UNCT-SWAP GENDER EQUALITY SCORECARD

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

FRAMEWORK &
TECHNICAL GUIDANCE
2023

UNITED NATIONS
SUSTAINABLE
DEVELOPMENT
GROUP

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ACKNOWLEDGEMENTS

UN Sustainable Development Group
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UNCT-SWAP SCORECARD INDICATOR FRAMEWORK

1. PLANNING

INDICATOR 1.1 | COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
CCA includes: a) Gender analysis across **at least 50 percent** of sections including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; **and** b) **Some** sex-disaggregated and gender sensitive data.	CCA includes: a) Gender analysis across **at least 80 percent** of sections including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; **and** b) **Consistent** sex-disaggregated and gender sensitive data.	**Meets minimum requirements and** CCA includes: c) Targeted gender analysis of those furthest behind.

INDICATOR 1.2 | GENDER EQUALITY MAINSTREAMED IN UNSDCF OUTCOMES

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

INDICATOR 1.3 | UNSDCF INDICATORS MEASURE CHANGES ON GENDER EQUALITY

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

2. PROGRAMMING, MONITORING, EVALUATION AND LEARNING

INDICATOR 2.1 | JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES

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

INDICATOR 2.2 | COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has contributed collaboratively to **at least one joint communication activity on GEWE** during the past year.	Approaches requirements **and** b) The UNCT has contributed collaboratively to **at least one joint advocacy campaign on GEWE** during the past year. **and** c) UN Communications Group (UNCG) joint communications and advocacy strategy or equivalent **visibly includes GEWE** communication and advocacy.	Meets minimum requirements **and** d) The UNCT has contributed collaboratively to communication or advocacy in **at least one non-traditional thematic area** during the past year.

INDICATOR 2.3 | UNSDCF MONITORING, EVALUATION AND LEARNING MEASURES PROGRESS AGAINST PLANNED GENDER EQUALITY RESULTS

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

3. PARTNERSHIPS

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets **one** of the following: a) The UNCT has collaborated with **at least two** government agencies/entities/institutions on a joint initiative that fosters gender equality within the current UNSDCF cycle. b) The National Women's Machinery or equivalent entity participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.	Meets **two** of the following: a) The UNCT has collaborated with **at least two** government agencies/entities/institutions on a joint initiative that fosters gender equality within the current UNSDCF cycle. b) The National Women's Machinery or equivalent entity participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.	Meets **all** of the following: a) The UNCT has collaborated with **at least two** government agencies/entities/institutions on a joint initiative that fosters gender equality within the current UNSDCF cycle. b) The National Women's Machinery or equivalent entity participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets **one** of the following: a) The UNCT has collaborated with GEWE CSO and women's rights advocates on **at least two** joint initiatives that foster gender equality and empowerment of women within the current UNSDCF cycle. b) GEWE CSO participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.	Meets **two** of the following: a) The UNCT has collaborated with GEWE CSO and women's rights advocates on **at least two** joint initiatives that foster gender equality and empowerment of women within the current UNSDCF cycle. b) GEWE CSO participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.	Meets **all** of the following: a) The UNCT has collaborated with GEWE CSO and women's rights advocates on **at least two** joint initiatives that foster gender equality and empowerment of women within the current UNSDCF cycle. b) GEWE CSO participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.

4. LEADERSHIP AND ORGANIZATIONAL CULTURE

INDICATOR 4.1 | UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets **two** of the following criteria: a) Gender equality is a topic of discussion in **at least 60 percent** of UNCT meetings during the last 12 months; b) RC demonstrates **external** public championing of gender equality during the last 12 months; c) RC demonstrates **internal** championing of gender equality during the last 12 months; d) HOAs are **seen by personnel** as committed to gender equality in the workplace during the last 12 months.	Meets **three** of the following criteria: a) Gender equality is a topic of discussion in **at least 60 percent** of UNCT meetings during the last 12 months; b) RC demonstrates **external** public championing of gender equality during the last 12 months; c) RC demonstrates **internal** championing of gender equality during the last 12 months; d) HOAs are **seen by personnel** as committed to gender equality in the workplace during the last 12 months.	Meets **all** of the following criteria: a) Gender equality is a topic of discussion in **at least 60 percent** of UNCT meetings during the last 12 months; b) RC demonstrates **external** public championing of gender equality during the last 12 months; c) RC demonstrates **internal** championing of gender equality during the last 12 months; d) HOAs are **seen by personnel** as committed to gender equality in the workplace during the last 12 months.

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

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

INDICATOR 4.3 | GENDER PARITY IN STAFFING IS ACHIEVED

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) **A system-wide plan** is in place for the UNCT to achieve gender parity.	**Approaches minimum requirements and** b) **At least one Gender Focal Point** is appointed (as per SGB/2023/3) c) The UNCT can **demonstrate progress** in the implementation of the system-wide plan on gender parity.	**Meets minimum requirements and** d) The UNCT can **demonstrate positive trends** towards achieving gender parity. e) The **Business Operations Strategy (BOS)** includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

5. GENDER ARCHITECTURE AND CAPACITIES

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets **two** of the following criteria: a) A **coordination mechanism** for gender equality is **chaired by a HOA**; b) The group has an **approved TOR and annual work plan**; c) Members include **at least 50% senior staff** (P4/NOC and above or equivalent); d) The group has made **substantive input** into the UNSDCF including the CCA, Cooperative Framework design, results framework and M&E.	Meets **three** of the following criteria: a) A **coordination mechanism** for gender equality is **chaired by a HOA;** b) The group has an **approved TOR and annual work plan**; c) Members include **at least 50% senior staff** (P4/NOC and above or equivalent); d) The group has made **substantive input** into the UNSDCF including the CCA, Cooperative Framework design, results framework and M&E.	Meets **all** of the following criteria: a) A **coordination mechanism** for gender equality is chaired by a HOA; b) The group has an **approved TOR and annual work plan**; c) Members include **at least 50% senior staff** (P4/NOC and above or equivalent); d) The group has made **substantive input** into the UNSDCF including the CCA, Cooperative Framework design, results framework and M&E.

INDICATOR 5.2 | UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) **At least one** substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past 12 months.	Meets **two** of the following criteria: a) **At least one** substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past 12 months. b) A capacity development **plan** based on an inter-agency capacity assessment is established or updated at least once per UNSDCF cycle and targets are on track. c) UNCT **induction material** includes gender equality and the empowerment of women commitments and related development challenges of the country.	Meets **all** of the following criteria: a) **At least one** substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past 12 months. b) A capacity development **plan** based on an inter-agency capacity assessment is established or updated at least once per UNSDCF cycle and targets are on track. c) UNCT **induction material** includes gender equality and the empowerment of women commitments and related development challenges of the country.

6. RESOURCES

INDICATOR 6.1 | ADEQUATE RESOURCES FOR GENDER MAINSTREAMING ARE ALLOCATED AND TRACKED		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
Meets the following criteria: a) The UNCT has carried out **at least one** capacity building event on the UNCT Gender Equality Marker over the current Cooperation Framework cycle to ensure accuracy of coding. **and** b) The UNCT has **applied** the UNCT-Gender Equality Marker to all sub-outputs in the Joint Work Plan	**Approaches minimum requirements** **and** meets **two** of the following criteria: c) The UNCT has **met** the common global financial target for UNCT allocations to GEWE. d) The sub-outputs coded UNCT-GEM 1,2 or 3 provide a **'Gender Marker Narrative'** which accurately justifies the UNCT-GEM code selected e) The Gender Theme Group (or equivalent) has completed a **quality assurance review** of UNCT-GEM coding during the drafting of the Joint Work Plan aligned with the GTG Standards and Procedures.	**Meets minimum requirements and** f) The UNCT has **exceeded** the common global financial target for UNCT allocations to GEWE.

7. RESULTS

INDICATOR 7.1 | UN PROGRAMMES MAKE A SIGNIFICANT CONTRIBUTION TO GENDER EQUALITY IN THE COUNTRY		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
a) The UNCT has achieved or is on track to achieve **some** gender equality and the empowerment of women results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5.	b) The UNCT has achieved or is on track to achieve **all** gender equality and the empowerment of women results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5.	**Meets minimum requirements and** c) **At least one** outcome level UNSDCF result has contributed to transformative change in relation to gender equality and the empowerment of women.

UNCT-SWAP ASSESSMENT PROCESS

BACKGROUND

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

1. The UN System-wide Action Plan (UN-SWAP), which from 2012-2017 focused on corporate processes and institutional arrangements at the individual entity level, extended in 2018 to cover development and normative results tied to the SDGs.

2. The United Nations Country Teams (UNCT) Performance Indicators for Gender Equality and the Empowerment of Women (UNCT-SWAP Gender Equality Scorecard, covered by this guide), was introduced in August 2008 focusing on joint processes and institutional arrangements within the UNCT, extended in 2018 and updated again in this document to align to system changes in line with UNDS reform and strategic repositioning.

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

There are numerous UN inter-governmental mandates for Gen der Equality and the Empowerment of Women (GEWE). Refer to Annex 7 for full detailing related to the performance areas covered by the UNCT-SWAP. In 2015, UN Member States adopted the 2030 Agenda for Sustainable Development with the Sustainable Development Goals (SDGs) at its core. The Agenda commits all countries and stakeholders to work together to achieve sustained and inclusive economic growth, social development, and environmental protection.

Leaving no one behind and reaching the furthest behind first is at the core of the Agenda and further highlighted in the Secretary General's Report 'Our Common Agenda' that commits to place women and girls at the center of work to accelerate the achievement of the SDGs. This is underpinned by the principle of GEWE, grounded in the norms and standards the United Nations is tasked to uphold and promote, including coherent and integrated system-wide gender-responsive planning, implementation and reporting.

The 2020 Quadrennial Comprehensive Policy Review (QCPR) calls for enhancing and accelerating gender mainstreaming through the implementation of the UNCT-SWAP Scorecard, with consecutive ECOSOC Resolutions on

gender mainstreaming also calling on the UN system to fully implement the UNCT-SWAP.

> **"Gender equality and women's empowerment are integral to realizing the 2030 Agenda and all of the SDGs. To integrate a focus on these issues throughout the Cooperation Framework, UN development entities should put gender equality at the heart of programming, driving the active and meaningful participation of both women and men, and consistently empowering women and girls, in line with the minimum requirements agreed upon by the United Nations Sustainable Development Group (UNSDG) in the UNCT System-wide Action Plan (SWAP) Gender Equality Scorecard"** (UNSDG Cooperation Framework Guidance 2019:11)

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

Updated in 2023 to align with new UNDS guidance and protocols and to more fully incorporate guidance for online reporting requirements and procedures, the UNCT-SWAP Scorecard draws upon reviews of UNCT experiences in applying the methodology as well as innovative ideas and lessons from other UN gender accountability frameworks, notably UNDP's Gender Equality Seal, ILO's Participatory Gender Audit, and the Inter-Agency Standing Committee Gender and Age Marker.

Seven Dimensions and Fifteen Performance Indicators: The UNCT-SWAP is organized around seven dimensions that address key GEWE components: planning; programming, and monitoring, evaluation and learning; partnerships; communications and advocacy; leadership and organizational culture; gender architecture and capacities; resources; and results. Each dimension includes minimum requirements for Performance Indicators that UNCTs need to me

FIGURE 1 **UNCT-SWAP GENDER EQUALITY SCORECARD**

UNCT-SWAP SCORECARD

1 PLANNING
- 1.1 Common Country Analysis
- 1.2 Cooperation Framework Outcomes
- 1.3 Cooperation Framework Indicators

2 PROGRAMMING & M&E
- 2.1 Joint Programmes
- 2.2 Communications & Advocacy
- 2.3 Cooperation Framework M&E

3 PARTNERSHIPS
- 3.1 Engagement with Government
- 3.2 Engagement with GEWE CSOs

4 LEADERSHIP & ORGANIZATIONAL CULTURE
- 4.1 Leadership for Gender Equality
- 4.2 Organizational Culture
- 4.3 Gender Parity

5 GENDER ARCHITECTURE & CAPACITIES
- 5.1 Gender Coordination Mechanism
- 5.2 Gender Mainstreaming Capacities

6 FINANCIAL RESOURCES
- 6.1 Resource Allocation and Tracking

7 RESULTS
- 7.1 GEWE Results

GUIDANCE LAYOUT

This guide lays out the UNCT-SWAP assessment process for comprehensive and annual reporting followed by detailed guidance on how to score each Performance Indicator:

- Performance Indicator definitions and ratings;
- Step-by-step instructions on how to complete the indicator rating;
- Example of completed indicator justification and rating;
- Information and tips on how to meet the requirements for each indicator.

Annexes provide further supporting materials.

WHO SHOULD USE THIS GUIDE?

The assessment **Coordinator(s) and Interagency Assessment Teams (**IATs) are the primary users. The guide provides the IAT with a step-by-step approach. Secondary users include other members of the UNCT, including Gender Focal Points and members of key interagency groups that have distinct responsibilities for UNCT-SWAP requirements, as well as staff responsible for planning and quality control at Regional and HQ levels.

UNCT-SWAP SCORECARD IMPLEMENTATION

The UNCT-SWAP assessment begins with comprehensive reporting of all 15 performance indicators followed by annual progress updates. See section below 'Comprehensive and Annual Reporting' for more details.

The gender coordination mechanism plays a key role in spearheading UNCT-SWAP assessments. The chair(s) of GTGs/equivalent mechanisms, working closely with the RCO, are responsible for convening meetings and coordinating and consolidating inputs from members of UN coordination groups represented in the IAT (UN Women Gender Theme Group Standards and Procedures 2021).

FIGURE 2. POSSIBLE DIVISION OF LABOUR FOR INTER AGENCY TEAM ASSESSMENT OF INDICATORS
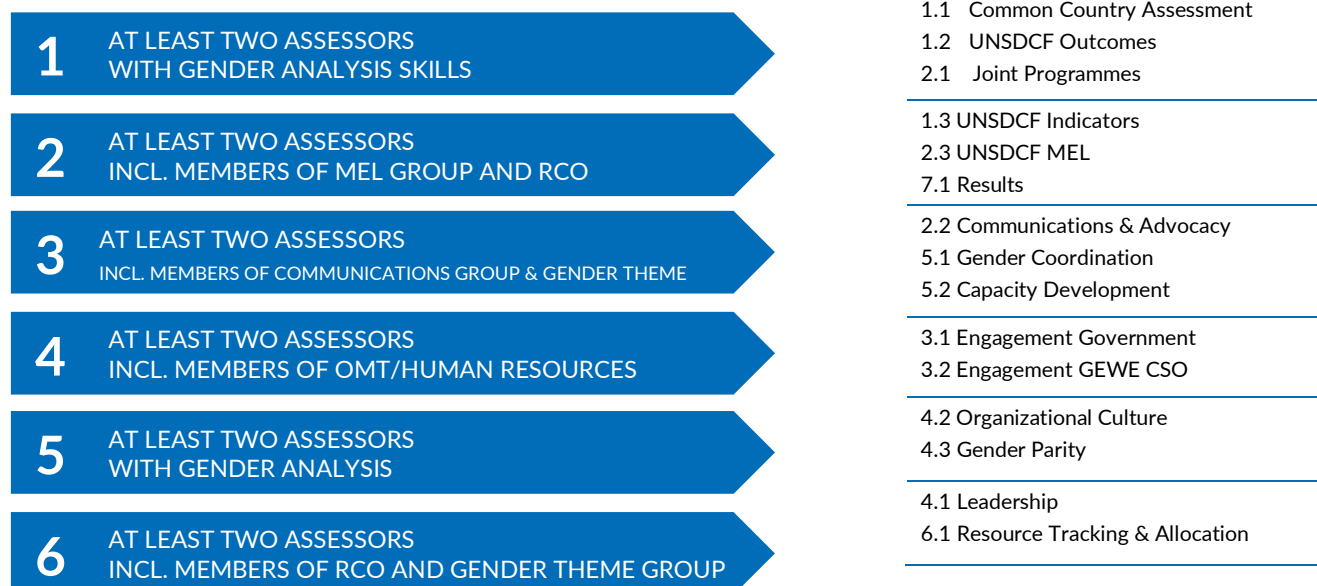
UNCT endorsement under the leadership of the Resident Coordinator is needed before launching the comprehensive assessment whereby Heads of Agencies should be briefed on the objective, scope and proposed timeline of the exercise. Heads of Agencies should be asked to appoint members to the IAT to ensure representation across entities including those without a physical presence.

The UNCT-SWAP self-assessment and action planning is driven by the IAT to ensure interagency collaboration in measuring the UNCT's performance against minimum requirements. The exercise should be carried out in a highly participatory fashion to promote internal dialogue and ownership of results. UNCT-SWAP findings feed into a structured action plan designed to improve performance.

INTERAGENCY ASSESSMENT TEAM

The IAT should include multidisciplinary representation, ensuring diversity and inclusion with respect to gender, age, ethnicity, seniority, etc., and including members with gender expertise and management responsibilities. Teams vary in size depending on the country context, but often have 10-25 members. Representatives from the following inter-agency groups and offices are recommended:

- Resident Coordinator Office
- Gender Theme Group or equivalent mechanism
- UN Communications Group
- Monitoring,Evaluation and Learning Group
- Human Resources/Operations Management Team
- Programme Management Team
- Results Groups

IAT members work in sub-groups to assess indicators. Suggestions for clustering of indicator groups are shared below, but assignments and groupings may vary by country

1 AT LEAST TWO ASSESSORS WITH GENDER ANALYSIS SKILLS	1.1 Common Country Assessment 1.2 UNSDCF Outcomes 2.1 Joint Programmes
2 AT LEAST TWO ASSESSORS INCL. MEMBERS OF MEL GROUP AND RCO	1.3 UNSDCF Indicators 2.3 UNSDCF MEL 7.1 Results
3 AT LEAST TWO ASSESSORS INCL. MEMBERS OF COMMUNICATIONS GROUP & GENDER THEME	2.2 Communications & Advocacy 5.1 Gender Coordination 5.2 Capacity Development
4 AT LEAST TWO ASSESSORS INCL. MEMBERS OF OMT/HUMAN RESOURCES	3.1 Engagement Government 3.2 Engagement GEWE CSO
5 AT LEAST TWO ASSESSORS WITH GENDER ANALYSIS	4.2 Organizational Culture 4.3 Gender Parity
6 AT LEAST TWO ASSESSORS INCL. MEMBERS OF RCO AND GENDER THEME GROUP	4.1 Leadership 6.1 Resource Tracking & Allocation

The IAT has a collective responsibility to provide evidence in the form of Means of Verification (MoV) and analysis to justify ratings under the leadership of coordinator(s) for the assessment. Coordinators should bring the team together to brief members, establish timelines, and facilitate the distribution of responsibilities for specific indicators, ensuring that at least two team members work together to score each indicator. UNCTs may opt to employ a consultant to facilitate the exercise, but responsibility remains with the IAT for analysis and justification under the leadership of the coordinator(s). See Annex 3 for sample TOR.[1]

Online Technical Support: UNCT-SWAP Helpdesk A dedicated Helpdesk (genderscorecard.helpdesk@unwomen.org) is available to support quality assurance, answer any questions and provide technical support throughout the process. Teams are encouraged to reach out to the Helpdesk throughout the assessment process. UN Women Regional Offices also offer support on an ongoing basis from Coordination Specialists in each region. To get in contact with UN Women regional offices, please reach out to the Helpdesk.

Refer also to the How-to-do Toolkit as detailed in Annex 2, which offers online resources in French and English to support the rolling out of the Scorecard by providing step-by-step guidance to support a common approach to implementation.

COMPREHENSIVE AND ANNUAL PROGRESS REPORTING

Comprehensive Reporting establishes the baseline ratings for all Performance Indicators. Annual Progress Reporting is to spur progress toward meeting and exceeding indicator requirements. See Tables 1 and 2 for an outline of each stage of the assessment process.

Comprehensive UNCT-SWAP Reports are required once per UNSDCF cycle and are recommended in the planning phase of a new Cooperation Framework to enable the findings to feed into the new Cooperation Framework programming cycle. Comprehensive reports entail assessment of all 15 Performance Indicators and the preparation of an Action Plan

PERFORMANCE INDICATOR:	RATING:
Findings and Explanation *List findings by criteria (a, b, c….), stating for each criterion whether it has been 'met' or 'not met' and including relevant analysis and justification.*	
Evidence or Means of Verification (MoV) *List documents and sources used to verify findings.*	

to provide a baseline for Annual Progress reports.

Annual Progress UNCT-SWAP Reports require reassessment of a minimum of 5 Performance Indicators and an update on the implementation of the UNCT-SWAP Action Plan. The IAT should collectively decide which indicators to reassess, focusing on those areas of performance where improvement is most critically needed.

Annual reports take place in the fourth quarter of each calendar year following the completion of comprehensive reporting. Teams only undertake one report per calendar year. If comprehensive reporting was completed at any time within a calendar year, annual reporting will take place in Q4 of the next calendar year.

THE RATING SYSTEM

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

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

UNCTs score as 'approaches', 'meets', or 'exceeds' minimum requirements depending which criteria they meet for each indicator. Most indicators contain multiple criteria. If UNCTs fail to meet the criteria under 'approaches minimum requirements', then the indicator should be scored as 'missing minimum requirements.'

