality is the human rights-based result.

Gender mainstreaming: The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral

dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres.

Gender roles: A set of prescriptions for action and behaviour assigned to men and women by society according to cultural norms and traditions.

Multiple-track strategy for gender mainstreaming (also known as dual mandate, or twin-track): Incorporating both *gender-targeted* interventions to support gender equality and women's empowerment in specific social groups, organizations and/or processes as well as *gender-integrated* efforts to ensure that gender equality is integrated across the substantive work of all sectors. Also known as using *vertical* as well as *horizontal* programming.

National women's machineries: Government offices, departments, commissions or ministries that provide leadership and support to government efforts to achieve greater equality between women and men; sometimes also called National Gender Machineries.

Practical and strategic gender needs and interests: Practical Gender Needs are identified by women as a response to an immediate perceived necessity, and usually relate to inadequacies in living conditions such as water provision, health care, or employment. Strategic Gender Interests tend to challenge gender divisions of power and control, and traditionally defined norms and roles.

Productive work: Work done by both men and women for pay in cash or kind. It includes both market production with an exchange-value, and subsistence/home production with actual use-value, and also potential exchange-value. For women in agricultural production, this includes work as independent farmers, peasant wives and wage workers.

Reproductive work: Childbearing/rearing responsibilities, and domestic tasks done largely by women, required to guarantee the maintenance and reproduction of the labour force. It includes not only biological reproduction but also the care and maintenance of the work force (partner and working children) and the future work force (infants and school-going children).

Sex: The biological characteristics that define humans as female or male.

Substantive gender equality: Combines formal gender equality in law, equal opportunities and equal treatment, with equality in impact, outcome or result. It requires that equality is interpreted according to the context or realities of women's and men's disadvantages and the impact of these circumstances in terms of eliminating disadvantage in outcome or result.

Women's empowerment: The process of gaining access and developing women's capacities with a view to participating actively in shaping one's own life and that of one's community in economic, social and political terms.

Annex 2. Template for GTG Terms of Reference

Template for GTG Terms of Reference

1. Background and purpose

The history of the GTG, if any, should be included. Provide any background to gender equality efforts and structures within the UNCT and gender in the UNDAF; this may include reference to national and international normative framework and the context of the SDGs.

The overall purpose of the GTG may vary according to the national context, but the following are likely to be included: 1) serve as a key mechanism for joint UN action and coordination on GEWE; 2) strengthen UNCT performance on gender equality; and 3) provide a forum for systematic sharing of information, experiences and tools on implementing GEWE.

2. Objectives and key tasks

The GTG's strategic objectives and key tasks should be in line with country needs as well as following the UN System's strategic priorities. While specific functional activities will be selected according to these context-specific needs and priorities, all GTGs' objectives should include:

- Providing support to **integrate gender in SDG processes**, including nationalization and localization processes, implementation, and M&E.
- Supporting the application of a **gender perspective in the UNDAF,** including the country analysis, strategic prioritization, results framework and M&E.
- Strengthening and monitoring the **UNCT's accountability** to gender equality, including promoting the use of the UNCT SWAP-Scorecard and the gender audit.
- Promoting a **multiple-track approach to gender mainstreaming** throughout the UNCT's work.
- Providing, via the GTG chair, a coherent vision for the UNCT's support to GEEW through **timely intelligence and analysis** of substantive gender equality issues.

3. Chair and secretariat

The GTG should be chaired or co-chaired by a Head of Agency; these may be fixed or rotating according to a specified schedule. The responsibilities of the chair/s must be specified, and may include the following:

- Be responsible for the overall performance of the GTG and will be accountable for the coordinated achievement of results stipulated in the Joint Work Plan.
- Provide leadership to the GTG on GEWE matters and its integration into the UN System
- Chair the quarterly and ad hoc GTG meetings, and prepare the meeting agendas in consultation with team members.
- Be the spokesperson of the GTG to the UNCT and other external bodies.