Teams must label clearly in the justification for each criterion whether it has been 'met' or 'not met' as per the examples provided for each indicator. The performance indicator reporting template requires a **justification for why a particular score has been given, backed up by evidence.** Examples throughout this Guidance indicate the level of detail that should be provided, bearing in mind that the platform limits entry length so the descriptions need to be concise.

As in all rating systems, there may be an element of subjectivity in the rating process. To minimize subjectivity, the Performance Indicators have been piloted and are clearly defined to reduce ambiguities. Disagreements concerning ratings should be discussed with the larger IAT to reach consensus. The Helpdesk and UN Women's Regional Offices may also be contacted to provide technical advice.

An electronic version of the Performance Indicator Reporting Template is available from the Helpdesk and in the online Toolkit for UNCT-SWAP Gender Equality Scorecard Assessment and Action Plan Implementation. Refer to Annex 1 for more information. The template can be found under the section "UNCT-SWAP Templates".

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[1] You may also reach out to the Helpdesk for contact details of consultants with UNCT-SWAP expertise.

ACTION PLANS AND FOLLOW UP

Action planning is an integral part of comprehensive reporting with updates on activities shared during annual progress reporting. Action Plans should include:

- **Realistic timelines** for improving performance for targeted Performance Indicators;
- **Resources** required to improve performance;
- **Responsibility for follow-up** to encourage decentralization of accountability for GEWE by assigning actions to relevant interagency groups

Action Plans require endorsement at the UNCT level after the report has been finalized. It is good practice to integrate key actions into the work plans of responsible interagency groups while general monitoring of action plan progress may form part of the responsibilities of the GTG, RC office or other inter-agency groups..

An electronic version of the Action Plan Template is available from the Helpdesk and in the online Toolkit for UNCT-SWAP Gender Equality Scorecard Assessment and Action Plan Implementation. Refer to Annex 1 for more information. The template can be found under the section "UNCT-SWAP Templates".

UNCT-SWAP SCORECARD ACTION PLAN TEMPLATE

QUALITY ASSURANCE AND FINALIZATION ON THE UNCT-SWAP PLATFORM

UN Women, as Secretariat for UNCT-SWAP, has created an online reporting platform that is accessed at https://unswap.unwomen.org. All reporting takes place through this platform. Access to the platform is provided by the Helpdesk for 2 to 4 UNCT-SWAP Platform Focal Points per UNCT including at least one from the RCO and the GTG (refer to Table 1 Stage 4 and Annex 62 for more details).

Draft Comprehensive and Annual Progress Reports must be uploaded, quality assured and finalized on the dedicated UNCT-SWAP platform before endorsement by the UNCT. Allow up to two weeks for the finalization process.

Once finalized on the UNCT-SWAP platform, final ratings will be shared with DCO by the Helpdesk so that they can be reflected in UN INFO

Emerging Models of Good Practice to Integrate Gender, Youth and Disability Scorecards

The UNCT-SWAP Gender Equality Scorecard is one of several accountability frameworks that focus on ensuring the principles of LNOB in UNCT operations, together with the Disability Inclusion Scorecard and the Youth 2030 Scorecard. While the three scorecards are distinct, processes may be integrated for efficiency and combined focus. Good practice examples include:

- Responsibility for coordinated annual reporting of the three scorecards sitting with the RCO to ensure that results are brought collectively to the UNCT for endorsement and decision-making to inform priority actions ensure LNOB focus in annual work planning.
- Responsibility for coordinated implementation of the three scorecards sitting with the gender and human rights coordination mechanism whereby individual agencies lead on different components of an integrated action plan. This enables the UNCT to draw on agency expertise and mandates while identifying strategic opportunities to improve performance across all three scorecards simultaneously.
- Taking an intersectional approach to updating the UNCT CCA by reviewing and adding data and analysis on gender, disability and youth simultaneously and enabling the UNCT to progress towards meeting requirements across the three accountability frameworks.

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2 Annex 6: Introduction to UNCT-SWAP Platform, new user sign-up and introduction to reporting.

Table 1 - COMPREHENSIVE UNCT-SWAP ASSESSMENTS		
Comprehensive UNCT-SWAP reports are undertaken once per UNSDCF cycle and require the assessment of all 15 Performance Indicators, establishing a baseline for annual progress reporting.		
Responsibility	**Activity**	**Timing[3]**
Stage 1 – Preparation of Comprehensive Assessment		
Coordinator(s) supported by GTG where existing	1. Brief Heads of Agencies (HOA) to ensure endorsement. 2. Establish timing for exercise. 3. Request HoAs to appoint assessment team members. 4. Optional – secure external consultant to support facilitation.	1-2 month(s) before assessment
Stage 2 – Self-Assessment		
IAT led by Coordinator(s)	1. Review UNCT-SWAP technical guidance. 2. Participate in Briefing Meeting to launch the exercise. 3. Establish performance indicator groups. 4. Gather evidence, analyze data and rate indicators. 5. Present findings at team consolidation workshop to validate and reach consensus on results and begin action planning.	4-8 weeks
Stage 3 – Action Planning		
IAT led by Coordinator(s)	1. Develop an Action Plan to improve performance based on findings. Note – development of the action plan can be included as part of the consolidation workshop or as a next step after the consolidation workshop.	1-2 weeks
Stage 4 – Quality Assurance		
Focal Point(s)	1. Designate 2 to 4 IAT members as focal points and notify the Helpdesk to ensure access to the UNCT-SWAP platform (see Annex 6 for details on Focal Point Sign Up). 2. Upload the draft findings and action plan activities on the UNCT-SWAP platform and submit for review (see Annex 6 for details). 3. Respond to any comments as needed to finalize report.	On completion of draft
Stage 5 - Finalization		
Coordinator(s)	1. Share assessment results and Action Plan with HOAs for endorsement and management response. 2. Ensure planned actions are integrated into the workplans of relevant interagency groups.	On notification of finalization on the platform

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[3] Timing is provided to offer an indication of timelines. Timing can be adapted to each UNCT's circumstances and needs.

Table 2 - ANNUAL PROGRESS REPORT ASSESSMENTS Comprehensive reports are followed by annual progress reporting to capture changes to Performance Indicator ratings and on progress made in implementing the UNCT-SWAP Action Plan. A minimum 5 performance indicators should be reassessed annually.		
Responsibility	**Activity**	**Timing**
Stage 1 – Preparations for Annual Reporting		
Coordinator(s) supported by GTG where existing	Brief HOAs to ensure endorsement. Update membership of IAT as needed. Update designated Focal Points as needed and notify the Helpdesk to ensure access to the UNCT-SWAP platform (see Annex 6 for details on Focal Point Sign Up).	October of each year except for a year when the UNCT has undertaken comprehensive reporting
Stage 2 – Re-assessment of Selected Indicators		
IAT led by Coordinator(s)	Review guidance for annual progress reporting. Select at least 5 Performance Indicators to re-assess. Establish responsibilities within IAT for sub-groups to re-assessing selected indicators. Gather evidence and analyze data for selected indicators. Coordinate with relevant interagency groups to report on implementation of Action Plan activities. Share findings at team meeting or electronically to ensure consensus/validation of results and to update and adjust the Action Plan.	2-4 weeks
Stage 3 – Quality Assurance		
Focal Point(s)	Upload the draft findings and action plan activities on the UNCT-SWAP platform and submit for review (see Annex 6 for details). Respond to any comments as needed to finalize report.	Upload draft by mid-November (exact deadline is determined and informed each year) Finalize report by mid-December (exact deadline is determined and informed each year)
Stage 4 – Finalization		
Coordinator(s)	Share assessment results and updates with HOAs for endorsement and response.	Mid to end of December

UNCT-SWAP
TECHNICAL
GUIDANCE

1. PLANNING

INDICATOR 1.1 | COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
CCA includes: a) Gender analysis across **at least 50 percent** of sections including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; **and** b) **Some** sex-disaggregated and gender sensitive data.	CCA includes: a) Gender analysis across **at least 80 percent** of sections including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; **and** b) **Consistent** sex-disaggregated and gender sensitive data.	**Meets minimum requirements** **and** CCA includes: c) Targeted gender analysis of those furthest behind.

Means of Verification: CCA documents

Resources
UNSDCF Guidance (2019)
UNSDG Consolidated Annexes to the Cooperation Framework Guidance (2022)
UNSDCF Companion Package (2020)
UN Women Handbook on Gender Mainstreaming for Gender Equality Results (2022)
UNSDG Operationalizing Leave No One Behind (2022)

STEPS TO SCORE THIS INDICATOR

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

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

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

HOW TO MEET REQUIREMENTS
"The CCA must place specific attention on the most vulnerable populations and the factors affecting their capacity to claim their rights and benefit from the country's development gains. It includes a rights-based analysis of root causes and drivers, and a multidimensional analysis of interconnected risks driving people's vulnerability. This must include in-depth gender analysis on the structural causes of gender inequality and discrimination, using sex-disaggregated, gender-sensitive data, and assessing women's empowerment." (UNSDG Cooperation Framework Companion Package 2020:16-17).

To **meet requirements** for this indicator UNCTs need to do the following:
• Include gender analysis for 80 percent or more of the sections covered in the CCA commensurate with the overall depth of analysis of the document. The 'Consolidated Annexes to the Cooperation Framework Guidance' (UNSDG 2022:9-11) identifies 10 elements that CCAs must cover:
1. Population groups at risk of being left behind and main drivers of exclusion;
2. Social development and exclusion analysis;
3. Economic transformation analysis;
4. Environment and climate change analysis;
5. Governance and political analysis;
6. Multidimensional SDG risk analysis;
7. Prevention and humanitarian-development-peace linkages;
8. National vision and development plan vis-à-vis the 2030 Agenda;
9. Financial landscape analysis;
10. Stakeholder/partnership analysis

CCAs may have varying number of sections. Calculate the percentage that include gender analysis based on the total number of sections in your CCA.

and
• The CCA or equivalent should consistently use sex-disaggregated and gender sensitive data. "Consistent"

means that all available population-based data should be disaggregated by sex wherever possible, especially population-based data in relation to the main development challenges highlighted by the CCA.

Scoring this indicator requires rigorous review of the CCA. If gender sensitive and/or sex disaggregated data is not available, this should be noted in the CCA along with any initiatives to facilitate use of GEWE-related data in the future. The onus is on the UNCT to either include sex disaggregated and gender-sensitive data or explain why this has not been included. Refer to the UNCT-SWAP Good Practices Toolkit for country level good practice examples (see Annex 1).

The CCA should be rated as **approaching requirements** if a gender analysis is carried out in 50 per cent or more of the sections (criterion a) and includes gender sensitive and/or sex disaggregated data in at least 50 per cent of the CCA sections (criterion b). If both of these criteria are met in the CCA, it should be rated as 'approaching'. If only one of the criteria is met, the indicator should be scored as 'missing minimum requirements'.

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

Absent or low levels of gender analysis (less than 50 percent) for criterion a) and/or b) in the CCA should be scored as '**missing minimum requirements**'.

WHAT DOES AN ADEQUATE GENDER ANALYSIS LOOK LIKE?
Gender analysis in the CCA should follow the guiding principles outlined in the 'Consolidated Annexes for the Cooperation Framework Guidance' (UNSDG 2019:9) including root cause analysis of development challenges, data disaggregation, integrated (causal) analysis, forward-looking analysis and consideration of institutional capacity gaps. Refer to Chapter 3 'Gender Analysis – an essential starting point for gender mainstreaming' of the Handbook on Gender Mainstreaming for Gender Equality Results (2022) for further elaboration. Comprehensive gender analysis in the CCA provides the foundation for improved planning, programming and results. Gender analysis is central to reviewing accurately the national situation, identifying systemic causes of gender inequalities, and ensuring interventions address the principle of leaving no one behind.

Gender analysis is the process of assessing the implications for women and men and girls and boys of any planned action by highlighting inequalities to reveal how gender equality can be

promoted. Adequate gender analysis reveals gender differences in rights, roles and responsibilities in a particular context and promotes alternative courses of action, for example, examination of:

- Country and local level gender inequalities in **access to control over resources** such as income, time, technologies, land, livestock, financial services, health, education, employment, information and communication.
- **Power and Decision Making** such as women's and men's opportunities to influence decision making as well as the capacities of institutions and the mechanisms in place to promote gender equality as well as assessing gender-specific capacities to make decisions freely and exercise power.
- **Legal rights and status** including assessing how the country meets international human rights requirements/ frameworks such as CEDAW as well as assessing how women and men are treated by customary and formal legal codes and judicial systems.
- **Women's priorities, restraints and motivations** including a review of the different needs and interests of women and men; depictions of barriers faced by women in seeking to meet their practical and strategic gender interests; and an identification of opportunities for greater gender equality and women's empowerment for women.
- **Customary and traditional beliefs and norms** by examining the role these have in shaping and reinforcing gendered realities.
- **Strategies to mobilize women's agency and address gender inequalities** as a key catalyst for SDG achievement including SDG5.

TIPS FOR ASSESSMENT TEAMS

- The CCA should be updated periodically to inform UN work on a continual basis (UNSDCF Guidance 2019:17-18). The Scorecard assessment should be based on the CCA that is current at the time of the exercise.

- The assessment team should include members who have experience in gender analysis as well as M&E/statistics/data.

- The extent to which gender analysis should be included may be an area of uncertainty for UNCTs. There is a tendency to discuss GEWE in relation to particular issues, e.g., health and education, but there is almost always a gender dimension to all issue areas and development challenges. The UNCT-SWAP Scorecard exercise therefore becomes an opportunity to discuss how and where gender analysis is included in UNCT planning.

- Gender sensitive data includes gender-specific

information such as on gender-based violence, status of CEDAW recommendations, and ratification of new laws on gender equality. Where national gender-sensitive data is lacking, the CCA may draw on other sources of information including case studies and qualitative research.

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

EXAMPLE

Indicator 1.1 CCA	Score : Approaches Minimum Requirements

Findings and Explanation

The CCA includes gender analysis and sex-disaggregated data in some sections, but it does not meet the minimum requirements, as it does not include gender analysis or sex-disaggregated data across 80 percent or more of sections.

a) **Gender analysis is evidenced across at least 50 percent of sections including underlying causes of gender inequality and discrimination line with SDG priorities including SDG 5.** Met. Gender analysis is present in 6 of the 9 sections in the CCA: populations groups at risk of being left behind; social development and exclusion analysis; SDG risk analysis; governance and political analysis; national vision and development plan; and stakeholder partnership analysis. Gender analysis was absent in the following three sections: economic transformation analysis; environment and climate change analysis; financial landscape analysis. Prevention and humanitarian-development-peace linkages not part of the CCA due to country context.

b) **Some sex-disaggregated and gender sensitive data. Met. Some use of sex-disaggregated data where data was deemed to be available. Disaggregated data was provided to some extent in the six sections that included gender analysis but inconsistencies were still noted with a lack of data. No disaggregation was provided in the three sections that lacked gender analysis and no mention was made about issues around data availability.**

Evidence or Means of Verification

Common Country Analysis 2023

INDICATOR 1.2 | GENDER EQUALITY MAINSTREAMED IN UNSDCF OUTCOMES

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

Means of Verification: UNSDCF document, Joint Work Plan in UN Info

Resources:
UNSDCF Guidance (2019)
UNSDCF Companion Package (2020)
UNSDCF Companion Piece on Guiding Principles (2020)
UNSDG Technical Note on Gender Mainstreaming in the UNCT COVID-19 Response (2021)
UN Women Handbook on Gender Mainstreaming for Gender Equality Results (2022)

STEPS TO SCORE THIS INDICATOR

1. REVIEW

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

1. IDENTIFY

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

2. ASSESS

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

3. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

To score this indicator assessment teams need to review all UNSDCF outcomes to understand whether some or all have integrated gender as evidenced in the outcome narrative, statement, outputs and indicators. See box below for examples.

Score the indicator as '**missing minimum requirements'** if gender equality is integrated in less than 50 percent of the outcomes.

Score the indicator as '**approaches minimum requirements'** if there is no targeted outcome on gender equality, and 50 percent or more of the outcomes have integrated gender equality.

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

Score the indicator as '**meets minimum requirements'** if all outcomes articulate GEWE and there is a clear link to the SDGs, including SDG 5. Omission of gender integration in even a single outcome area falls short of meeting the minimum requirements.

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

Criterion (a): All UNSDCF outcomes should visibly integrate gender equality, even though gender equality is not the core purpose of the outcome. Evidence of gender integration should be seen in both the outcome narrative and statement in the

UNSDCF. **At least one output**[4] and associated indicators should demonstrate a focus on GEWE.

Criterion (b): To fulfill this criterion, UNSDCF should have at least one gender-targeted outcome, which means that the principal purpose of the outcome is to advance gender equality and the empowerment of women, with a clear link to the SDGs, including SDG 5. A gender-targeted outcome should demonstrate a focus on GEWE in the outcome narrative and statement. At least 75 percent of the outputs and associated indicators should target GEWE to qualify as a gender-targeted outcome.

TIPS FOR ASSESSMENT TEAMS

- A challenge for UNCTs may be in determining how and where to mainstream GEWE in UNSDCF outcomes. The CCA analysis should direct the UNCT on where GEWE should be included to address identified gaps or areas of gender inequality. There should be a good connection and follow through between the gender issues identified in the CCA and the outcome statements.

- Outcome statements sometimes include women as part of a "vulnerable" group or add on a phrase such as "with reference to women". This does not constitute mainstreaming, rather it is "lip service". Gender mainstreaming in outcomes requires evidence of gender integration in the narrative, statement, outputs and indicators for the outcome.

- It is sometimes challenging to tell the difference between an outcome where there is integration of gender and an outcome that has GEWE as a principal focus. For integration, gender will make up one part of the outcome and be evidenced in at least one output, while for a targeted outcome, GEWE will be the principal focus and be evidenced in at least 75 percent of the outputs.

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[4] If your UNSDCF does not include outputs, refer to JWP in UNINFO to score this criterion.

Gender Integrated and Gender Targeted Outcomes: Understanding the Difference

Gender Mainstreaming is '...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.' (ECOSOC Agreed Conclusions 1997/2)

Gender Integrated outcomes visibly address gender equality within a broader objective or thematic area. For example:

- By 2027, youth, women and vulnerable groups benefit from improved access to livelihoods, decent work and expanded opportunities generated by inclusive and equitable.

- Strengthened inclusive, people-centered, gender-responsive and human rights-based policies and national systems contribute to gender equality, the promotion of social protection, cohesion and peaceful societies, with a focus on the most vulnerable populations, including women, youth and minorities.

Gender Targeted outcomes have gender equality as the principal objective. For example:

- By 2026, women and girls have improved and equal access to resources, opportunities and rights, and enjoy a life without violence and discrimination.

- Women and girls have greater access to socio-economic opportunities. economic and technological services for their empowerment, and prevention and management services in response to all forms of violence, including harmful traditional practices.

Indicator 1.2 UNSDCF Outcomes	Score: Meets Minimum Requirements

Findings and Explanation

The 2022-2026 UNSDCF has four outcomes, one of which focuses on women's empowerment and two of which have visibly integrated GEWE.

a) **Gender is mainstreamed across all outcomes in line with SDG priorities**. Not met. Gender was mainstreamed in three of the four outcomes (two integrate gender and one outcome is gender-targeted). Outcomes are aligned with SDG 5.
    o Outcome 1 Inclusive Economic Development has a strong focus on gender equality and women's empowerment in the narrative and outcome statement. Four of the six outputs and associated indicators mainstream GEWE.
    o Outcome 2 Social Justice outlines collaboration with the national partners on women and girl empowerment as well as working on maternal health and family planning issues in the narrative and outcome statement. Two of the outputs and associated indicators target GEWE.
    o Outcome 3 Environment and Climate Change mentions gender differences in the narrative, but not in the outcome statement, outputs or indicators.
    o Outcome 4 Women's Empowerment is gender-targeted (see below).

b) **One outcome in the UNSDCF clearly articulates how gender equality will be promoted and specifically targets gender equality with a connection to SDG 5.** Met. Outcome 4 Women's Empowerment states that by 2022 women are fully contributing to the country's development and all women's and girls' rights set forth in the constitution are respected, protected and responded to with no discrimination. This supports SDG5 target 5.1 end all forms of discrimination against all women and girls. All outputs and indicators are gender-targeted.

Evidence or Means of Verification

UNSDCF 2022-2026

INDICATOR 1.3 | UNSDCF INDICATORS MEASURE CHANGES ON GENDER EQUALITY		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
Between one-fifth and one-third (20- 33 percent) of UNSDCF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.	**Between one-third and one-half (33- 50 percent)** of UNSDCF outcome (and output) indicators measure changes in gender equality and theempowerment of women in line with SDG targets including SDG 5.	**More than one-half** of UNSDCF out-come (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.

Means of Verification: UNSDCF results framework, Joint Work Plan (JWP) in UN INFO

Resources
[UNSDCF Guidance (2019)](#)
[UNSDCF Companion Package (2020)](#)
[UNSDCF Companion Piece on Programming Principles](#) (2020)
[UNSDG Technical Note on Gender Mainstreaming in the UNCT COVID-19 Response](#) (2021)
[UN Women Handbook on Gender Mainstreaming for Gender Equality Results](#) (2022)

STEPS TO SCORE THIS INDICATOR

1. COUNT

Count the total number of UNSDCF outcome indicators. For UNSDCFs that include output indicators, count the total number of both outcome and output indicators if it's decided to include output indicators.[5]

4. ASSESS

Read each indicator and decide whether or not it tracks progress toward GEWE. Refer to tips below. <u>Do not exclude any outcome indicators (or output indicators if you chose to review them too) in the assessments.</u>[6] Count the total number of indicators that are gender sensitive.

5. CALCULATE

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

6. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

'Cooperation Frameworks must help turn our collective promise to leave no one behind into tangible action for people on the ground, especially those furthest behind. UN country teams will need, more than ever, to move beyond national averages to look at more specific data, with a strengthened focus on inclusion and tackling inequalities.' (UNSDCF Guidance 2019: 4).

Assess whether or not each indicator is able to track progress towards GEWE. Indicators track progress towards GEWE when they are able to measure gender-related changes in relation to the results statement. Refer to the [UNCT-SWAP Good Practices Toolkit](#) for country level good practice examples (see Annex 1).

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

TIPS FOR ASSESSMENT TEAMS

- Assessors should work in consultation with the MEL Group to conduct the analysis and share findings, enabling stronger ownership and action planning.
- Sex-disaggregation is one way of tracking progress toward gender equality. Gender sensitive indicators can be quantitative (looking at numerical change such as numbers of laws) or qualitative (looking at people's perceptions of change such as number of men and women who believe violence against women is

acceptable). Ideally these two types of indicators should be used together to provide different perspectives on the progress towards achieving the result.

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

EXAMPLE

Indicator 1.3 UNSDCF Indicators	Score : Meets Minimum Requirements

Findings and Explanation
Between one-third and one-half (33-50 percent) of UNSDCF outcome indicators are able to measure changes to GEWE. <u>Met</u>.

Total of <u>52 indicators</u> at outcome level. <u>19 out of 52</u> (36.5%) indicators track progress toward gender equality results and/or are sex disaggregated.
Gender sensitive indicators are more apparent under the three outcomes of the priority areas tackling economic development, social justice, and women empowerment, whereas they are absent from the environment priority area so that tracking is gender blind.
Outcome 1 – Inclusive Economic Empowerment 2/11 gender sensitive indicators (18%)
Outcome 2 – Social Justice – 7/20 gender sensitive indicators (35%)
Outcome 3 – Environment and NRM – 0/11 gender sensitive indicators (0%)
Outcome 4 – Women's Empowerment - all 10 indicators are gender sensitive (100%)

Seven of the 52 indicators were written in a gender sensitive manner, noting that data would be disaggregated by sex (Indicators 1.1, 1.2, 2.7, 2.11, 2.13, 2.17 and 2.20). However, for all seven of these indicators, the targets and baselines were not disaggregated, presenting a risk that the data will not be disaggregated as planned. The availability of disaggregated data was not certain. Failure to track disaggregated data as planned would reduce the score for this indicator to 'approaches minimum requirements'.

Evidence or Means of Verification
UNSDCF 2022-2026

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[5] If output indicators are included in the published UNSDCF, the IAT is strongly advised to include them in the count.
[6] Some indicators cannot and should not be gender sensitive. For example, hectares of forest cover or number of medical facilities. The minimum requirements take this into account by setting targets that allow that some indicators will not be gender sensitive.

INDICATOR 2.1 | JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES

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

Means of Verification:

JP documents; IMS, Resident Coordinator Annual Report, screening tool or other documentation of internal review process for JPs

Resources:

UNSDG Guidance Note on a New Generation of Joint Programs (2022)
UNSDG Annexes: Guidance Note on a New Generation of Joint Programs (2022)
UN Women Handbook on Gender Mainstreaming for Gender Equality Results (2022)
UNSDCF Guidance (2019)

STEPS TO SCORE THIS INDICATOR

1. COUNT AND GATHER

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

2. REVIEW AND NOTE

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

3. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

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

A Joint Program (JP) is a set of activities contained in a joint work plan and related Funding Framework that **involves two or more UN agencies** contributing to the same Cooperation Framework outputs (UNSDCF Guidance 2019:28). A JP produces a higher or close level of joint work than can be delivered from regular joint programming under a UNSDCF (Guidance Note on a New Generation of Joint Programs 2022:1).

JPs are a valuable means by which the UN and partners address gender inequality. All JPs should visibly mainstream gender in line with UN policies and guidance.

For *criterion a)* on visible mainstreaming in JPs, the following should be included to meet requirements:

- *Situation analysis:* present a relevant analysis of gender equality dimensions that identify and analyze the causes of inequalities.
- *Programme priorities:* make clear how the JP will sup- port changes in relation to gender equality in at least one intervention area and mainstream gender consistently in the other areas.
- *Results based framework:* GEWE should either be mainstreamed across outcomes in the JP or there should be a specific high-level result on GEWE. For details on how this should be reflected in the JP results framework, see the guidance under Indicator 1.2 and 1.3.

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

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

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

TIPS FOR THE ASSESSMENT TEAM

- Visible mainstreaming means that the contributions to GEWE should be clearly outlined in the JP document. It cannot be assumed that there will be a focus on GEWE unless this is explicit in the JP document. Including women and girls or men and boys as a list of 'vulnerable' groups does not constitute visible mainstreaming.

- The system in place to ensure gender mainstreaming in JPs should be systematic and integrated into UNCT work practices. Ad hoc systems such as one-off reviews are not adequate. Refer to the UNCT-SWAP Good Practices Toolkit for country level good practice examples (see Annex 1)

- If there are an odd number of JPs, round up to ensure that at least half mainstream gender. For example, if there are 5 JPs, at least 3 should mainstream gender.

Indicator 2.1 Joint Programs	Score: Meets Minimum Requirements

Findings and Explanation

a) **Gender equality is visibly mainstreamed into <u>all</u> JPs operational at the time of the assessment.** <u>Met</u>. There are two Joint Programmes operational at the time of the assessment. One is gender-targeted (see criterion b) and the other visibly mainstreams gender.

'Promoting Productive Employment and Decent Work for Women' is implemented by ILO and UN Women. The 3 outcomes and 12 outputs all visibly mainstream gender, and the situation analysis contains explicit reference to SDG5. There is consistent use of sex-disaggregated and gender-sensitive data, and the country's Female Employment Profile is included. 20 out of 30 outcome and output indicators are gender sensitive.

A JP promoting gender equality and empowerment of women is operational over the current CF period in line with SDG priorities including SDG5. <u>Met</u>.

'Promoting Women's and Girls' Health and Wellbeing' is jointly implemented by UNFPA, UNICEF and UN Women. The programme focuses all of its interventions on female refugees and vulnerable nationals, in particular SGBV survivors. The principal focus is GEWE with a Gender Equality Marker code 3.

b) **A system is in place to ensure gender mainstreaming in JPs.** <u>Not met.</u> There is no system in place.

Evidence or Means of Verification

Joint Programme Document: Promoting Productive Employment and Decent Work for Women (ILO, UN Women)

Joint Programme Document: Promoting Women's and Girls' Health and Wellbeing (UNFPA, UNICEF, UN Women)

INDICATOR 2.2 | COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has contributed collaboratively to **at least one joint communication activity** on GEWE during the past year.	**Approaches requirements** **and** b) The UNCT has contributed collaboratively to **at least one joint advocacy campaign** on GEWE during the past year. **and** c) UN Communications Group (UNCG) joint communications and advocacy strategy or equivalent **visibly includes GEWE** communication and advocacy.	**Meets minimum requirements** **and** d) The UNCT has contributed collaboratively to communication or advocacy in **at least one non-traditional thematic area** during the past year.

Means of Verification:

UNCG communications and advocacy strategy; knowledge products; media coverage; advocacy materials and background evidence of joint planning or funding (meeting minutes, evidence of joint funding commitments in meeting minutes or accounting files).

Resources:

UNSDG Fulfilling the Promise: Best Practices for UN Advocacy to Promote Implementation of the 2030 Agenda (2022)
UNSDG Communicating Together: Guidelines for UNCT Communications on the SDGs (2022)
UNSDG Guidelines for Communications and Advocacy Strategy for Cooperation Framework (2022)

STEPS TO SCORE THIS INDICATOR

1. LIST

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

2. REVIEW

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

3. ASSESS

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

4. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

Coordinated communication and advocacy on GEWE is an important aspect of UNCT work. The guiding principles for communicating together at the country level include emphasizing the shared norms and values of the UN system. Joint UN communications strengthens results by promoting linkages with the realization of gender equality, human rights and other principles of the UN Charter (UNSDG 'Communicating Together' 2022).

To **meet requirements** the UNCT should contribute jointly to a GEWE advocacy campaign in the 12 months preceding the assessment (*criterion b*). A 'joint' activity or campaign involves at least two UN agencies working together providing technical and/or financial support. See boxed definition and examples.

In addition, the UNCG joint communications and advocacy strategy should visibly include GEWE communication and advocacy (*criterion c*). Teams should assess the strategy that is current at the time of the UNCT-SWAP Scorecard assessment. Lack of evidence of plans for joint GEWE communication and/or advocacy falls below the minimum requirements. Absence of a joint strategy also fails to meet minimum requirements. The assessment may look beyond the existence of the strategy to discuss actual implementation and funds availability. Refer to the UNCT-SWAP Good Practices Toolkit for country level good practice examples (see Annex 1). Score the indicator as '**approaches minimum requirements'** if the UN does not meet the minimum requirements but has conducted a joint GEWE communication activity in the 12 months preceding the assessment (*criterion a*). See boxed definitions and examples.

Score the indicator as '**missing minimum requirements'** if there have been no joint GEWE communication activities over the past year.

To score the indicator as '**exceeds minimum requirements'** UNCTs must meet criteria a, b, c and d. Traditional fields of gender communication and advocacy for the UN can vary by country context, but typically include education, political participation and leadership, economic empowerment, violence against women, health and nutrition, legislation and governance. Less traditional gender fields, which are also context and country specific, may include, but are not limited to, trade and macro-economy; infrastructure; climate change adaptation and/or disaster risk reduction; violent extremism; gender identities, masculinities and sexual orientation.

Assessment teams may also review campaign strategies in order to recognize innovative approaches to GEWE communications and advocacy. Teams may take this opportunity to consider whether work has been done to reach non-traditional partners or actors on GEWE issues such as religious/faith leaders, social media influencers, private sector, as well as male-dominated fields such as industry and sports.

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COMMUNICATIONS ACTIVITIES AND ADVOCACY CAMPAIGNS: UNDERSTANDING THE DIFFERENCE

Communication Activity: A singular event or initiative such as the production of jointly produced informational materials or a speakers forum. It may be to raise awareness of an issue (such as dissemination of a knowledge product) or to celebrate an event (such as International Women's Day). At a minimum, it is expected that the UNCT website and social media presence demonstrate joint communication activity in support of GEWE.

Advocacy Campaign: A series of activities over a sustained period of time with the goal of influencing social/political/behavioral change. GEWE advocacy campaigns typically work in partnership with local stakeholders (e.g., private sector, media, academia, civil society and government actors). A sustained campaign could, for example, be related to the 16 days against GBV. Single events such as a workshop or media event do not count as advocacy campaigns. Advocacy campaigns may be unique to a specific country or may be a part of a wider regional or global initiative.

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TIPS FOR THE ASSESSMENT

- Include at least one member of the UNCG in the assessment team. If possible, seek to involve the broader UNCG in the assessment, briefing members and asking for inputs to strengthen the findings and contribute to

action planning. This offers communication teams an opportunity to look more deeply at whether or not communication and advocacy on GEWE has been an effective mechanism for change as well as whether focus has moved outside of traditional themes and approaches.

- Ensure when rating this indicator that there is agreement among the assessment team as to what constitutes a one-off communication event, and what constitutes a systematic campaign. See boxed definitions.

Indicator 2.2	Score:
Communications and Advocacy	**Meets Minimum Requirements**

Findings and Explanation

a) **The UNCT has contributed to at least one joint communications activity on GEWE during the past year.** Met.
   1. UNCG and GTG: International Women's Day
   2. UNCG: Media for SDGs Workshop series, one workshop dedicated to SDG5.
   3. UNCT website includes a tab on GEWE-related activities and messaging that is updated regularly.

b) **The UNCT has contributed to at least one joint advocacy campaign on GEWE during the past year.** Met. There are many examples of joint GEWE advocacy.
   1. UNFPA/UNDP/UN Women: national campaign on women's empowerment
   2. UNFPA/UNICEF: campaign against Female Genital Mutilation
   3. UN agencies contributed to "16 Days of Activism for GBV' campaign 2023; UNCG developed unified messages to unite agencies under a common theme.

c) **Interagency Communication Group joint communications and advocacy strategy visibly includes GEWE communication and advocacy.** Met. Two elements reflected activities that had a strong gender focus (Media for SDGs and International Women's Day) and GEWE was also highlighted as a critical cross-cutting area requiring concerted efforts to challenge negative stereotypes and promote equality. A number of joint GEWE campaigns took place through coordination outside of the strategy as part of joint programs.

d) **The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.** Not met. Individual agencies are tackling non-traditional fields such as masculinities, yet no evidence yet of joint initiatives on these topics. The national campaign on women's empowerment is considered an innovative approach for a campaign; it includes a masculinity engagement component that can be further developed in upcoming phases for the UNCT to take a joint advocacy initiative. There is an opportunity for the UNCT to move toward more innovative approaches in new thematic areas for GEWE advocacy in the future.

Evidence or Means of Verification

- UNCG Communications and Advocacy Strategy
- UNFPA/UNICEF FGM Programme Document and campaign materials
- National Campaign on Women's Empowerment.
- Document and Final Progress Report
- Media for SDG5 Workshop including participant list, presentations and links
- International Women's Day Joint Statement
- 16 Days of Activism HOA messages and themes (UNCG)

INDICATOR 2.3 | UNSDCF MONITORING, EVALUATION AND LEARNING MEASURES PROGRESS AGAINST PLANNED GENDER EQUALITY RESULTS

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

Means of Verification:
UN Country Results Reports, UN-INFO Results Framework monitoring data, UNSDCF mid-term and/or final evaluation; training schedule and outline of contents, list of participants.

Resources:
UNSDCF Gender Equality and big data: Making gender data visible (2018)
UNSDCF Guidance (2019)
UNSDCF Companion Package (2020)
UNSDCF Companion Piece on guiding Principles (2020)
UNSDCF UNCT Results Report Guidelines for UN Country Teams (2021)
UNEG 'Integrating Gender Equality and Human Rights in Evaluation – UN-SWAP Guidance, Analysis and Good Practices'
UN Women Handbook on Gender Mainstreaming for Gender Equality Results (2022)

1. REVIEW

Read the MEL Plan as set out in the UNSDCF. Compare actual MEL activities undertaken within the current cycle to planned activities to see the overall status of UNSDCF MEL.

5. ANALYZE

Review the relevant UNSDCF monitoring reports (country results reports, UN-INFO tracking and UNSDCF mid-term reviews and evaluations if available) to document findings and analysis against criteria a and b.

6. VERIFY

Ascertain from the MEL Group or equivalent whether they have had any training on gender over the UNSDCF cycle (criterion c). If yes, verify findings with evidence as per suggested Means of Verification.

7. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

Gender sensitive monitoring is an essential means by which the UN system ensures it meets its commitment to leave no one behind. To this end, MEL groups should have the required expertise to support gender sensitive MEL.

"SDG targets and indicators become the default monitoring framework, informed by country-defined and disaggregated baselines. These indicators will be tracked online through UN INFO at country, regional and global levels" (UNSDCF Guidance 2019:7).

The UN development system should develop a costed multi-year joint MEL Plan for the Cooperative Framework period supported by the MEL Group. Joint monitoring throughout the Cooperative Framework cycle should help ensure the UN is delivering on its commitment to leave no one behind (UNSDCF Guidance 2019:29). Annual reporting in the form of Country Results Reports is mandatory, as is an independent evaluation of the Cooperation Framework at the end of each cycle.

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

Criterion (a): To meet requirements the monitoring system should track gender sensitive indicators in the results framework by gathering appropriate data and reporting in UN-INFO. For example, if the results framework specifies that non-communicable disease prevalence will be monitored by sex, check that reported data is disaggregated as per plans to reveal GEWE patterns.

Criterion (b): To fulfill this criterion, UNSDCF country results reports, evaluations and other reviews (e.g., mid-term review) should assess progress against UNSDCF GEWE results as detailed in the UNSDCF outcomes (refer to Indicator 1.2) and outputs (refer to joint workplans).

Criterion (c): To fulfill this criterion, at least one training on gender for the MEL Group or its equivalent should be carried out during the current UNSDCF cycle. A targeted gender training as well as broader programs that have dedicated sections on gender sensitive M&E are both valid here.

To **exceed requirements** UNCTs need to achieve all three criteria (a), (b) and (c). Refer to the UNCT-SWAP Good Practices Toolkit for country level good practice examples (see Annex 1).

Score as '**approaches minimum requirements**' if only one criterion is met; score as '**missing minimum requirements**' if no criteria are met.

TIPS

- At least one member of the assessment team should be a MEL specialist and a member of the inter-agency MEL group where this exists. If time allows, the MEL group should be involved in scoring the indicator and contributing action ideas based on the findings.
- The assessment team can make a distinction between qualitative and quantitative reporting methods that are commonly used to track UNSDCF progress.[7] The results framework generally tracks progress against quantitative indicators on UN-INFO while country results reports, mid-term reviews and evaluations usually include both quantitative and qualitative tracking of UNSDCF progress.
- Refer to Chapter 7 'Monitoring and Evaluation for Oversight of Gender Equality Results' of the Handbook on Gender Mainstreaming for Gender Equality Results (2022) and United Nations Evaluation Group 'Integrating Gender Equality and Human Rights in Evaluation – UN-SWAP Guidance, Analysis and Good Practices' for further elaboration.

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

Indicator 2.3	Score:
UNSDCF MEL	Approaches Minimum Requirements

Findings and Explanation

Meets one of the following three criteria.

a) The UNSDCF Results Framework data for gender sensitive indicators is gathered as planned. Not met. The Cooperation Framework states that "throughout the four-year cycle, the UN will continuously conduct data collection, monitoring and analysis against the indicators defined in the results framework". This should happen through UN INFO but outcome level tracking has been inconsistent. The UNSDCF is measured annually at the output level. This assessment looked at some output level indicator monitoring and found that actual tracking for some gender sensitive indicators that were expected to be disaggregated were reported in aggregate. This assessment found that monitoring systems are inconsistent about collecting sex-disaggregated data (and/or gender-sensitive information), which do not allow the full set of lessons to be learned from gender results as planned in the framework. Better utilization of the online monitoring platform (UNINFO) in the future should help to facilitate disaggregation as planned.

b) UNSDCF reviews assess progress against gender-focused results. Met. Progress against gender results was captured in the country results reports. GEWE features strongly in the summary of highlight results and innovative approaches, where reference is made to the effective collaboration between UN agencies to support the development of a National Plan of Action to End Violence against Women and Children, as well as the contribution of the UN in advocating for gender responsiveness in the flagship social protection programme. The country results reports also include a section on gender analysis under the review of programming principles. Gender-related analysis was strongly highlighted in the review of progress towards some of the outcomes (Outcomes 1, 2 and 4), and was also reflected to some extent in other outcomes (Outcomes 3, 5 and 6), though some lacked gender analysis (Outcomes 7 and 8).

c) The MEL Group has received technical training on gender sensitive M&E at least once during the current UNSDCF cycle. Not met. Targeted gender training has not taken place, but some workshops have included a component on the importance of gender in reporting and the use of gender tags. For example, a Results-Based Management training for M&E staff included an exercise that looked at Outcome indicators to assess contribution to programming principles, including human rights, gender equality and women's empowerment. However, this analysis found that GEWE was not explicitly reflected in the training and did not feature significantly. It would be useful to treat gender-responsive M&E in a more focused way as a stand-alone item in trainings and guidance documents to draw more attention to the importance of conducting gender sensitive MEL.

Evidence or Means of Verification

- Country Results Report 2021, 2022, 2023
- UNSDCF Results Framework and tracking UN INFO
- Results-Based Management (RBM) Training – Power Point Presentation
- Participants List RBM Training
- RBM Training for Trainers - Programme agenda

3. PARTNERSHIPS

INDICATOR 3.1	UNCT COLLABORATES AND ENGAGES WITH GOVERNMENT ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN	
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
Meets **one** of the following: a) The UNCT has collaborated with **at least two** government agencies/entities/institutions on a joint initiative that fosters gender equality within the current UNSDCF cycle. b) The National Women's Machinery or equivalent entity participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.	Meets **two** of the following: a) The UNCT has collaborated with **at least two** government agencies/entities/institutions on a joint initiative that fosters gender equality within the current UNSDCF cycle. b) The National Women's Machinery or equivalent entity participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.	Meets **all** of the following: a) The UNCT has collaborated with **at least two** government agencies/entities/institutions on a joint initiative that fosters gender equality within the current UNSDCF cycle. b) The National Women's Machinery or equivalent entity participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.