The Secretariat for the GTG should be provided by the agency chairing or co-chairing the group; in some cases, this role may be undertaken jointly by the chairs and the Resident Coordinator's Office.

4. Membership and frequency of meetings

Membership should include representatives from all or most resident UN agencies. In addition, GTGs can consider the possibility of extending membership to non-UN partners such as government, civil society and donors. All participating agencies, government entities and other organizations should be listed.

Members should include at least 50% senior staff (P4 and above; NOC and above), and the roles of these members and gender focal points should be specified. Members of the GTG should have technical expertise on gender equality, or be supported to develop this expertise through trainings. They should also be able to devote adequate time to their GTG work, which should be reflected in their work plans; managers should recognize this contribution in the performance assessments of staff.

The GTG should hold regular quarterly meetings, as well as on an ad-hoc basis, as deemed necessary by the members. Regular communication is maintained through email and other virtual platforms.

5. Work planning

The GTG will develop an annual work plan based on national gender equality development priorities, participating agencies' priorities and UNDAF commitments on GEWE. For each action or task under the AWP, the GTG will identify a responsible participating agency and/or individual, as well as a budget and timeframe for implementation. The AWP actions may include, as appropriate:

- Research and analysis on GEWE
- Systematic support to UNDAF development and implementation
- Actions to support UNCT gender mainstreaming
- Processes to promote accountability of UNCT on gender equality
- The development and implementation of Joint programmes
- Policy and normative work
- Capacity development on gender mainstreaming
- Joint advocacy and communication campaigns

Schedules, plans and additional relevant materials for each GTG meeting should be prepared jointly by members of the GTG under guidance from the chair/s of the group.

6. Reporting

Reporting lines and reporting schedule should be outlined, including reporting on the Annual Work Plan to the UNCT, Resident Coordinator and/or UNDAF Steering Committee.

The minutes of GTG meetings should be documented by designated members.

Annex 3. Template for GTG Annual Work Plan

Outputs	Planned Activities	Indicators	Timeline	Responsibility	Budget	Comments
OBJECTIVE 1: E.g. Provide support to integrate gender in SDG processes						
Output 1.1	E.g. From the menu of functional activities 1. 2. 3.	For each output		E.g. Specific agencies; GTG members; other WGs	E.g. Staff time, agency funds, pooled GTG funds	
Output 1.2	1. 2. 3.					
OBJECTIVE 2: E.g. Support the application of a gender perspective in the UNDAF						
Output 2.1	1. 2. 3.					
Output 2.2	1. 2.					
OBJECTIVE 3: E.g. Strengthen and monitor the UNCT's accountability to gender equality						
Output 3.1	1. 2.					
Output 3.2	1. 2.					
OBJECTIVE 4: E.g. Promote a multiple-track approach to gender mainstreaming throughout the UNCT's work						
Output 4.1	1. 2.					
Output 4.2	1. 2.					

Annex 4. Resources

1. **Normative and policy documents**
2. **Gender analysis**
3. **Gender mainstreaming**
4. **Joint Programmes**
5. **Accountability tools for gender equality**
6. **Gender-sensitive indicators and M&E**
7. **UNDAF development and implementation**
8. **Gender-sensitive normative work**
9. **Gender equality capacity development**
10. **Advocacy and communication campaigns**
11. **Gender-responsive budgeting and costing tools**
12. **Analyses of GTGs**
13. **UNDG programming guidance**

1. Normative and policy documents

Transforming our World: the 2030 Agenda for Sustainable Development, (A/RES/70/1)

Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)

Commission on the Status of Women (CSW)

Beijing Platform for Action

United Nations System-Wide Policy on Gender Equality and the Empowerment of Women

United Nations Security Council Resolution 1325

United Nations Security Council Resolution 1820

United Nations Security Council Resolution 1888

United Nations Security Council Resolution 1889

United Nations Security Council Resolution 1960

United Nations Security Council Resolution 2106

United Nations Security Council Resolution 2122

Vienna Declaration - World Conference on Human Rights

Addis Ababa Action Agenda (A/RES/69/313)

Universal Periodic Review

International Conference on Population and Development (ICPD)

Sendai Framework on Disaster Risk Reduction

World Humanitarian Summit

QCPR Resolution (A/71/243)

QCPR Resolution (A/RES/67/226) (section III D)

2. Gender analysis

Learning and Information Pack: Gender Analysis
UNDP (2001). New York.