Means of Verification:
Documentation materials of UNSDCF processes including CCA contributors, participants in Cooperation Framework design including visioning exercise/development of theory of change, and M&E reviews, JP project document; advocacy materials that include contributors' names and/or evidence from planning meetings such as minutes; gender knowledge product; budgets, training or other capacity development documentation such as materials and participants lists.

Resources:
UNSDCF Guidance (2019)
DESA Handbook for the Preparation of Voluntary National Reviews (2022)

STEPS TO SCORE THIS INDICATOR

1. LIST AND ASSESS
Make a list of joint initiatives with government agencies, entities or institutions designed to foster gender equality undertaken within the UNSDCF cycle.

2. DEFINE AND REVIEW
Define what constitutes the National Women's Machinery or equivalent entity in your country (following the definition in the box). Review the evidence to assess the extent to which the women's machinery was engaged in key UNSDCF processes (*criterion b*).

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

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

DEFINITION AND ROLE OF NATIONAL WOMEN'S MACHINERIES

The UN has played an important role historically supporting women's machineries, and their national knowledge and expertise should inform UNSDCF processes.

The Beijing Declaration and Platform for Action (1995:201) defines a national machinery for the advancement of women as the central policy coordinating unit inside government whose main task is to support government-wide mainstreaming of a gender equality perspective in all policy areas.

HOW TO MEET REQUIREMENTS

The Cooperation Framework is first and foremost a partnership with the Government. It represents a commitment to the people of the country, particularly the most marginalized and vulnerable. (UNSDCF Guidance 2019:7). Coordination with government agencies/entities/institutions on GEWE should be well established as a visible and integral component of UN country-level operations.

A joint initiative requires at least two UN agencies working with government partners. Refer to the UNCT-SWAP Good Practices Toolkit for country level good practice examples (see Annex 1).

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

Criterion (a): UNCT engagement with the government on a joint initiative can take many forms including a joint program, advocacy campaign, and the production of a knowledge product. Score the indicator based on evidence of joint GEWE initiative(s) with the government during the current UNSDCF cycle.[8]

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

Criterion (c): The UNDG approach for UN support to SDG implementation includes coordinated support to government to mainstream the agenda in national plans and conduct Voluntary National Reviews (VNRs). To meet criterion (c), the UNCT should have made at least one contribution to substantively strengthen government localization and/or implementation of gender related SDGs. Examples of substantive contributions are: using the UN's convening role to bring together different ministries on multi-sectoral programming related to GEWE; recruiting for, and advising on, gender-related SDG implementation; integrating GEWE into the Terms of Reference for VNR missions; support to preparation of national SDG reports with a gender lens; supporting the organization of gender-responsive national dialogues on the SDGs.

Score as '**exceeds minimum requirements**' if criterion (a), (b) and (c) are achieved

Score as '**approaches minimum requirements**' if only one criterion a, b or c, is met.

Score the indicator as '**missing minimum requirements**' if none of the three criteria have been met over the UNSDCF period.

TIPS FOR THE ASSESSMENT

- Key documents may not always include the levels of participation of government partners. If formal documentation is lacking, institutional memory may serve as one means of verification. Reliance on institutional memory is strengthened if more than one source can be identified.

- It may be useful to assess not only the number of partnerships but which government agencies, entities or institutions were involved and how, including non-traditional GEWE partners such as, for example, Ministries of Finance, Transport or Infrastructure, as relevant.

EXAMPLE

Indicator 3.1 Government Engagement	Score: Approaches Minimum Requirements

Findings and Explanation

a) **The UNCT has collaborated with the government on at least two joint initiatives that foster gender equality and empowerment of women within the current UNSDCF cycle.** <u>Met.</u> The UNCT collaborated with several government partners on joint gender initiatives. Examples:
- Through the Joint Programme on Eliminating the Practice of Child Marriage (UNFPA and UNICEF), the UN cooperates with the Ministry for Women's and Children's Affairs, the Ministry of Health, the Ministry of Local Government, Rural Development and Co-operatives, and other government entities.
- Engagement with the National Human Rights Commission in the area of prevention of sexual harassment has been ongoing since 2018 and involves UNDP, UNFPA and UN Women.
- In the area of sexual and reproductive health, HIV and prevention of mother-to-child transmission, UN cooperates with the Ministry of Health within the framework of the Joint Programme on Technical Assistance to Health Systems Strengthening (UNAIDS, UNFPA, UNICEF and WHO).

b) **The National Women's Machinery participates in UNSDCF consultations: country analysis, strategic prioritization, implementation, M&E.** <u>Not met</u>. The National Women's Machinery is defined as the Ministry for Women's and Children's Affairs and gender focal points appointed within each ministry. The Women's Machinery did not participate in the Common Country Analysis or UNSDCF prioritization. Some representatives of the Women's Machinery take part in the implementation of joint UN programmes, however, there has been no involvement in UNSDCF M&E.

c) **The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.** <u>Not met</u>. In the process of preparation of 2020 Progress Report on SDGs, UN Women and UNFPA provided technical support to a staff member of the National Women's Machinery to draft a section on gender-related issues. However, there is no evidence of UNCT's contribution to substantive strengthening of the Government's engagement in gender-related SDGs localization and/or implementation during the current cycle. There are opportunities to strengthen Government's SDGs-related engagement in the future, for instance, within the National Plan of Action to Eliminate Child Marriage, which contributes to SDG 5.3 and through a planned VNR.

Evidence or Means of Verification

Joint Programme on Eliminating the Practice of Child Marriage (UNFPA and UNICEF);

Joint Programme on Technical Assistance to Health Systems Strengthening (UNAIDS, UNFPA, UNICEF and WHO);

Interviews with UN personnel from UNAIDS, UN Women, RCO, UNICEF and UNFPA.

INDICATOR 3.2	UNCT COLLABORATES AND ENGAGES WITH WOMEN'S/GENDER EQUALITY CSO		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
Meets **one** of the following: a) The UNCT has collaborated with GEWE CSO and women's rights advocates on **at least two** joint initiatives that foster gender equality and empowerment of women within the current UNSDCF cycle. b) GEWE CSO participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.	Meets **two** of the following: a) The UNCT has collaborated with GEWE CSO and women's rights advocates on **at least two** joint initiatives that foster gender equality and empowerment of women within the current UNSDCF cycle. b) GEWE CSO participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.	Meets **all** of the following: a) The UNCT has collaborated with GEWE CSO and women's rights advocates on **at least two** joint initiatives that foster gender equality and empowerment of women within the current UNSDCF cycle. b) GEWE CSO participates in UNSDCF consultations: CCA, Cooperation Framework design, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.

Means of Verification

JP project documents; advocacy materials that include contributors' names and/or evidence from planning meetings such as minutes; gender knowledge product; budgets, training or other documentation of CSO engagement in GEWE SDG localization; documentation materials of UNSDCF processes including CCA contributors, participants in Cooperation Framework design including visioning exercise/development of theory of change, and M&E reviews.

Resources

UNSDCF Guidance (2019)
DESA Handbook for the Preparation of Voluntary National Reviews (2022)

STEPS TO SCORE THIS INDICATOR

1. LIST AND ASSESS

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

2. REVIEW

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

3. ASSESS

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

4. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

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

"The Cooperation Framework must embody the spirit of partnerships that are at the core of the 2030 Agenda. That means partnerships with host governments - but also partnerships with all stakeholders – civil society, academia, parliaments, the private sector, bilateral partners - to leverage strengths and drive transformative change" (UNSDCF Guidance 2019:4)

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

TIPS FOR THE ASSESSMENT

- Key documents may not always include the levels of participation of CSOs. If formal documentation is lacking, institutional memory may serve as one means of verification. Reliance on institutional memory is strengthened if more than one source can be identified.

- It may be useful to assess which CSOs have participated, and how representative they are of different groups such as women with disabilities, indigenous women,

displaced/refugee/migrant women, rural women, men's groups, people identifying as LGBTQI+ and others relevant to the country context.

A joint initiative requires at least two UN agencies working with GEWE CSO. Refer to the UNCT-SWAP Good Practices Toolkit for country level good practice examples (see Annex 1).

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

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

Criterion (b): To fulfill this criterion, evidence must show that GEWE CSO have been meaningfully engaged through the UNSDCF cycle: CCA, Cooperation Framework design, implementation and M&E. Meaningful engagement means that CSO have not only been present, but their perspectives have been taken into account through the UNSDCF cycle. Look for evidence of engagement in key documents (e.g., CCA, UNSDCF, reviews and evaluations).

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

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

Score as '**approaches minimum requirements**' if only one criterion is met.   44

Score the indicator as '**missing minimum requirements**' if none of the criterion have been met over the UNSDCF period.

- In order to ensure that key women are represented in consultations, explicitly target and ensure the engagement of groups that represent those who face most marginalization, discrimination and inequality.

EXAMPLE

Indicator 3.2	Score:
GEWE CSO Engagement	Exceeds Minimum Requirements

Findings and Explanation

a) The UNCT has collaborated with GEWE CSO and women's rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNSDCF cycle. <u>Met</u>. There were examples of individual agencies working separately with GEWE CSO, but limited joint collaboration, and it was noted that there are likely more opportunities for the UN to expand engagement with CSOs for the implementation of gender equality priorities and commitments.

b) The UNCG has collaborated with Editors Forum and with the Media Women Association in advocating for gender equality through the commemoration of International Days (e.g., Women's Day, International Youth Day, International Day of a Girl Child and 16 Days of Activism) to promote gender equality. Events are typically led by specific UN Agencies in collaboration with the leadership of UNCG. For example, for International Youth Day 2018 more than 25 CSO participated in making youth resolutions on promoting girl power led by UNICEF and UN Women.

c) At the time of the exercise, discussions have started under the UNSDCF Outcome Group on Women's Leadership and Political Participation on joint support (UN Women, UNFPA and UNICEF) to CSOs through the Ending Child Marriage Network to develop a comprehensive strategy towards ending child marriage.

d) GEWE CSO participates in UNSDCF consultations: country analysis, strategic prioritization, implementation, M&E. <u>Met</u>. GEWE CSOs, were well engaged in the CCA and strategic prioritization for the UNSDCF including the Women Fund, Women Legal Aid Centre, Women Lawyers Association and Women Media Association. The participation of GEWE actors in the prioritization process helped to influence the adoption of GEWE as a stand-alone outcome and a mainstreamed approach in the UNSDCF. GEWE CSO are involved as implementation and monitoring as implementing partners in gender-targeted joint programmes including the Programme to End Child Marriage (UNICEF and UNFPA) and Women's Economic Empowerment (UNIDO, ILO and UNDP) as well as in the evaluation of the previous UNSDCF. GEWE CSO were engaged in the evaluation of the previous UNSDCF as well.

e) The UNCT has made at least one contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation. <u>Met.</u> Representatives from GEWE CSOs participated in the "Forum on SDGs Gender localization of SDG 5" conducted by the Ministry of Health and the Ministry of Labour in collaboration with National Bureau of Statistics and UNDP and UN Women.

Evidence or Means of Verification:

Key Policy Messages; gender statistics data revolution for gender responsive SDGs localization (May 2020); UNCG AWP 2020; Report on "SDG Forum on Gender Statistics Data - Revolution for Gender Responsive SDG Localization" UN Women Country Office June 2020); Minutes of WLPP Results Group 14 May 2020; Interviews with UN Staff from UNICEF, UN Women, UNCG.

4. LEADERSHIP AND ORGANIZATIONAL CULTURE

INDICATOR 4.1 | UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets **two** of the following criteria:	Meets **three** of the following criteria:	Meets **all** of the following criteria:
a) Gender equality is a topic of discussion in **at least 60 percent** of UNCT meetings during the last 12 months;	a) Gender equality is a topic of discussion in **at least 60 percent** of UNCT meetings during the last 12 months;	a) Gender equality is a topic of discussion in **at least 60 percent** of UNCT meetings during the last 12 months;
b) RC demonstrates **external** public championing of gender equality during the last 12 months;	b) RC demonstrates **external** public championing of gender equality during the last 12 months;	b) RC demonstrates **external** public championing of gender equality during the last 12 months;
c) RC demonstrates **internal** championing of gender equality during the last 12 months;	c) RC demonstrates **internal** championing of gender equality during the last 12 months;	c) RC demonstrates **internal** championing of gender equality during the last 12 months;
d) HOAs are **seen by personnel** as committed to gender equality in the workplace during the last 12 months.	d) HOAs are **seen by personnel** as committed to gender equality in the workplace during the last 12 months.	d) HOAs are **seen by personnel** as committed to gender equality in the workplace during the last 12 months.

Means of Verification:

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

Resources:

UNSDG The RC Leadership Profile (2023)
UNSDCF Guidance (2019)
UNSDG Management Accountability Framework of the UN Development and Resident Coordinator System (2021)
UN Women Make Parity a Reality: Field-Specific Enabling Environment Guidelines for the UN System (2021)

STEPS TO SCORE THIS INDICATOR

1. REVIEW

Review the UNCT HOA meeting minutes from the previous 12 months to assess how regularly GEWE is discussed. Score criterion a) positively if GEWE was discussed meaningfully in 60 percent or more of the HOA meetings.

2. ASSESS

Review relevant documentation such as statements, speeches and internal communications from the previous 12 months to assess if the RC has taken a visible position as a leader on GEWE both internally and externally (criteria b and c).

3. CALCULATE

To score criterion d) you need to review the online survey provided to assess Indicator 4.2 and calculate the percent of positive responses to the question on personnel perception of HOAs demonstration of GEWE leadership (Q2 of the online survey – see Annex 5). Score criterion d) positively if 80 percent or more of respondents strongly agreed or agreed with the statement in the survey.

4. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

Senior managers play a critical role within the UNCT for the promotion of GEWE, as highlighted in the CEB-endorsed United Nations Leadership Model whereby the CEB agreed to "commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational, practices, policies and programmes" (CEB/2006/2). The Management Accountability Framework (2021) further elaborates the roles of senior managers at the country level to champion GEWE in practice and programs (see text box).

To score this indicator as '**meets minimum requirements**' three criteria should be met. Score as '**exceeds minimum requirements**' if all four criteria are met.

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

Criterion (b): Review documents from the past 12 months for evidence that the RC serves as a leader on GEWE. Evidence of leadership and public championing include substantive references to GEWE messaging in official RC speeches and other communications, and presence of the RC at key gender events and occasions (e.g., GEWE campaigns, media launches, interviews, policy and advocacy events). Speeches make up one important element of demonstrating public championing, and at least 33 percent of speeches over the last 12 months should include references as to how the UNCT is promoting GEWE. RC public championing may also be demonstrated in 'no manels' commitments whereby RCs and other senior managers pledge not to participate as speakers in forums without female representation on panels.

Criterion (c): Evidence of internal championing include acting as a role model to combat gender discrimination; challenging unconscious bias and active support to enforcement of enabling environment guidelines and gender parity policies. To meet this criterion UNCTs need to provide evidence that the RC demonstrates internal championing of GEWE in the workplace.

Criterion (d): Review the online survey provided to assess Performance Indicator 4.2. To meet this criterion, at least 80% of staff must either strongly agree or agree with the second question on the organizational culture survey: "My Head of Agency (and other Heads of Agencies in this UNCT if known) demonstrate leadership and commitment to gender equality in the workplace." The data needed to score this criterion can be requested from the coordinator and/or the members of the IAT responsible for scoring PI 4.2. The Helpdesk can also share the survey results again on request.

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

MANAGEMENT ACCOUNTABILITY FRAMEWORK: RC AND UNCT JOINT ACCOUNTABILITY FOR GENDER EQUALITY

The RC/UNCT promote and advocate fundamental values, standards and principles of the UN Charter, including **respect for and protection of human rights and gender equality and advocacy on the commitment to 'leave no one behind' and reaching the furthest behind first**, ensuring a strategic and coherent approach, with due regard to relevant roles and responsibilities of individual agencies.

RC and UNCT members' performance assessment systems include performance indicators relating to the following: communications and outreach on the SDGs, promoting norms, **advocating for human rights and gender equality (drawing on the UNCT SWAP Gender Equality Scorecard**, the Youth 2030 UNCT scorecard, the UNCT scorecard on Disability Inclusion) and effective engagement with civil society and State institutions.

(UNSDG MAF 2021:16)

TIPS FOR THE ASSESSMENT

- For criterion (a) conduct a word search of the minutes for key words such as "gender", "women" or "boys". Use the key words as a guide to look more deeply into the quality of the discussion to ensure that it is substantive.

- When assessing whether the RC has publicly championed GEWE, communication teams have the opportunity to look for proactive engagement with GEWE on a consistent basis. Teams may review a smaller sample of RC speeches in cases where all speeches are not available, or a large total number of speeches makes analysis challenging.

- When assessing whether the RC has internally championed GEWE, assessment teams have an opportunity to make linkages with staff perceptions on the institutional environment for GEWE based on results from the survey conducted as part of PI 4.2 Organizational Culture.

- Refer to the UNCT-SWAP Good Practices Toolkit for country level good practice examples (see Annex 1).

EXAMPLE

Indicator 4.1 Leadership	Score: Exceeds Minimum Requirements

Findings and Explanation

a) **Gender equality is a topic of discussion in at least 60 percent of HOA meetings during the last 12 months.** Met. UNCT meetings are held each month. Prevention of sexual harassment and abuse of authority has been a standing agenda item at UNCT meetings. Moreover, 8 of the 11 meeting minutes from the past 12 months (72 percent) contain substantive reference to UNCT members discussing various gender-related issues, such as gender awareness capacity needs assessment, gender-targeted legislation, HeForShe proposal, approval of gender theme group annual priorities, and UNCT-SWAP Gender Equality Scorecard exercise.

b) **The RC demonstrates external public championing of gender equality during the last 12 months.** Met. A review of RC speeches given in the last year uploaded on UN INFO found that the RC included gender equality messaging in over 50 percent of the speeches. A total of 14 speeches were analyzed; 9 were found to be gender sensitive and 6 were found to be gender blind. It was further noted that the RC was present and actively participated at key gender events over the past year including Women's Day, GEWE SDG Reporting and Conference of Police Gender Desk Officers. The RC is also the HeForShe champion, and brings messaging about men's role in combatting VAW to different forums.

c) **The RC demonstrates internal championing of gender equality during the last 12 months.** Met. As a HeForShe champion, the RC has raised awareness and set standards among staff for combatting intimate partner violence and PSEA, spearheading the development and dissemination of new country-specific resources for staff. The RC has also taken a lead role to champion GEWE internally by monitoring gender parity annually with the UNCT and leading discussions to move toward common standards for creating an enabling environment.

d) **HOAs are seen by personnel as committed to gender equality in the workplace.** Met. Results from the survey on gender and organizational culture found that 83 percent of staff feel that HOAs demonstrate workplace leadership and commitment to gender equality. Sex disaggregation showed that 73 percent of women responded positively to the statement, compared to 88 percent of men. Reasons for differences in male and female perceptions would require more exploration.

Evidence or Means of Verification

11 UNCT meeting minutes from June 2021 to May 2022
2022 UNCT AWP
Results from staff survey on organizational culture (2022)
Copies of 14 RC speeches May 2021 to May 2022
Combatting PSEA and IPV staff guidelines and resource book (Jan 2021)

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

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

Means of Verification: Survey results

Resources

UNSDG The RC Leadership Profile (2023)
UN Women Enabling Environment Guidelines for the UN System (2019)
United Nations Website on Prevention of Sexual Exploitation and Abuse
Women Supplementary Guidance on Enabling Environment Guidelines for the United Nations System (2019)
UN Women Field-Specific Enabling Environment Guidelines (2021)

STEPS TO SCORE THIS INDICATOR

5. OPEN
Select timeline to open the survey.[9] Contact the Helpdesk (genderscorecard.helpdesk@unwomen.org) to obtain a hyperlink for the online survey on Survey Monkey. The survey is available in English, French and Spanish. Other languages can be made available if translation is provided by the requesting UNCT.

6. INVITE
The Resident Coordinator should send out an invitation to personnel[10] with the hyperlink to the survey if central email lists are available. Alternatively, the RC may request HOAs to forward the invitation to personnel. See Annex 4 for sample messages.

7. CALCULATE
Calculate the minimum number of responses required to ensure the validity of results (see instructions on minimum sample size to reach sufficient confidence interval below).

8. MONITOR
Request periodically the Helpdesk to share updates on the survey response rate to ensure that the targeted sample size is met. Send out reminders as needed to ensure a sufficient number of responses. Surveys are typically open for two or more weeks.

9. CLOSE
Notify the Helpdesk to close the survey once a sufficient number of responses has been reached. The Helpdesk will close the survey and share the results.

10. ANALYZE
The IAT will analyze the results. Shared results will include a response breakdown for each question in graph form as well as the full excel data sheet of all responses. Sex disaggregated responses by question will also be provided to facilitate deeper analysis.

11. SCORE AND REPORT
Calculate the average proportion (%) of positive responses ("Agree" and "Strongly Agree") for the full set of 10 core questions. Score the indicator based on findings, providing details to support the rating (see example below).

HOW TO MEET REQUIREMENTS

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

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

The rating will be calculated based on the proportion of positive survey responses received, with the percentage ranges for 'approaches', 'meets' and 'exceeds' as indicated above.

Response rates should target a confidence interval of + or – 7.5 percent or lower to ensure generalizability of data at a 95 percent confidence level.[11]

The required sample size can be calculated online by using the table below, found at https://www.surveysystem.com/sscalc.htm.

SAMPLE SIZE CALCULATION INSTRUCTIONS

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

TIPS FOR THE ASSESSMENT

• Though only the percentage of positive responses is needed to rate the indicator, the IAT is encouraged to utilize the disaggregated response data based on the demographic criteria to see differences in perceptions based on gender and/or other criteria, in order to gain a clearer understanding of organizational culture trends.

• In addition to the core standardized 10 questions, some UNCTs add supplemental questions to the survey to generate deeper understanding of staff attitudes, knowledge and capacities. Refer to the UNCT-SWAP Good Practices Toolkit for country level good practice examples and contact the Helpdesk for support if you wish to add additional questions in the survey.[12]

• Findings should be shared in feedback forums and used to inform action planning. Findings should be understood as a starting point that provides an opportunity to dig deeper with some qualitative analysis to understand and address system-wide issues around organizational culture including differences between the sexes in perceptions.

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[9] See Annex 5 for the organizational culture survey.
[10] The survey is designed for UN staff in alignment with UN-SWAP indicator 13. Assessors may send the survey more broadly to personnel in consultation with the assessment team and other stakeholders(RC/RCO).
[11] The confidence interval (also called the margin of error) is the degree of certainty applied to the survey answers. For example, if 50 percent of the population selects an answer and you have a confidence interval of plus or minus six, you can be 95 percent certain that if you had asked the question to the entire population between 44 percent (50-6) and 56 percent (50+6) would have chosen that answer.
[12] Examples of additional questions can be found at the end of Annex 5.

- The Enabling Environment Guidelines for the UN System (UN Women 2019) offers guidance to increase inclusivity and diversity within the UN under three thematic areas: 1) flexible working arrangements; 2) family-friendly policies; and 3) common standards of conduct.

- Refer to the Field-Specific Enabling Environment Guidelines (UN Women 2021) for recommendations on actions that may be taken to strengthen GEWE organizational culture including 1) professional and personal integration; 2) standards of conduct; 3) occupational safety, health and well-being; 4) safety and security; 5) recruitment, talent management and retention; and 6) leadership, accountability and implementation.

EXAMPLE

Indicator 4.2 Organizational Culture	Score: Approaches Minimum Requirements

Findings and Explanation

The survey link was shared by the RC with HOAs to share with their respective staff. The total number of responses was 150 (95 women; 55 men). Based on the population size of 867, responses yielded a confidence interval of 7.3. Therefore, we can be confident that responses are representative of the larger population plus or minus 7.3 percentage points.

Survey results with a positive rating between 50-64%. Met. Results scored an overall positive rating of 60% (19% negative and 21% neutral) as an average across the 10 questions that deal with issues of workplace gender equality, discrimination and work-life balance. Refer to annexed charts for detailed information.

Highest scores:

- UN efforts to fulfill its mandate to achieve an equal representation of women and men at all levels (71% positive)
- UN personnel demonstrating commitment to gender equality in the workplace (68% positive).

The three questions focused on work-life balance scored the lowest.

- Flexible work arrangements to support staff to achieve adequate work-life balance (38% positive)
- Entitlements to support adequate work-life balance (53% positive)
- HOA support to staff to achieve an adequate work-life balance (53% positive).

On average, male respondents were more positive than females in all areas, with males as a group providing an overall positive rating of 62% in contrast to a female positive rating of 56%. The widest disparity between males and females related to perceptions of UN personnel commitment to gender equality in the workplace as well as entitlements. Reasons for differences in male and female perceptions will require qualitative assessments.

Evidence or Means of Verification

Staff survey results October 2022

INDICATOR 4.3 | GENDER PARITY IN STAFFING IS ACHIEVED		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
a) A **system-wide plan** is in place for the UNCT to achieve gender parity.	**Approaches minimum requirements** **and** b) **At least one Gender Focal Point** is appointed (as per SGB/2023/3) c) The UNCT can **demonstrate progress** in the implementation of the system-wide plan on gender parity.	**Meets minimum requirements** **and** d) The UNCT can **demonstrate positive trends** towards achieving gender parity. e) The **Business Operations Strategy (BOS)** includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

Means of Verification: Official communications; Data from existing country-level tracking systems/tools and/or UN System-wide Dashboard on Gender Parity, UNCT gender parity plan; BOS.

Resources:
Secretary-General's Bulleting on Terms of Reference for Gender Focal Points (ST/SGB/2023/3)
UN Women Field-Specific Enabling Environment Guidelines (2021)
UN Women Enabling Environment Guidelines for the UN System (2019)
UN Women's booklet 'How can we reach gender parity at the United Nations by 2028? A collection of good practices to mark five years of the Secretary-General's System-wide Strategy on Gender Parity' (2022)
UN System-Wide Strategy on Gender Parity (2017)
UN Women The Power of Procurement: How to Source from Women-Owned Businesses (2017)
UNSDG Business Operations Strategy Guidance (2019)

STEPS TO SCORE THIS INDICATOR

1. DEVELOPMENT OF A PLAN

Develop a UNCT-wide implementation plan on gender parity (criterion a). The implementation plan provides recommended actions across a range of areas that may inform plans including leadership, accountability, recruitment, retention and creating an enabling environment. The guidance on 'how to develop an implementation plan on gender parity' is also available from UN Women.

Review data from UN System-wide Dashboard on Gender Parity, and/or country-level tracking systems to analyze the current status and identify gaps. If data is up to date in the system-wide dashboard, you can access data on the current status of gender parity within the UNCT by entity.

 Follow the below steps to calculate results:

1. Go to the UN System-wide Dashboard on Gender Parity
2. Click navigation button on the top left corner (tip: button looks like three bars).
3. Click on the icon 'Representation of Women and Men by UN Country Team'.
4. Go to the 'UN Country Team' drop-down menu in the top left corner and select your UNCT.
5. Consolidate the entity-level data to arrive at the overall proportion of women and men in the country team (tip: hover the cursor over the bar graph for each entity to see the number of women and men).

Dashboard data reveals country-level parity status by entity and grade within a UNCT. UNCTs may need to look to internal tracking systems, including UNDSS personnel database, to review parity status by level, contract type, etc and conduct a meaningful assessment of parity at all levels and types of personnel. The table provided in Annex 10 can be sent to gender focal points or human resource officers in each entity to count the number by grade. Include a message that outlines the purpose of the data and sets a deadline for response (see example in Annex 9).

Leverage key resources such as the Enabling Environment Guidelines for the UN System and the Field-specific Enabling Environment Guidelines. Decide the focus area for improvement to create enabling environments to reach and maintain gender parity.

2. APPOINTMENT OF GENDER FOCAL POINTS

Appoint at least one Gender Focal Point (defined by ST/SGB/2023/3) in the UNCT (criterion b). Multiple Gender Focal Points including male Gender Focal Points are welcome. Ensure to support these Gender Focal Points to be part of the UN System-wide network of Gender Focal Points, led and coordinated by the Office of the Focal Point for Women in the UN System at UN Women.

3. IMPLEMENTATION OF THE PLAN

Check if at least one Gender Focal Point in UNCT has been appointed (criteria b), assess whether the UNCT has a plan to achieve gender parity at all levels (criterion a) and describe whether it has demonstrated positive trends towards the implementation of the system-wide plan to achieve gender parity (criterion c). Assess trends and progress towards the achievement of gender parity at all levels (criterion d). If gender parity already achieved, assess whether it has been maintained. Track the progress periodically, and seek for support from Office of the Focal Point for Women in the UN System, UN Women.

4. REVIEW

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

5. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

As a standard setting institution, the UN has a particular responsibility to achieve gender parity in staffing, thereby leading by example. To this end, most UN entities have policies for gender parity in staffing in place.[13]

According to the Secretary-General's Report on the Improvement in the Status of Women in the UN System, more progress is needed towards advancing the representation of women in the UN system and reaching the goal of 50/50 gender balance at all levels across the system. Women remain overrepresented at entry levels, while gaps persist at the P-4 level and above, notably at P-5 and D-2. Representation of women continues to be lower, or progressing at a slower rate of change, at non-headquarters locations, especially in field operations and mission settings.

To **meet minimum requirements**, criteria a, b and c must be met. Country teams must have in place a plan to achieve gender parity at the country level, in alignment with the SG's System-wide Strategy on Gender Parity. This may take the form of a UNCT-specific gender parity strategy and/or implementation plan for monitoring and reporting on gender parity at the country level UNCTs must have a plan in place (criterion a). The UNCT must also have at least one appointed Gender Focal Point (defined by ST/SGB/2023/3) (criterion b) and demonstrate positive progress in the implementation of the gender parity, for example, in the enabling working environment (criteria c), including to address regression as relevant.

If criterion a) is not satisfied, score the indicator as **'missing minimum requirements'**.

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[13] Some entities track gender parity in personnel so UNCTs can decide whether to include relevant personnel categories and justify their inclusion when reporting.

To **exceed minimum requirements,** UNCTs must meet minimum requirements plus criteria d and e.

Criterion (d): The UNCT can demonstrate positive trends towards achieving gender parity (or maintaining if already achieved).
Criterion (e): the BOS Framework must include at least one specific action and target to foster gender equality and women's empowerment. Refer to the UNCT-SWAP Good Practices Toolkit for country level good practice examples (see Annex 1). Examples of opportunities for gender mainstreaming within the BOS include:
- Joint promotion of common work-life balance policies;
- Joint agreements on non-discrimination practice and zero tolerance for harassment;
- Targets and common strategy for gender parity;
- Targets for gender parity in consultancy contracts;
- Targets on female ownership in awards;
- Targets and monitoring disaggregated data on male- and female-led and/or –employed companies;
- Induction and/or capacity development for GEWE targets.

TIPS FOR THE ASSESSMENT

At least one member of the team assessing this indicator should be part of the human resources team, including Gender Focal Points (as per SGB/2023/3), and may also be a member of Gender Thematic Group and/or a member of the Operations Management Team (OMT).

For further support on gender parity, reach out to the Office of the Focal Point for Women in the UN System at UN Women at focalpoint.forwomen@unwomen.org

For those countries that have regional offices as well as country offices, data should be considered for country offices only. Multi-Country Offices should consider data from all country offices.

EXAMPLE

Indicator 4.3 Gender Parity	Score: Meets Minimum Requirements

Findings and Explanation

The UNCT met criteria a, b and c.

a) A UNCT-wide implementation plan on gender parity is developed. Met. The UNCT has institutionalized annual monitoring of gender parity at all levels as part of the OMT AWP that requires reporting to the UNCT in Q4 of each year. The UNCT has approved a gender parity strategy designed by the Human Resources Working Group of the OMT with support from the Gender Theme Group that includes minimum requirements for all entities to adhere to a common set of good practices during advertising, recruitment and selection processes.

b) One **Gender Focal Point was appointed by the UNCT** as defined by ST/SGB/2023/3. Met.

c) The UNCT has demonstrated progress in the implementation of the gender parity plan. Met. Awareness raising webinar on creating enabling environment was held with all personnel, management and human resources teams, in collaboration with the Office of the Focal Point for Women in the UN System at UN Women, and 80% of UNCT colleagues were informed of the Field-specific Enabling Environment Guidelines.

Evidence or Means of Verification

Gender Parity Strategy (2022)

UN System-wide network of Gender Focal Point record

OMT AWP (2022)

OMT 2022 Report to UNCT (November 2022)

UNCT official communication on appointment of Gender Focal Point

Fostering Gender Parity at the Country Level

Country teams can work towards achieving gender parity by breaking down the cultural barriers and stereotypes that perpetuate workplace inequality. Please refer to UN Women's Field-specific Enabling Environment Guidelines and Guidance on Creating Inclusive Vacancy Announcements for key tips on how to achieve gender parity in staffing. Good practices include:

- Leaders closely work hand in hand with Gender Focal Points

- Use the UN System-wide Dashboard on Gender Parity or your internal tracking tools to review disaggregated staff data during recruitment and selection processes;

- Implement the Field-specific Enabling Environment Guidelines

- Ensure to implement temporary special measures (ST/AI/2020/5). Give preference to the candidate from the under-represented sex when candidates are equally qualified.

- Collaborate with the Office of the Focal Point for Women in the UN System at UN Women, to address the context-specific challenges and opportunities

5. GENDER ARCHITECTURE AND CAPACITIES

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets **two** of the following criteria: a) A **coordination mechanism** for gender equality is **chaired by a HOA**; b) The group has an **approved TOR and annual work plan**; c) Members include **at least 50% senior staff** (P4/NOC and above or equivalent); d) The group has made **substantive input** into the UNSDCF including the CCA, Cooperative Framework design, results framework and M&E.	Meets **three** of the following criteria: a) A **coordination mechanism** for gender equality is **chaired by a HOA;** b) The group has an **approved TOR and annual work plan**; c) Members include **at least 50% senior staff** (P4/NOC and above or equivalent); d) The group has made **substantive input** into the UNSDCF including the CCA, Cooperative Framework design, results framework and M&E.	Meets **all** of the following criteria: a) A **coordination mechanism** for gender equality is **chaired by a HOA**; b) The group has an **approved TOR and annual work plan**; c) Members include **at least 50% senior staff** (P4/NOC and above or equivalent); d) The group has made **substantive input** into the UNSDCF including the CCA, Cooperative Framework design, results framework and M&E.

Means of Verification:
Gender Thematic Group (or equivalent) TOR and annual work plan, Meeting minutes, membership list, UNSDCF planning and monitoring documentation, UNSDCF M&E, UN Country Results Report.

Resources:
   UNSDG Gender Theme Group: Standards and Procedures (2021)

STEPS TO SCORE THIS INDICATOR

1. IDENTIFY

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

2. ASCERTAIN

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

3. ASSESS

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

4. REVIEW

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

5. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

Gender Theme Groups are a key mechanism for joint UN action and coordination at the country level. The key functions of a gender coordination mechanism are programme support, integrated policy dialogue and advice and technical support. (UNSDG GTG: Standards and Procedures). Gender Theme Groups are sometimes combined with Results Groups on Gender Equality or with other cross-cutting issue areas such as Human Rights. The indicator requires that a gender coordination mechanism exists in some form. If not, score the indicator as 'missing minimum requirements'.

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

Criterion (a): To fulfill this criterion, the gender coordination mechanism should be chaired by a Head of Agency to ensure that decision-making and communication with the UNCT is facilitated. Two co-chairs may be appointed to lead the work of the GTG in some countries. In addition, to fulfill the criterion the gender coordination mechanism should meet at least four times per year.

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

Reviewing this criterion is a good opportunity to determine if responsibility for GEWE is shared across the UNCT. It is good practice for lead responsibilities for AWP activities to be shared amongst agencies with no single agency taking the lead for more than 50% of planned actions. Refer to the UNCT-SWAP Good Practices Toolkit for other good practice examples (see Annex 1).

Criterion (c): The gender coordination mechanism should include senior staff members to ensure that the group has expertise and decision-making powers to maximize effectiveness. To fulfill this criterion, at least 50% of the members should be P4/NOC or equivalent and above.[14] Review the group membership list to assess member levels. If levels are not clear, send out a short email explaining the focus of the assessment to ascertain the seniority of members.

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

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

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[14] The UNCT-SWAP is aligned with the UN-SWAP in defining senior staff. This definition should be applied wherever possible. However, the definition may be adjusted in some countries to reflect the size of the UNCT and a context-specific designation of seniority. Adapted equivalent classifications of seniority must be specified clearly in the justification. Contact the Helpdesk for further guidance if needed.

EXAMPLE

Indicator 5.1 Gender Coordination Mechanism	Score: Approaches Minimum Requirements

Findings and Explanation

Meets two of the four criteria.

a) **A coordination mechanism for gender equality is chaired by a HOA.** Met. The Gender Theme Group (GTG) is chaired by the heads of UN Women and UNFPA, and meets at least once per quarter as well as in ad hoc meetings as needed.

b) **The group has a TOR and an approved annual work plan.** Met. GTG has a TOR and AWP that describes the group's priority areas, activities, indicators, and budget estimations. In 2023, a GTG AWP planning workshop involved representatives from the UN Programme Management Team (PMT) to ensure stronger alignment between GTG and PMT priorities.

c) **Members include at least 50% senior staff (P4/NOC and above or equivalent).** Not met. The GTG is comprised of representatives of 18 UN agencies. Six out of 18 members that regularly attend meetings are senior staff (NOC/P4 and above), which constitutes 33 per cent of GTG members.

d) **The group has made substantive input into the UNSDCF including the country analysis, strategic prioritization, results framework and M&E.** Not met. The GTG did not exist in its current form at the time the CCA was drafted. The Outcome Group that was responsible for the gender-targeted outcome under the previous UNSDCF was not involved in the CCA development nor in the UNSDCF prioritization and Results Framework design. The current GTG contributes to UNSDCF monitoring by providing inputs to the Country Results Reports.

Evidence or Means of Verification

GTG TOR

GTG AWP 2023

GTG membership list 2023

UNCT Annual Report 2023

Interviews and institutional memory regarding Outcome Group role in UNSDCF planning (key staff from UN Women, UNICEF, UNFPA, ILO)

INDICATOR 5.2 | UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) **At least one** substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past 12 months.	Meets **two** of the following criteria: a) **At least one** substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past 12 months. b) A capacity development **plan** based on an inter-agency capacity assessment is established or updated at least once per UNSDCF cycle and targets are on track. c) UNCT **induction material** includes gender equality and the empowerment of women commitments and related development challenges of the country.	Meets **all** of the following: a) **At least one** substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past 12 months. b) A capacity development **plan** based on an inter-agency capacity assessment is established or updated at least once per UNSDCF cycle and targets are on track. c) UNCT **induction material** includes gender equality and the empowerment of women commitments and related development challenges of the country.

Means of Verification:

Schedule and participants list from workshop/event; workshop report; capacity assessment; capacity development plan; induction package materials, Gender Thematic Group (or equivalent) work plan.

Resources:

UNSDG Gender Theme Group: Standards and Procedures (2021)
UN Women Gender Equality Capacity Assessment Tool (2016)
UN Women Training Center Self-paced courses

STEPS TO SCORE THIS INDICATOR

1. LIST

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

2. ASCERTAIN

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

3. VERIFY

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

4. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

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

To **meet requirements** for this indicator, two of the three criteria (a, b, c) should be met.

Criterion (a): To fulfill the criterion, the assessment team should identify one capacity development initiative that aims at building gender equality technical competencies of UN personnel. The initiative should involve at least two agencies. Capacity development activities include trainings, seminars, learning sessions, mentoring, etc. A targeted gender training as well as broader programs that have substantive dedicated sections on GEWE are both valid.

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

Capacity development plans may build on mandatory agency specific training such as "I Know Gender," "UN Coherence, Gender Equality and You" as a foundation, but plans must go beyond this foundation to target country-specific needs. Initiatives can move beyond traditional training formats to include mentoring and other forms of hands-on training such as women's leadership circles.

Criterion (c): To fulfill this criterion UNCTs should ensure that staff inductions processes and associated country-specific

materials include a focus on key GEWE issues in the country, and UN mandate and priorities around GEWE. Agency-specific induction processes do not meet this criterion.

To **exceed requirements** all three criteria (a), (b) and (c) need to be achieved. Score as '**approaches minimum requirements**' if only criterion (a) is met. Criterion (a) is considered a foundational criterion for this indicator. Failure to meet criterion (a) scores as '**missing minimum requirements**'.

TIPS:

- Assessing performance against this indicator is an opportunity to determine what capacities exist and what capacities are needed for the UNCT.

- Consider disaggregating the different capacities required to focus on identified weaknesses within the system, and target accordingly (e.g., how to carry out gender analysis, how to develop strong gender-sensitive results statements and indicators, and how to integrate gender dimensions in targeted thematic areas).

- The Helpdesk can support teams to develop and launch online capacity assessment surveys through the Survey Monkey platform on request. See Gender Equality Capacity Assessment Tool (2016) for detailed guidance on how to conduct a gender equality capacity assessment. Refer also to the UNCT-SWAP Good Practices Toolkit for country level good practice examples (see Annex 1).

CAPACITY NEEDS ASSESSMENT

UN entities are mandated to enhance their capacity to promote GEWE. A capacity assessment provides information on the strengths and weaknesses within the system as a first step to developing a targeted capacity development plan.

The assessment provides a baseline against which future capacity development interventions can be measured. The scope of a gender capacity needs assessment is informed by:

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

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

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

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

Indicator 5.2 Gender Capacities	Score: Approaches Minimum Requirements

Findings and Explanation

Meets one of the following three criteria.

a) **At least one inter-agency substantive gender capacity development activity in the past year.** <u>Met</u>. **There have been a number of inter-agency capacity development activities for UN personnel on gender:**

- HeForShe training (September 2022)
- Gender in Humanitarian Action training for National Food Security Cluster (24-25 April 2022)
- Joint Child Protection – Gender-Based Violence Task Force Training Initiative (January 2022)
- UNSDCF Capacity Development Workshop on Human Rights and Gender Equality (14-15 May 2022).

b) **A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNSDCF cycle and targets are on track.** [SEP]<u>Not met</u>. There has been no UN system-wide capacity assessment on gender during the current cycle. An inter-agency capacity needs assessment on Prevention of Sexual Harassment, Harassment and Abuse of Authority (PSHHA) was conducted and resulted in a UNCT Action Plan for PSHHA in the Workplace, which is not a capacity development plan, but demonstrates a good modality for conducting a broader needs assessment on gender capacities in the future.

UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country. [SEP]<u>Not met</u>. There is no induction package for new UNCT members. Individual agencies handle induction without central coordination.

Evidence or Means of Verification

HeForShe training list of participants

GiHA Concept Note, agenda, list of participants, training report

Agenda of the UNSDCF Capacity Development Workshop on Human Rights and Gender Equality

Concept Note and list of participants on the Joint Child Protection – Gender-Based Violence Task Force Training Initiative

UNCT Action Plan for PSHHA in the Workplace

6. RESOURCES

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets the following criteria: a) The UNCT has carried out **at least one** capacity building event on the UNCT Gender Equality Marker over the current Cooperation Framework cycle to ensure accuracy of coding. **and** b) The UNCT has **applied** the UNCT-Gender Equality Marker to all sub-outputs in the Joint Work Plan	**Approaches minimum requirements and** meets **two** of the following: c) The UNCT has **met** the common global financial target for UNCT allocations to GEWE. d) The sub-outputs coded UNCT-GEM 1,2 or 3 provide a **'Gender Marker Narrative'** which accurately justifies the UNCT-GEM code selected e) The Gender Theme Group (or equivalent) has completed a **quality assurance review** of UNCT-GEM coding during the drafting of the Joint Work Plan aligned with the GTG Standards and Procedures.	**Meets minimum requirements and** f) The UNCT has **exceeded** the common global financial target for UNCT allocations to GEWE.

Means of Verification:

UNCT Joint Work Plans on UN INFO, evidence of targeting and tracking, training agenda, participants list.

Resources:

UNCT-GEM Global Helpdesk: unct-gem.helpdesk@unwomen.org

UN INFO Guidance on Applying the Gender Equality, Human Rights and Sustaining Peace Marker

UNSDG Gender Equality Marker Guidance Note (2023)

STEPS TO SCORE THIS INDICATOR

1. ASCERTAIN

Ascertain whether or not the UNCT has carried out any capacity development related to strengthening quality assurance and ensuring accuracy of coding when applying the UNCT-GEM in UNCT Joint Work Plans *(criterion a)* and if the Gender Theme Group has provided quality assurance of the UNCT-GEM during the JWP development *(criterion e)*

2. ASSESS

Access the UN Joint Work Plan in UN INFO to assess performance against the targets to score against requirements (criteria b, c, d and f). Explain data trends or variances in findings.

3. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

Tracking financial allocations and expenditures on gender equality and making them visible in UN INFO is important to show the extent to which financial commitments are aligned with gender equality policies and priorities, allowing UNCTs to direct and/or mobilize resources for gender equality and the empowerment of women and girls in critical areas.

The UNCT Gender Equality Marker (UNCT-GEM) is a UNDS monitoring and accountability tool for tracking resources and allocations at country level that support gender equality results. The UNCT-GEM is mandatory and applied to sub-outputs in the UNCT Joint Work Plan (JWP) to track resources allocated by the UNCT to activities with a gender equality focus (see text box for codes and guidance).

A dedicated UNCT-GEM Helpdesk is available to assist UNCTs in scoring this indicator at unct-gem.helpdesk@unwomen.org. To **approach requirements** UNCTs need to fulfill all of the following criteria:

Criterion (a): To fulfill this criterion UNCTs need to carry out at least one capacity development event on the UNCT-GEM in the current UNSDCF cycle. The focus of building capacities across the UN system should be to strengthen quality assurance, ensure the accuracy of coding, and confirm the reliability of data produced by resource-tracking for gender equality.[15] Capacity building events include trainings, workshops, and/or webinars that are typically timed to take place during the development of UNCT JWPs.

Criterion (b): Data completeness is a fundamental part of any data quality assurance process. The UNCT should apply a UNCT-GEM code (from 0-3) to all sub-outputs in the Joint Work Plan in UN INFO. in UN INFO.

UNCT Gender Equality Marker Codes and Guidance

The UNCT-GEM uses a four-point coding scale (0-3) and applies specifically to the UNCT Joint Work Plan. It does not replace entity-level gender markers or gender markers used by UN Joint Funds.

Code	Definition	Guidance
3	Gender equality and women's empowerment is the principal objective.	Gender equality objectives are the primary intended result(s) of the sub-output. Addressing the root causes of gender inequalities (for example, by transforming harmful gender norms and practices and/or contributing to the equal distribution of power, resources, or opportunities between women and men in all their diversity) and strengthening the empowerment of women are the <u>main reasons</u> the initiative is being undertaken.
2	Gender equality and women's empowerment is a significant objective.	<u>Though not the principal objective</u>, the sub-output intends to make a significant contribution to gender equality and women's empowerment. This means gender equality considerations are integrated or 'mainstreamed' into the sub-output's design, implementation, and M&E framework.
1	Contributes to gender equality and women's empowerment in a limited way.	There is limited consideration of gender equality and women's empowerment. However, there are still some planned actions targeting women in light of persisting gender inequalities that put them at a disadvantage. For example, there may be a gender analysis or some collection of sex-disaggregated data (but no or limited planned gender equality results). In other words, the sub-output's contribution to gender equality is minor compared to its overall outcomes. initiative.
0	Not expected to contribute to gender equality and women's empowerment.	There is no consideration of gender equality issues and there are no expected results relating to gender equality or women's empowerment and/or results cannot be measured.

To **meet minimum requirements** UNCTs need to fulfill criteria (a) and (b) **and meets two of the three following criteria (c), (d) and/or (e):**

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[15] One of the biggest challenges for country teams when applying the UNCT-GEM to JWPs is incorrect coding, which leads to inconsistency. Common coding mistakes are 'overcoding' (sub-outputs being coded at a higher level than they should be, based upon coding definitions and guidance) and 'miscoding' (sub-outputs being assigned a wrong code).

Criterion (c): As of 2021, the UN system has established a common global financial target for UNCT allocations to GEWE. The target sets a financial threshold of 70 percent of UNCT Annual Funding Framework available resources to be allocated to sub-outputs with gender equality as a principal (UNCT-GEM 3) or significant (UNCT-GEM 2) objective.

To fulfill this criterion the IAT will need to assess current allocations to sub-outputs in the UNCT JWP with GEWE as a principal (3) or significant (2) objective by downloading the Excel file/use automated reports in UN INFO, of the JWP and highlighting available resources for sub-outputs coded UNCT-GEM 3 and 2. Calculate the total available resources coded UNCT-GEM 3 and 2 as a percentage of total available resources.

The UNCT-GEM Guidance Note (2023) details how the UNCT can access automated reports in UN INFO.

Criterion (d): For the UNCT-GEM, the JWP on UN INFO includes a 'Gender Marker Narrative' comment box which enables UN entities to briefly explain the sub-output's planned contribution to gender equality and women's empowerment in line with the UNCT-GEM code 1,2 or 3. To meet this criterion, download the Joint Work Plan from UN INFO and check that the GEM marker narrative is applied to at least 80% of the sub-outputs code with UNCT-GEM 1,2,3.

Criterion *(e):* The gender Theme Groups have specific note further elaborates on the role of the GTG in quality assurance.

Score this indicator as '**exceeds minimum requirements**' if the UNCT has fulfilled criteria (a),(b), (c), (d), (e) and **exceeded** the common global target of 70 percent (criterion d) based on current UN INFO data.

Resource: (UNCT GEM Guidance Note)

Gender Mainstreaming: the twin-track approach to GEWE

Gender mainstreaming involves both fully integrated and targeted actions for achieving gender equality results. This is known as the '**twin-track**' approach. The twin-track approach for gender mainstreaming is the UN system's official strategy for achieving transformative change and is also the strategy adopted in the SDGs.

For the purposes of achieving gender equality results under Cooperation Framework Outcomes, both UNCT-GEM 3 and UNCT-GEM 2 have equal merit as they reflect the twin-track approach to gender mainstreaming at sub-output level, which includes both targeted and integrated strategies for achieving gender equality.

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[16] The UNCT Joint Work Plan and associated Funding Framework include separate columns for total required resources, available resources, and resources to be mobilized.

Indicator 6.1 Resources	Score: Approaches Minimum Requirements

Findings and Explanation

a) The UNCT has carried out at least one capacity building event on the UNCT Gender Equality Marker over the current UNSDCF cycle to ensure accuracy of coding. <u>Met</u>. A training on the application of the marker was presented by the UN Gender Theme Group, with the support of UN Women and the RCO for the Gender Theme Group and key members of the Results Groups. Guidance for applying the marker was also included as part of a "Guidance Note' for updating joint work plans, which was disseminated to members of the PMT and the Results Groups.

b) The UNCT has applied the UNCT GEM to all sub-outputs in UN INFO. <u>Met</u>: In 2022, a review of the JWP showed that all of the 200 sub-outputs had a gender marker code applied.

c) The UNCT has met the common global financial target for UNCT allocations to GEWE. <u>Not Met</u>. In 2022, 67% of sub-outputs of the JWP had a significant and principal contribution to GEWE (GEM 2 and GEM 3), which is below the 70% target. 12% of sub-outputs had a principal contribution to GEWE (GEM3), 55% a significant (GEM2), 31% a limited one (GEM 1) and 2% had no contribution to GEWE (GEM 0).

d) The Gender Theme Group (or equivalent) have provided quality assurance review of UNCT-GEM coding during the drafting of the Joint Work Plan aligned with the GTG Standards and Procedures. <u>Met</u>: In 2022, the Gender Theme Group received the draft JWP in excel and divided JWP sub-outputs equitably amongst GTG members, ensuring no-one reviews sub-outputs from their own entity checking for miscoding or overcoding.

e) The sub-outputs coded UNCT-GEM 1,2 or 3 is provided with a 'Gender Marker Narrative' to justify the UNCT-GEM code selected. <u>Not met</u>. In 2022, the gender marker narrative was only applied to 40% of sub-outputs coded with UNCT-GEM 1,2 and 3.

Evidence or Means of Verification:
Guidance Note for the Revision and Update of the Joint Work Plans - Annex 4 on Guidance for Applying the Gender Equality Marker System.
Powerpoint Presentation by UN Women and RCO – UNCT-GEM Overview (2022)2021-2022 JWPs with UNCT-GEM coding at the sub-output level.
Gender
Theme Group meeting minutes.

INDICATOR 7.1 | UN PROGRAMMES MAKE A SIGNIFICANT CONTRIBUTION TO GENDER EQUALITY IN THE COUNTRY		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
a) The UNCT has achieved or is on track to achieve **some** gender equality and the empowerment of women results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5.	b) The UNCT has achieved or is on track to achieve **all** gender equality and the empowerment of women results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5.	**Meets minimum requirements** **and** c) **At least one** outcome level UNSDCF result has contributed to transformative change in relation to gender equality and the empowerment of women.

Means of Verification:
UN Country Results Reports, UNSDCF, UNCT Joint Annual Work Plan, UN INFO Results Framework monitoring data, UNSDCF mid-term and/or final evaluation.

Resources:
UN Women Handbook on Gender Mainstreaming for Gender Equality Results (2022)
CEB common principles to guide the UN system's support to the implementation of the 2030 Agenda for Sustainable Development (2016)

1. REVIEW

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

2. ASSESS

Assess the extent to which progress has been made to achieve gender results drawing on Country Results Reports and UN INFO Results Framework monitoring data as assessed in Performance Indicator 2.3 UNSDCF MEL.

3. ANALYZE

Analyze findings to assess whether any results qualify as transformative.

4. SCORE AND REPORT

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

HOW TO MEET REQUIREMENTS

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

Criterion (b): To **meet requirements** UNCTs should demonstrate that it has achieved or is on track to achieve **all** GEWE results –mainstreamed and targeted – as set out in the UNSDCF Results Framework. UNSDCF MEL processes will necessarily track the extent to which results are achieved, so tracking gender-related results will make up one part of overall UNSDCF results tracking.

As the UNSDCF has a multi-year cycle, planned GEWE results at the outcome level will often not be achieved for several years. Depending on when the UNCT-SWAP Scorecard exercise is carried out the assessment may only be able to report on progress towards the outcome; hence the indicator is phrased as either 'on-track' or 'achieved'.

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

If the UNCT can demonstrate that it has achieved or is on track to achieving **some** of the planned outcome level GEWE results, then the score should be '**approaching minimum requirements'** (criterion a). If there is no progress toward GEWE results, the score should be '**missing minimum requirements'**.

In exceptional cases, UNCTs may need to assess indicator 7.1 during the first year of UNSDCF implementation before the first Country Results Report has been completed. In these cases, UNCTs may look to evaluation evidence from the previous UNSDCF. If uncertain, contact the Helpdesk for advice.

To **exceed minimum requirements** UNCTs must demonstrate that in addition to meeting requirements, at least one UNSDCF outcome level result has resulted in transformative change related to GEWE.

What constitutes a transformative result is dependent on country context. The SDG Outcome Document[17] defines transformative results as, "A world in which every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed."

The Handbook on Gender Mainstreaming for Gender Equality Results (2022:42) explains that gender transformative results promote changes in sociocultural norms, values, attitudes and practices as well as formal and informal power structures and processes.

The CEB includes tackling root causes as central to implementing the SDGs: "Preventing and resolving crises, addressing root causes, managing risk, building resilience and sustaining peace are shared objectives of the entire UN system."[18]

To meet criterion (c) UNCTs need to demonstrate that they have contributed to gender transformative change in at least one outcome level result.

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[17] Transforming our World: the 2030 Agenda for Sustainable Development, A/ RES/70/1, para 8.
[18] CEB common principles to guide the UN system's support to the implementation of the 2030 Agenda for Sustainable Development. April 2016

Indicator 7.1 Results	Score: Approaches Minimum Requirements

Findings and Explanation

a) The UNCT has achieved or is on track to achieve <u>some</u> gender equality and the empowerment of women results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5. <u>Met</u>. Results from the first year of UNSDCF implementation show that the UNCT is on track to achieve the established gender equality and empowerment targets as prioritized under three of the 2018-22 UNSDCF thematic areas.

- Outcome 1: Governance, Human Rights and Gender Equality, Outputs 1, 2 and 3 - capacity development among national institutions to advance gender equality as well as capacity and skills development among women to claim their rights in democratic governance. Aligned SDG Goals 5.1, 5.5, 5.C

- Outcome 2: Sustainable and Equitable Economic Growth, Outputs 1 and 2 -women's economic empowerment through knowledge and skills development support to public institutions, civil society and businesses to design and implement gender-sensitive policies in the field of economic development. Aligned SDG Goals 5.1, 5.5, 5.A, 5.C

- Outcome 4: Inclusive Social Development, Outputs 2 and 5 - access to quality education, health and social services among women and the protection of women from violence. Aligned SDG Goals 5.1, 5.2, 5.3

Progress is notable in the field of policy development. In 2018, two important documents that will help foster GEWE were approved: National Strategy on Prevention and Combating Violence Against Women and Domestic Violence 2018-2023 and the National Implementation Programme of the UN Security Council Resolution 1325 on Women, Peace and Security for 2018-2021 and its Action Plan. Other results include central public authorities that are better prepared to mainstream gender equality within public policies, a civil society that has increased knowledge and understanding of how to analyze government budget priorities and processes from a gender equality perspective, more accessible referral and assistance services for victims of gender-based violence through the establishment of additional service locations, and improved skills among women to participate effectively in political and public decision-making processes.

GEWE results achieved in the first year of UNSDCF implementation are reflected in the 2018-2019 Joint UN Biannual Workplans progress reporting matrixes for 2018. Results are also evident when progress at the level of outcome indicators is analyzed.

. Available data shows progress against the baseline for five gender-sensitive outcome indicators: 1) trust in public governance institutions among women; 2) proportion of women in elected or appointed positions; 3) overall employment rate among women; 4) proportion of young women in employment, education or training; 5) adolescent birth rate. Although the overall employment rate among women increased, the employment rate among women in urban areas decreased slightly. Data for one outcome indicator on gender pay gap shows poorer performance in comparison to the baseline. Tracking over the next years will reveal if the decrease is indicative of a negative trend or is a single occurrence

Given the overall positive progress registered toward GEWE in 2018, the UNCT remains on track to making important contributions to the established targets. However, special attention needs to be given to potential areas of vulnerability revealed by the initial negative figures for the gender pay gap and the employment rate among women in urban areas.

c) At least one outcome level UNSDCF result has contributed to transformative change in relation to gender equality and the empowerment of women. <u>Not met.</u> Although the results achieved thus far make a considerable contribution to gender equality and empowerment, none of them can be qualified as transformative under the 'Handbook on Gender Mainstreaming' definition.

Evidence or Means of Verification

2018-2022 UNSDCF

Agency Inputs for the 2018 Annual Country Results Report under the 2018-2022 UNSDCF

2018-2019 Joint UN Annual Workplans Progress Reporting

UNINFO data tracking

Annexes

ANNEX 1

VIRTUAL TOOLKIT FOR THE UNCT-SWAP GENDER EQUALITY SCORECARD ASSESSMENT AND ACTION PLAN IMPLEMENTATION

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The Virtual Toolkit for UNCT-SWAP Scorecard Assessment and Action Plan Implementation was created by UN Women Regional Office for Asia and the Pacific and offers resources for any UNCT in the world to support inter-agency collective action and coordination to advance gender equality and the empowerment of women throughout the UNSDCF cycle in line with the minimum standards established by the UNSDG in the UNCT-SWAP Scorecard.

The *Toolkit* offers a resource for UNCTs to support inter-agency collective action and coordination to advance gender equality and the empowerment of women throughout the UNSDCF cycle in line with the minimum standards established by the UNSDG in the UNCT-SWAP Scorecard.

The Toolkit offers a compilation of resources and materials to support UNCTs to undertake comprehensive assessments as well as to advance progress against the UNCT-SWAP 15 Performance Indicators.

Resources under the 'UNCT-SWAP Comprehensive Assessment' tab include templates, presentations and country level good practice models to help guide UNCTs to undertake comprehensive UNCT-SWAP Scorecard assessments once per Cooperation Framework cycle, followed by annual

UNCT SWAP Gender Equality Scorecard Assessment

- UNCT-SWAP Technical Guidance (2018)
- Good Practice UNCT SWAP Assessment Process
  - Good Practice Organizing Resources (MOV) for UNCT-SWAP Assessment
  - Good Practice Scorecard Actions Implementation Plan Tanzania
  - Good Practice UNCT-SWAP Coordination Models
  - Good Practice UNCT-SWAP Implementation Plan India
- UNCT-SWAP Scorecard Briefings
  - UNCT Scorecard Briefing for UNCTs Oct2020
  - UNCT Scorecard Overview for IAT Briefing Sept 2020
- UNCT-SWAP Templates
  - UNCT SWAP Action Plan Template
  - UNCT SWAP Performance Indicator Reporting Template
- UNCT-SWAP TORs
  - Sample TOR for IAT
  - Sample UNCT-SWAP TOR for consultant
- Handbook on Gender Mainstreaming for Gender Equality Results (2022)

progress updates.

Users are also able to download electronic versions of the UNCT-SWAP Scorecard Action Plan template and the UNCT-SWAP Performance Indicator Reporting template.

Further resources are organized under the 15 tabs by UNCT-SWAP Performance Indicator, each of which includes models of good practice, checklists, guidelines and other materials to assist UNCTs to take concrete steps toward meeting

1.1 COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS

- Country Level Good Practice Models
- Global Guidance and Resources

1.2 GENDER EQUALITY MAINSTREAMED IN UNSDCF OUTCOMES

- Country Level Good Practice Models
- Global Guidance and Resources

1.3 UNSDCF INDICATORS MEASURE CHANGES ON GENDER EQUALITY

- Country Level Good Practice Models
- Global Guidance and Resources

2.1 JOINT PROGRAMMES CONTRIBUTE TO REDUCING GENDER INEQUALITIES

- Country Level Good Practice Models
- Global Guidance and Resources

minimum requirements for each Performance Indicator.

The materials included in the Toolkit can be selected as needed from within each tab and may be used independently of each other. The Toolkit may also be used on an ad-hoc basis by anyone within the UN system working to strengthen coordinated action for Gender Equality and Women's Empowerment. New resources and materials will be included in the Toolkit as they become available.

HOW-TO-DO TOOLKIT FOR THE UNCT-SWAP GENDER EQUALITY SCORECARD

INTRODUCTION

The *HOW-TO-DO TOOLKIT for the UNCT-SWAP GENDER EQUALITY SCORECARD* was developed by UN Women Regional Office for West and Central Africa to support the rolling out of the UNCT-SWAP Gender Equality Scorecard in the West and Central Africa (WCA) region, but can be utilized by any UNCT globally.

The toolkit provides a **step-by-step guidance** on how to undertake the UNCT-SWAP Gender Equality Scorecard with concrete documents, tools and templates identified as key to support the understanding and implementation of the process in each of its stages. They are practical resources made available to UNCTs, and which translate and substantiate each step in a set of easy-to-follow tasks for each activity.

The toolkit is designed as a **capacity building tool** for all UN personnel contributing to the implementation of the Gender Scorecard and **ensures a common approach** to the Scorecard.