Gender Analysis – Principles and Elements
Sida (2015). Stockholm.

A Guide to Gender-Analysis Frameworks
Candida March, Ines A. Smyth, Maitrayee Mukhopadhyay (2005). Oxford: Oxfam.

A Conceptual Framework for Gender Analysis and Planning
ILO/SEAPAT's On-Line Gender Learning & Information Module

3. Gender mainstreaming

Gender Mainstreaming in Development Programming: Guidance Note
UN Women (2014). New York.

Gender Mainstreaming
Sida. 2015. Stockholm: Sida.

Mainstreaming a Gender Perspective into all Policies and Programmes in the United Nations System: Report of the Secretary-General (E/2013/71)
United Nations (2013). New York.

Monitoring gender equality and the empowerment of women and girls in the 2030 Agenda for sustainable development: opportunities and challenges
UN Women (2015). New York.

4. Joint Programmes

Two Roads, One Goal: Dual Strategy for Gender Equality Programming in the Millennium Development Goals Achievement Fund
Nelson, Gayle and Jennifer Cooper et al. (2013). New York: MDG-F, UN Women and UNDP.

Making Joint Gender Programmes Work: Guide for Design, Implementation, Monitoring and Evaluation
Beck, Tony et al. (2013). New York: UNDP and MDG-F.

UN Women. (2013). Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System: Final Synthesis Report. New York.

Guidance Note on Joint Programmes
UNDG. (2014). New York.

5. Accountability tools for gender equality

UNCT SWAP Gender Equality Scorecard
UNDG (2018). New York.

ILO Participatory Gender Audit: Relevance and use for the United Nations and its agencies
ILO (2011). Geneva.

Gender Equality Marker Guidance Note
UNDG (2013). New York.

6. Gender-sensitive indicators and M&E

Monitoring gender equality and the empowerment of women and girls in the 2030 Agenda for sustainable development: opportunities and challenges
UN Women (2015). New York.

Report of the Friends of Chair of the United Nations Statistical Commission on violence against women', E /CN.3/2011/5
ECOSOC (2011). New York. (VAW indicators)

Gender Statistics: Report of the Secretary-General (E/CN.3/2013/10)
United Nations (2013). New York.

Gender Equality Indicators: What, Why and How?

OECD/DAC Network on Gender Equality (2009). Paris.

Human Rights Indicators: A Guide to Measurement and Implementation
OHCHR (2012). Geneva.

Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance
United Nations Evaluation Group (2011). New York.

7. UNDAF development and implementation

Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level
UNDG (2018). New York.

UNDAF Guidance
UNDG (2017). New York.

UNDAF Programming Principles
UNDG (2017). New York.

Common Country Analysis
UNDG (2017). New York.

The UN Vision 2030
UNDG (2017). New York.

Theory of Change
UNDG (2017). New York.

Capacity Development
UNDG (2017). New York.

Communication and Advocacy
UNDG (2017). New York.

Monitoring and Evaluation
UNDG (2017). New York.

Funding to Financing
UNDG (2017). New York.

Rao, Aruna (2010). Strengthening Gender Equality in United Nations Development Frameworks. Commissioned by UNDG Task Team on Gender Equality, p. 9.

[Desk Review of 15 UNDAFs in the Europe and Central Asia: Application of Twin-Track Approach of Gender in UNDAFs and CCAs to Promote Gender Equality and Empowerment of Women](#)
UN Women ECA RO (2016).

8. Gender-sensitive normative work

[Eight Case Studies on Integrating the United Nations' Normative and Operational Work.](#)
UNDG (2015).

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