All materials included in the toolkit are available in two versions: French and English.

The *HOW-TO-DO Toolkit* is an open toolkit therefore any feedback, integration and additions are welcome and can be sent to the WCA Regional Office, directly to the Regional Coordination and Strategic Planning Unit.

The HOW-TO-DO Toolkit is complementary to the Toolkit for UNCT-SWAP Gender Equality Scorecard Assessment and Action Plan Implementation (refer to Annex 1).

HOW TO USE THE TOOLKIT?

The *HOW-TO-DO Toolkit* of the UNCT-SWAP Gender Equality Scorecard is accessible through the **MIRO virtual dashboard** and all documents are downloadable in the below list of content.

> ### CLICK HERE TO NAVIGATE THE TOOLKIT
> *(English and French versions)*

The Toolkit on MIRO board has been structured in four sections:

1. **Framework**: This visualises each identified phase of the Gender Scorecard with indicative timelines. For each phase, the framework identifies the key steps and milestones in their logical sequence and defines the role of all contributors (consultant, coordinator, RCO, etc). It is also visually linked to the toolbox appearing right below in

the whiteboard which offers direct access to all the documents/tools for each specific phase.

2. **Toolbox:** This is situated below the Framework, and includes all the documents, tools and templates mentioned in the Framework for each phase. They can all be visualized directly on the board, or downloaded from it (links to word documents, excel or PPTs).

3. **Dashboard:** This is a repository for the WCA region's Gender Scorecards. Comprehensive reports and/or summary tables for the performance of the indicators in each country can be uploaded here by year of implementation; and simple graphs showing the performance of the indicators by year and country can later be added to the table.

4. **Indicators scoring:** This section provides a graphic presentation for the scoring criteria of each indicator. It can be used at UNCT level as a virtual space to work jointly on indicators during the analysis phase: to facilitate comprehension and a shared understanding of the work on each indicator; to upload means of verification for each indicator (instead of a shared folder); to upload the scoring and action points for each indicator; to keep track of indicators' performance year by year.

HOW-TO-DO Toolkit List of Content:

1. **Preparatory phase**
   1.1. Starter kit
       1.1.1.   Guidance
       1.1.2.   Scorecard ToR
       1.1.3.   Proposed Roadmap
                 PPT for the Briefing Meeting
                 PPT for the presentation to the GTG
   1.2. Launching the exercise
       1.2.1.   Consultant ToR
       1.2.2.   RCO mail for IAT set up
       1.2.3.   IAT member profiles work group composition_MoV
       1.2.4.   Briefing meeting objectives & draft agenda
                 PPT for the IAT briefing meeting
   1.3. Organisational culture survey
       a. Checklist preparatory phase
       b. Essential glossary

2. **Analysis Phase**
   2.1. Reporting template
   2.2. Action Plan template
   2.3. Gender Parity Table
   2.4. Indicators summary table
   2.5. Indicators criteria overview table
   2.6. Indicators criteria action points
   2.7. PPT First work session with the workgroups
   2.8. Feedback workshop objectives

3. **Finalisation Phase**
   3.1. Final report proposed outline
   3.2. Indicators performance summary table

ANNEX 3

SAMPLE TERMS OF REFERENCE FOR CONSULTANT TO FACILITATE UNCT-SWAP GENDER EQUALITY SCORECARD

Post title: Consultant to support the UNCT-SWAP Gender Equality Scorecard (indicate if the consultancy is international or national)
Country / Duty Station:
Starting date of assignment:
Duration of assignment: 15 working days (estimated, modify as relevant)
Supervisor's name and functional post:

BACKGROUND

The UNCT System-wide Action Plan (SWAP) Gender Equality Scorecard (UNCT-SWAP) has been developed as an accountability framework for assessing the effectiveness of gender mainstreaming by UN Country Teams. It supports the implementation of the gender-responsive Cooperation Framework and ensures better accountability of UNCT towards gender equality and women's empowerment, in line with UN corporative policy.

The UNCT-SWAP assesses the status of gender equality mainstreaming across 7 dimensions and 15 indicators and identifies the gaps in order to develop corrective actions. Two distinct groups at the UNCT support the UNCT SWAP— the Gender Thematic Groups (GTG) and an Inter-Agency Team (IAT). The latter is composed of representatives of GTGs, other Regional Groups, the Resident Coordinators Office (RCO), OMT, and M&E groups. These two groups are responsible for completing the UNCT-SWAP process under the leadership of the Resident Coordination and Heads of Agencies, in a collaborative and timely manner, with the support of the consultant.

The UNCT-SWAP Gender Equality Scorecard Consultant will be responsible for facilitating the UNCT-SWAP Gender Equality Scorecard exercise and application of participatory methods to ensure the assessment team is set up from the beginning of the exercise, leads and owns the process. Under the overall guidance of the GTG co-chairs, and support of UN Women Regional and Country Offices in close collaboration with the IAT and UN Women staff. The consultant will follow the UNCT-SWAP Technical Guidance.

(update/insert information about country team, Cooperation Framework process, etc)

MAIN OBJECTIVES OF THE ASSIGNMENT

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

- To assist UNCTs in identifying areas in which they are meeting or not meeting UNSDG minimum requirements on gender mainstreaming practices and performance.

- To stimulate a constructive dialogue within the UNCT about the current status of support for gender equality and women's empowerment, and how it can be improved.

- To identify where technical assistance can support the achievement of minimum requirements.

- To share good practice in supporting national priorities to advance gender equality and women's empowerment.

RESPONSIBILITIES/SCOPE OF WORK AND DELIVERABLES

The UNCT-SWAP Gender Equality Scorecard methodology has been designed for in-country self-assessment as a means of fostering deeper understanding and ownership of results. The consultant will facilitate the exercise and apply participatory methods, promoting the leadership in and ownership of the process by the assessment team from the beginning of exercise.

To guide and support the Inter-Agency Assessment Team (IAT), the consultant will conduct the following activities within the stipulated timeframes:

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

- UNCT-SWAP Gender Equality Scorecard Technical Guidance and Framework
-
- UNCT-SWAP global/regional trends and reports for the countries in the regions and from other countries
-
- Current endorsed CCA and UNSDCF or equivalent
- Most recent UNSDG United Nations Sustainable Development Cooperation Framework Guidance

- UNCT planning, budgeting, programming documents, meeting minutes, communications documentation

- UN GTG Meeting Minutes, ToR, work plan and Annual Reports

- CEDAW Reports, national Gender Plans and legislation, etc.

Assistance and support for the IAT with the in-country assessment: **(x working days)**

- Support the collection of complementary data and evidence to rate indicators.

- Conduct gender analysis of verification documents required to help the IAT rate areas of performance.

- Facilitate working sessions with and provide technical support to key stakeholders such as the Resident Coordinator; Heads of Agencies; key programme staff; MEL/comms/operations teams, GTG, partners, etc. to discuss and score areas of performance.

- Complete the rating matrix based on IAT discussions and

agreements.

• Facilitate a debrief with the UNCT HOAs to discuss findings and proposed actions.

Reporting **(x working days):**

• Draft UNCT-SWAP narrative report, with inputs from IAT.

• Prepare Action Plan based on agreed follow-up action points identified through the assessment.

• Complete the final draft of the UNCT-SWAP narrative report and Action Plan based on feedback, including from the UNCT HOAs.

PERFORMANCE EVALUATION

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

DUTY STATION AND TRAVEL ARRANGEMENTS

The consultant is expected to work [home based/in-person] and conduct a minimum of **X** days in-person meetings with UN agencies, partners and stakeholders as per the agreed work-plan.

EXPERIENCE AND QUALIFICATIONS

Core Values:
• Respect for Diversity: Demonstrate cultural sensitivity and valuing diversity, appreciating difference in values and learning from cultural diversity;

• Integrity: Demonstrate consistency in upholding and promoting the values of the United Nations in actions and decisions, in line with the UN Code of Conduct;

• Professionalism: Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work, including strong technical expertise in gender issues.

Core Competencies:

• Awareness and sensitivity regarding gender issues;

• Accountability;

• Creative problem solving;

• Effective communication;

• Inclusive collaboration;

• Stakeholder engagement;

• Leading by example.

Functional Competencies:

• Strong commitment to and good understanding of gender equality and women's empowerment issues;

• Strong interpersonal skills;

• Strong organizational skills and strong self-direction;

• Strong research and communication skills;

• Ability to prioritize and work under pressure with colleagues at all levels;

• Knowledge of gender mainstreaming and desired knowledge of the UNCT-SWAP Gender Equality Scorecard;

• Development and Innovation: Take charge of self-development and take initiative;

• Work in teams: Demonstrate ability to work in a multicultural, multiethnic environment and to maintain effective working relations with people of different national and cultural backgrounds;

• Communicating and Information Sharing: Facilitate and encourage open communication and strive for effective communication;

• Self-management and Emotional Intelligence: Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have a consistent behavior towards others;

• Conflict management: Surface conflicts and address them proactively acknowledging different feelings and views and directing energy towards a mutually acceptable solution;

• Continuous Learning and Knowledge sharing: Encourage learning and sharing of knowledge.

Required qualifications and experience:

Education:

• A master's degree in social sciences, Gender Studies, Anthropology, Management, Public Policy, or related social sciences. PhD is an asset.

Experience:

• At least 5 years of professional experience working in one or more of the following areas: UN GEWE coordination (GTG, UNCT SWAP, GEWE joint programs), gender equality and women's empowerment programmes.
• Experience in gender research and data collection and analysis, including interviews, survey and focus groups is an asset.
• Previous experience with Gender Equality Scorecards,

Gender Equality Markers, CCA and CF narrative report and follow-up matrix is an asset.

- Excellent knowledge of gender responsive planning and Results Based Management.
- Experience in the development and delivery of training programmes, toolkits, evaluation and monitoring matrices.
- Knowledge on women's human rights instruments (international and national).

Language and other skills:

- Fluency in written and oral English is required, working level of (add relevant language) is an asset;

- Good command of MS Office and data visualization tools is an asset.

ANNEX 4

LETTER TO PERSONNEL FOR ORGANIZATIONAL CULTURE SURVEY

<u>Sample email from RC to HOAs to request personnel to complete the survey</u>:

Dear Heads of Agencies,

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

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

Insert link provided by Helpdesk

Thank you in advance for your support and warm regards,

<u>Sample email from RC to all UN Staff members to request to complete the survey</u>:

Dear UN colleagues,

The UNCT is conducting a guided self-assessment using the UNCT SWAP-Gender Scorecard to assess the status gender mainstreaming within our country team. As part of the methodology, it is requested to run a brief staff survey on gender and organizational culture.

The survey takes just five minutes to complete online and will give us useful insights with regards to UN Staff perceptions of gender issues within the working environment. All responses are anonymous.

Kindly complete the multiple-choice questionnaire **by Day xx Month** to keep within the timeframe of the assessment. The survey link is as follows:

Insert link provided by Helpdesk

Thank you in advance for your support and warm regards,

ANNEX 5

ORGANIZATIONAL CULTURE SURVEY

Background Information

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

This 10-question survey is being sent to all UN staff members in the country. It should take approximately 5 minutes of your time to complete. The results will help inform country-level action planning.

Kindly answer to the best of your knowledge and experience. There are no wrong answers, and **all answers are anonymous**.

Thank you in advance for your participation. Should you have any questions, please feel free to contact the UNCT-SWAP Gender Equality Scorecard Helpdesk at genderscorecard.helpdesk@unwomen.org.

Demographic Information

1. Select your gender*:

- ☐ Female
- ☐ Male
- ☐ Other

2. Select below*:

- ☐ National personnel
- ☐ International personnel

3. Select below*:

- ☐ My job includes personnel supervisory functions
- ☐ My job <u>does not</u> include personnel supervisory functions

Survey

1. The UN system in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels.

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

2. My Head of Agency (and other Heads of Agencies in this UNCT if known) demonstrate commitment to gender equality in the workplace.

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

3. UN personnel in this country demonstrate commitment to gender equality in the workplace.

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

4. The UN system in this country adequately facilitates the equal participation of both women and men at all levels of the organization.

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

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

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

6. The UN system in this country has adequate procedures in place to prevent and address sexual harassment, exploitation and abuse of authority.

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

7. The UN system in this country has adequate procedures in place to protect my personal safety and security.

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

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

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

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

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

10. My Head of Agency (and other Heads of Agencies in this UNCT if known) are supportive of staff to establish an adequate relationship between work life and home life.

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

Example of additional questions that can be added to the survey upon request:

11. My Head of Agency or senior manager has spoken positively about and/or promoted flexible working arrangements in the past 12 months.

- ❑ Yes
- ❑ No

12. I have taken advantage of flexible working arrangements in the past 12 months.

- ❑ Yes
- ❑ No

13. I have experienced or witnesses sexual harassment in the workplace in the past 12 months.

- ❑ Yes
- ❑ No

14. If yes, I reported the sexual harassment within my agency's established reporting mechanism.

- ❑ Yes
- ❑ No

ANNEX 6

INTRODUCTION TO UNCT-SWAP PLATFORM:

NEW USER SIGN-UP AND INTRODUCTION TO REPORTING

Before signing up, contact the UNCT-SWAP Helpdesk, at genderscorecard.helpdesk@unwomen.org, to provide the name(s) of the Focal Points for the reporting platform for your UNCT. The Helpdesk will thereafter update the contact list.

PART I: New User Sign-up

Step 1: Create an Account

- ❑ Go to https://unswap.unwomen.org/

- ❑ Focal Points reporting for the first time, whether you are a UN Women staff or not, click on the Sign up now button.

    Note: Moving forward, once you have an existing account, you can sign in using your email and password.

- ❑ Please fill in all the required information.

- ❑ Do not forget to click on "Send verification code".

    Note: Be sure to check junk/spam mail for the code.

- ❑ Please fill in all the required information.

- ❑ Do not forget to click on Send new code, if you did not receive the first code.

    Note: Be sure to check junk/spam mail for the code.

- ❑ Once the verification code is sent to your email, make sure to type it in and click on Verify code.

- ❑ Once all the boxes have been filled and the verification is completed, you will be able to create your account.

Step 2: Signing in with a New Account

- ❑ Once your account has been created and you sign in, you will be asked for:

    - ❑ Your Framework Name (e.g., UNCT-SWAP GE Scorecard: **Comprehensive Reporting**).
    - ❑ Your UN Country Team name.

- ❑ A notification will be sent to The Helpdesk within 1-2 business days (you shall receive a copy). You will receive a secondary email indicating that your access has been granted. You can then begin the reporting process online!

- ❑ If you have selected to submit a **Comprehensive Report**, you will be prompted to select the Comprehensive Reporting tab.

❑   If submitting an **Annual Progress Report**, select the Annual Progress Reporting tab.

Note: *You can only gain access to a single report/framework at a time. So, if you have selected to submit a Comprehensive report, to gain access to the Annual Report you must repeat the sign-up process.*

❑   Instructions on how to use the platform and a direct link to the UNCT-SWAP Helpdesk will appear at the bottom of the page.
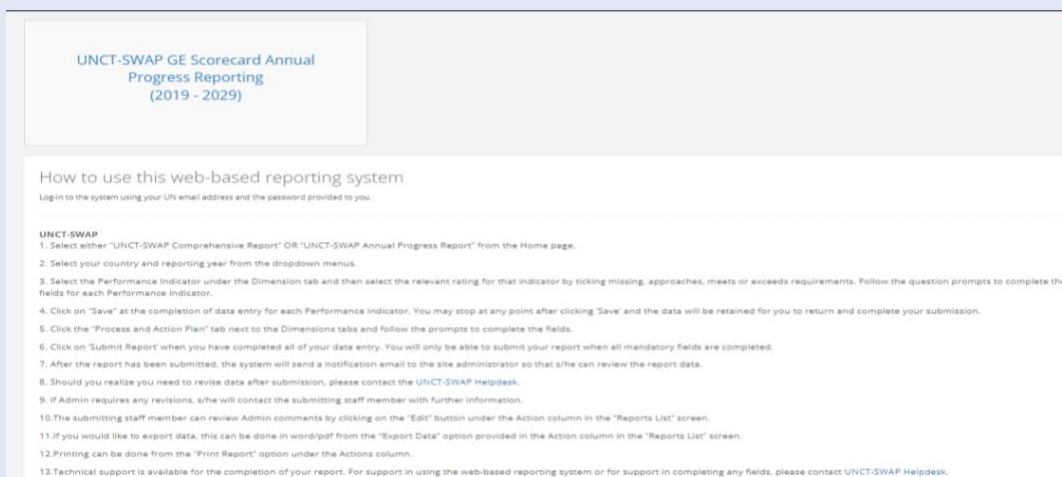
PART II: Introduction to Reporting

Reports should be uploaded in final draft format **before** they are endorsed by the UNCT. Reports are finalized in the platform after being quality assured.

Getting to Know the Dashboard
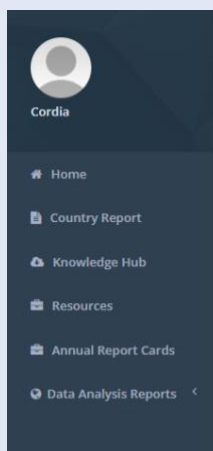
❑   The dashboard on the left-hand side contains some helpful tabs.

❑   **Country Report** is where you will start editing your country data.

❑   **Knowledge Hub** is a resource-sharing tool for supporting documents uploaded by focal points during reporting. Documents shared in the Knowledge Hub are available to focal points from other Country Teams. While uploading supporting documents, please unselect "share to knowledge hub" in order to keep them private.

❑   The **Resources tab** contains helpful documents on the technical notes and other UNCT-SWAP-related issues.

❑   The **Annual Report Cards** tab will contain your Country Team's Annual Letter.

❑   Following the reporting cycle, **the Data Analysis Reports tab** will showcase specific progress.

1: Key steps – Performance Indicator (PI) Reporting

- ❑ Once you select the tab for either comprehensive or annual reporting, you will see your Country Team report template appear.
- ❑ For *Comprehensive Reporting*, all 15 Performance Indicator (PIs) must be assessed and ratings with justifications entered into the platform.
- ❑ For *Annual Progress Reporting*, at least five PIs must be reassessed, with a new rating and justifications for each of the indicators' criteria. Please note the platform does not allow for general updates to PIs. The indicator must be comprehensively reassessed or data from the last report carried forward.
- ❑ Click on **edit (pencil icon) to open the report** and begin to enter your report. (*If you are not seeing the pencil icon, scroll to the bottom of the page and move the crossbar to the right of your screen.*)
  - ○ You will be automatically directed to page with the first performance indicator.
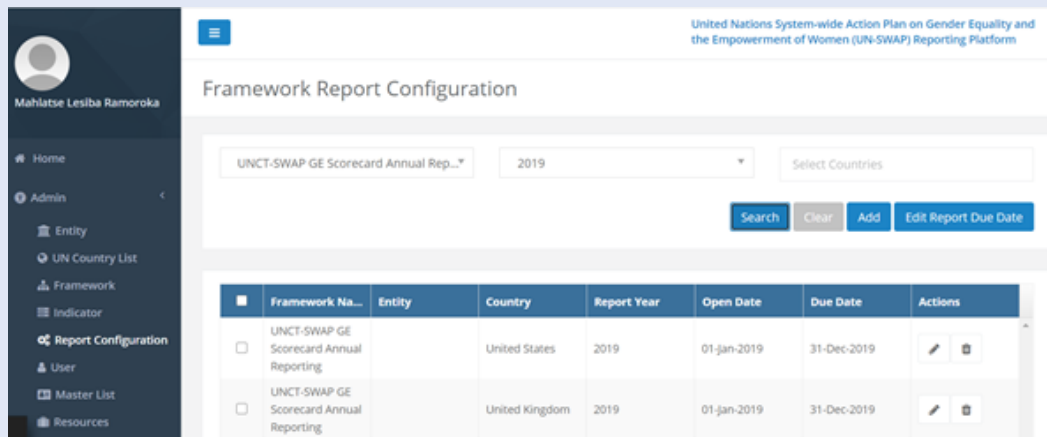
- ❑ The next question will ask you if you reassessed the PI (click "no" if you did not). Once you select no, the page will be locked, preventing any form of editing.

- ❑ If this is your first Annual Progress Report, for PIs not reassessed, please select "Previous Comprehensive Data" from the pop-up screen on the top tight hand corner of your screen.
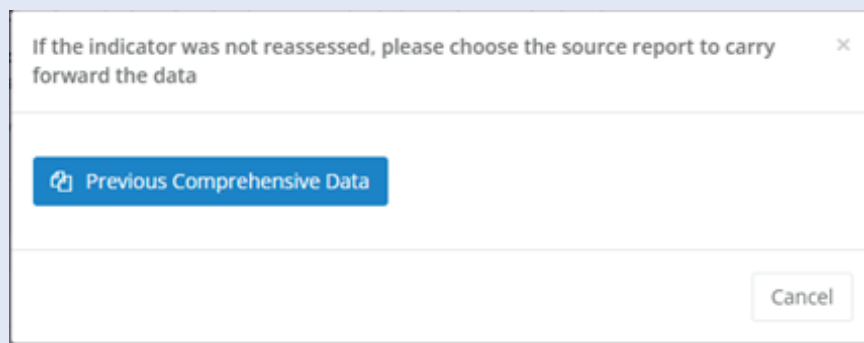
Please **DO NOT** select "yes" for indicators **not** being reassessed in order to edit the narrative in a report. Ratings and narratives can only be updated when a PI has been reassessed.

- ❑ If this is your second or more Annual Progress Report, please select "Previous Annual Data", since you would have carried forward the data from the comprehensive report already.

- ❑ As you fill in the report, remember to:
  - ❑ *List key evidence* that supports the ratings and justifications, stating clearly for each criterion whether it has been 'met' or 'not met' as per the examples in the technical guidance.

  - ❑ *Upload key evidence* (uploaded documents will immediately be available on the Knowledge Hub unless you deselect the checkbox under "Share with the Hub"). The platform allows for 5 key evidence documents at maximum. You are not required to upload every piece of evidence, however, if you believe there is value in doing so, kindly visit the Knowledge Hub to the left of your screen and proceed to upload additional evidence per indicator.
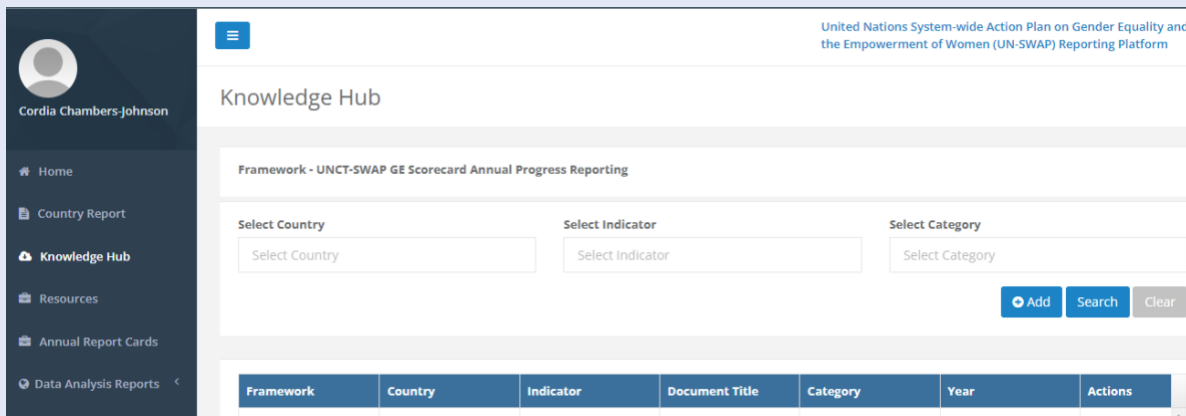
- ❑ *"Save as Draft" at the bottom of each page* before moving to the next PI. (*Please ensure you have a word version of the report, in the event that the page time-out e.g., Error 504 Gateway Time-out, unsaved data will be lost.*)
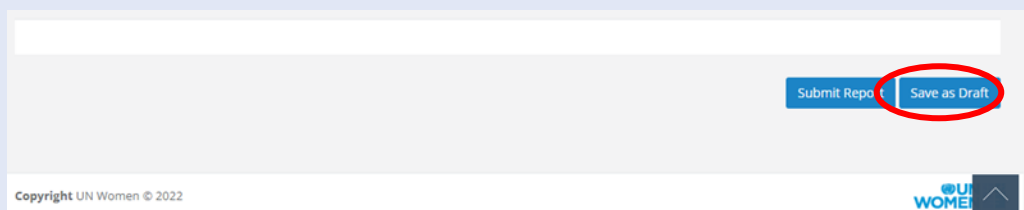
How to select minimum requirements met

- ❑ Each PI rating has minimum requirements that must be met as per guidance note. For example:
  PI 1.1 if you "**Exceed minimum requirements**", under the dropdown menu you would select:
    - ❑ Gender analysis across at least 80 percent of sections including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5;
    - ❑ Consistent sex-disaggregated and gender sensitive data; and
    - ❑ Targeted gender analysis of those furthest behind.
  However, if "**Approaches minimum requirement**" you would select:
    - ❑ Gender analysis across at least 50 percent of sections including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; and
    - ❑ Some sex-disaggregated and gender sensitive data.

- ❑ Each PI has specific requirements for:
    - ❑ Approaches minimum requirements
    - ❑ Meets minimum requirements
    - ❑ Exceeds minimum requirements

Please check the guidance to ensure the correct requirements are selected.

Specific prompts included in the online UNCT-SWAP reporting system

In order to support trend analysis and verification of findings, the UNCT-SWAP platform incorporates the following specific prompts:

1) **Performance Indicator 1.1: Common country analysis integrates gender analysis**.

> If you met requirements for criterion c), provide a list of marginalised or vulnerable groups included in the targeted gender analysis of those furthest behind

Criterion c = CCA or equivalent meets minimum requirements and includes c) Targeted gender analysis of those furthest behind.

2) **Performance Indicator 1.2: Gender equality mainstreamed in UNSDCF outcomes**

> If you met the requirement for criterion b), please identify the
> gender targeted Cooperation Framework outcome statement(s)

Criterion b = One UNSDCF outcome specifically targets gender equality in line with UNSDCF Theory of Change and SDG priorities including SDG 5.

3) **Performance Indicator 2.1: Joint programs contribute to reducing gender inequalities**

> If you met requirements for criterion b), list the title of the
> relevant Joint Program

Criterion b = A JP on promoting gender equality and the empowerment of women is operational over current UNSDCF period in line with SDG priorities including SDG 5.

2: Key steps – Process and Action Plan

- ❏ Once you have completed the entries for the Performance Indicators, click on the **process and action plan** tab and fill out the required fields:
  - o Describe the process through which the assessment was conducted;
  - o List the coordinators and entities that participated on the Interagency Assessment Team (IAT).
- ❏ *Action Plan – comprehensive report:* List the action points from your Action Plan in the fields alongside the primary targeted Performance Indicator.
- ❏ *Action Plan – annual progress report:* Enter any agreed adjustments and additions to the action points. Provide a brief report-back on activities undertaking in the reporting year, vis-à-vis the action points.
- ❏ Upload your Action Plan (If you have revised your Action Plan as part of annual progress reporting, upload the revised version).
- ❏ Upload your final draft UNCT-SWAP Report.
- ❏ You may enter any additional comments, including on country context, in the final field.

3: Submitting your Report

- ❏ Green checkmarks will appear next to each performance indicator once all required information for that indicator has been saved.

- ❏ Performance indicators without a green checkmark indicate that one or more fields have not been completed. These missing fields will be highlighted when you click on the Performance Indicator.

- ❏ The "Submit Report" will only appear once the required information for all performance indicators has been filled in. Scroll to the end of the page to see this.
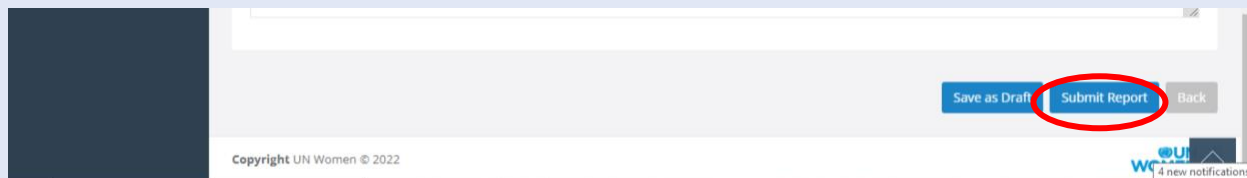

4: Quality Assurance Process

- ❏ Once the report is submitted, the UNCT-SWAP Helpdesk will begin the quality assurance process, to ensure accuracy of the ratings and the inclusion of required justifications and evidence.

- ❏ Analysis of the report quality and revision requests are captured and shared on the platform with the UNCT's registered focal points.

❑ You and other UNCT-SWAP focal points will automatically receive a message once the Helpdesk has reviewed and provided feedback on your report.

❑ Kindly edit the report based on the comments from the Helpdesk and <u>resubmit within 2 – 3 business days.</u> Please note that based on the quality of the report, there can be several iterations so allow up to two weeks for finalization before seeking endorsement by the UNCT.

❑ If a yellow icon is displayed on the dimension and performance indicator, please review the report to ensure all the required section is completed.

❑ When revising the report, you may "save as draft" until completing the revision. Once you have finished making changes to an indicator, add a comment in the box at the bottom of the page (a brief summary of how you have responded to the feedback). To complete your feedback response, click "Submit Review" for each indicator being revised. After this point you will no longer be able to make changes to this indicator before resubmission. After successfully completing adjustments for each indicator that requires revision, the "Submit Report" tab becomes active. This allows you to re-submit the overall report, returning it to the Helpdesk for further review and finalization.

❑ If all the comments are addressed successfully, the report will be finalized by the Helpdesk and a notification will be sent to the Focal Point.
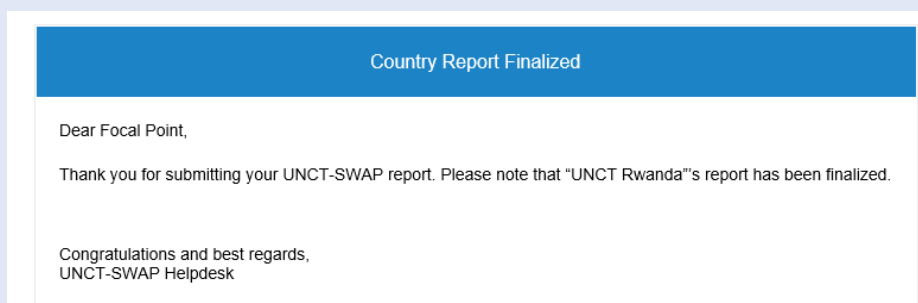
Part III: Troubleshooting

1. Unable to access the platform after signing up and user access activated

❑ If you are unable to sign in; cannot access reports; user ID issues and you have multiple attempts at signing in or logged out of the platform for extended period, please clear your cache.

❑ How to clear the cache:
   o Select Ctrl+Shift+Delete on your keyboard while in the browser
   o Check "Cached images and files"
   o Uncheck "Browsing history, "Cookies and other site data" and "Password and other sign-in data" if they are pre-selected
   o Select "clear data", sign out of the platform, and close the browser, then re-open the browser.
   o Please check to ensure you are signing into https://unswap.unwomen.org/ and sign in again.
   o

ANNEX 7

RELEVANT SECRETARY GENERAL'S REPORTS, UN MANDATES AND COMMITMENTS

A/RES/62/208 *Triennial comprehensive policy review of operational activities for development of the United Nations system* calls upon the organizations of the United Nations development system to further improve their institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks.

A/RES/75/233 *Quadrennial comprehensive policy review of operational activities for development of the United Nations system* calls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).. in particular with regard to gender-responsive performance management and strategic planning, and to enhance the collection, availability and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels.

ECOSOC resolution 2022/18. *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9a)* calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... including by ensuring, where relevant, that corporate and country-level strategic documents, including the United Nations Sustainable Development Cooperation Framework, or equivalent planning framework in accordance with programme countries' priorities, are based on robust and systematic gender analysis and data disaggregation, and mainstream a gender perspective, through a dedicated gender equality outcome as well as the integration of gender equality and the empowerment of all women across all other Sustainable Development Goal-related outcome areas (twin-track approach).

ECOSOC resolution 2022/18. *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9b)* calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... including by supporting the application of a gender perspective in the preparation of organization-wide and country-level documents, such as the strategic, programmatic and results-based frameworks and evaluations, and continuing to promote more coherent, accurate and effective monitoring and reporting on progress on gender equality, the impact of the promotion of gender equality and the use of common indicators on gender equality and the empowerment of all women and girls.

A/RES/62/208 *Triennial comprehensive policy review of operational activities for development of the United Nations system* calls upon the organizations of the UNDS to further improve their institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks.

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 7h)* calls upon the United Nations system, ... to increase the investment in and focus on outputs and outcomes relating to gender equality and the empowerment of all women and girls to support the implementation of the 2030 Agenda for Sustainable Development, including through enhanced common budgetary frameworks, gender-responsive planning and budgeting, common methodologies for reporting on contributions to the mainstreaming of a gender perspective in the implementation of the 2030 Agenda, joint funding mechanisms, including pooled funding, and joint resource mobilization efforts.

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9a)* calls upon the United Nations system, ... to ensure, where relevant, that corporate and country-level strategic documents, including the United Nations Sustainable Development Cooperation Framework, or equivalent planning framework in accordance with programme countries' priorities, are based on robust and systematic gender analysis and data disaggregation, and mainstream a gender perspective, through a dedicated gender equality outcome as well as the integration of gender equality and the empowerment of all women across all other Sustainable Development Goal-related outcome areas (twin-track approach).

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9b)* calls upon the United Nations system, ... to support the application of a gender perspective in the preparation of organization-wide and country-level documents, such as the strategic, programmatic and results-based frameworks and evaluations, and continuing to promote more coherent, accurate and effective monitoring and reporting on progress on gender equality, the impact of the promotion of gender equality and the use of common indicators on gender equality and the empowerment of all women and girls.

A/RES/62/208 *Triennial comprehensive policy review of operational activities for development of the United Nations system* calls upon the UNDS to further improve their institutional accountability mechanisms and to include gender equality results and gender-sensitive indicators in their strategic frameworks, as well as to further improve qualitative and quantitative reporting on gender equality, including gender disaggregated data.

ECOSOC Resolution 2008/34 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* requests the United Nations system to promote a system-wide common understanding of a results-based management framework with benchmarks and indicators for measuring progress to achieve gender equality; and to include clear gender equality results and gender-sensitive indicators in their strategic frameworks.

A/RES/75/233 *Quadrennial comprehensive policy review of operational activities for development of the United Nations system (para 12)* calls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in particular with regard to gender-responsive performance management and strategic planning, and to enhance the collection, availability and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels.

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9g)* calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...including by enhancing standards and methodologies for the use of the United Nations system at the global, regional and country levels in order to improve the systematic collection, analysis, dissemination and use of accurate, reliable, transparent and comparable data and statistics and, where applicable and with due respect for confidentiality, open data and statistics related to achieving gender equality, disaggregated by, inter alia, income, sex, age, race, ethnicity, migratory status, disability, geographical location and other characteristics relevant in national contexts

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9c)* calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...continuing to strengthen results-based management and results-based budgeting to enable robust system-wide reporting and aggregation of gender-related results, including financial investments for the achievement of gender equality and the empowerment of all women and girls

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9d)* calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...fully implementing the System-wide Action Plan 2.0 (UN-SWAP 2.0) and enhancing the consistency and accuracy of reporting in order to achieve full annual reporting on results by the entire United Nations system, and continuing to promote the institutionalization of transparency and robust accountability systems.

2.1 Joint Programmes

ECOSOC Resolution 2011/6 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* requests the United Nations system to continue working collaboratively to enhance gender mainstreaming, including by improving the application of a gender perspective in programming

work.

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 7h)* calls upon the United Nations system... to increase the investment in and focus on outputs and outcomes relating to gender equality and the empowerment of all women and girls to support the implementation of the 2030 Agenda for Sustainable Development, including through enhanced common budgetary frameworks, gender-responsive planning and budgeting, common methodologies for reporting on contributions to the mainstreaming of a gender perspective in the implementation of the 2030 Agenda, joint funding mechanisms, including pooled funding, and joint resource mobilization efforts.

2.1 Communication and Advocacy

ECOSOC Resolution 2007/33 *Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4a and c)* calls upon the United Nations system to share and disseminate good practices, tools and methodologies electronically and through regular meetings on gender mainstreaming, including through the Inter-Agency Network on Women and Gender Equality and its task forces, as well as the United Nations country teams.

ECOSOC Resolution 2022/18, *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9j)* calls upon the United Nations system to promote strategic advocacy and coherent communications on gender equality issues within United Nations country teams.

2.3. UNSDCF M&E

A/RES/62/208 *Triennial comprehensive policy review of operational activities for development of the United Nations system* calls upon the organizations of the UNDS to further improve their institutional accountability mechanisms and to include gender equality results and gender-sensitive indicators in their strategic frameworks, as well as to further improve qualitative and quantitative reporting on gender equality, including gender disaggregated data.

A/RES/64/141 *Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly* encourages increased efforts by the UN system to enhance accountability for the implementation of commitments to GEEW, including by improved monitoring and reporting on progress in relation to policies, strategies, resource allocations and programmes.

A/RES/75/233 *Quadrennial comprehensive policy review of operational activities for development of the United Nations system* calls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), as well as the United Nations country team performance

indicators for gender equality and the empowerment of women (the UNCT SWAP "scorecard").

ECOSOC Resolution 67/226 *Quadrennial Comprehensive Policy Review* notes the development of the norms and standards for evaluation by the United Nations Evaluation Group as a professional network, and encourages the use of these norms and standards in the evaluation functions of United Nations funds, programmes and specialized agencies, as well as in system-wide evaluations of operational activities for development. It encourages the United Nations development system to institute greater accountability for gender equality in evaluations conducted by country teams by including gender perspectives in such evaluations.

ECOSOC resolution 2022 *in the United Nations system (Para 9b)* calls upon the United Nations system, ... to support the application of a gender perspective in the preparation of organization-wide and country-level documents, such as the strategic, programmatic and results-based frameworks and evaluations, and continuing to promote more coherent, accurate and effective monitoring and reporting on progress on gender equality, the impact of the promotion of gender equality and the use of common indicators on gender equality and the empowerment of all women and girls.

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3.1 Government Partnerships

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ECOSOC Resolution 2022/18 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* reaffirms the central role and the importance of the active and full participation of national Governments in the preparation, implementation, monitoring and evaluation of the UNSDCF "in order to enhance national ownership and achieve full alignment of operational activities with national priorities, challenges, planning and programming" and call upon the UN system to (para 9) "continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the UN at all levels by "continuing to better align gender equality programming with national priorities across sectors, including by supporting, upon the request of Member States, capacity-building for government institutions and the mainstreaming of a gender perspective into legislation, policies and programes in relation to national gender equality priorities" (para 9m). It also requests the UN system to "continue and increase support to Member States, upon their request, in the implementation of the Beijing Declaration and Platform for Action and of national policies for the achievement of gender equality and the empowerment of all women and girls, inter alia, by providing support and capacity development to national machineries for gender equality and the empowerment of all women and girls and all national entities, in accordance with their functions (para 11).

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3.2 GEWE CSOs Partnerships

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ECOSOC Resolution 2022/18 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* calls upon the United Nations system "to continue to include gender equality networks in planning and programme implementation, as well as continuing to build strategic partnerships with relevant actors, including civil society and women's organizations, as appropriate" *(para 9n).*

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4.1 Leadership

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CEB 2006/2 *System-wide policy on gender equality and the empowerment of women* notes that members of the CEB "commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programs.

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

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 7p)* calls upon the United Nations system, ... to ensure that managers provide strong leadership and support to promote and advance gender mainstreaming, and leveraging the leadership and convening role of resident coordinators, in accordance with the provisions of General Assembly resolution 75/233, to address gender equality and the empowerment of women and girls as an integral part of the work of United Nations country teams, including through common country programming processes, joint initiatives, collective advocacy and strengthening of the coordination of gender-responsive operational activities across sectors.

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4.2 Organizational Culture

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A/RES/72/220 *Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System* recommends executive heads of entities should place special emphasis on the promulgation and implementation of work-life policies and practices to support flexibility in the workplace, mitigate bias in recruitment, strengthen response to and prevention of harassment, discrimination and abuse of authority, and visibly demonstrate their commitment to gender equality.

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

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

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 12)*

requests the Secretary-General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, anti-harassment and sexual harassment policies, human resources and succession planning, work/family policies, management and institutional culture and mechanisms for managerial accountability accelerate the achievement of gender parity and, in this regard, to coordinate with the Office of the United Nations Ombudsman and Mediation Services in addressing these issues.

4.3 Gender Parity

A/RES/76/142 *Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (para 35)* requests the Secretary-General to further accelerate his efforts to achieve the goal of 50/50 gender balance at all levels throughout the United Nations system, including in the field and in peacekeeping missions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101, paragraph 3, of the Charter of the United Nations, considering, in particular, women from the developing and the least developed countries, countries with economies in transition and unrepresented or largely underrepresented Member States, and to ensure the implementation of measures with clear targets and timelines, including temporary special measures, as well as the strengthening of the implementation of policies and measures related to creating enabling working environments, including for work -life balance, and to prevent and address all forms of discrimination, racism, harassment, including sexual harassment, abuse of authority in the workplace and sexual exploitation and abuse, so as to accelerate progress, and managerial and departmental accountability, inter alia, through leadership compacts and performance appraisal systems, with respect to attaining gender parity within the shortest feasible period.

A/RES/76/142 *(para 38)* calls upon the entities of the United Nations system to significantly increase their efforts towards achieving the goal of 50/50 gender balance in all locations, including at the United Nations country team level, through a comprehensive range of actions, inter alia, as outlined in the Secretary-General's system-wide strategy on gender parity, as well as the recommendations contained in the Enabling Environment Guidelines for the United Nations System and the Field- specific Enabling Environment Guidelines, to continue to collaborate with UN-Women and with the active support of system-wide gender focal points and to provide sufficient financial and human resources for organizational change and for overcoming identified impediments to progress on gender balance, including setbacks from the COVID-19 pandemic.

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9o)* calls upon the United Nations system to continue to achieve and, where appropriate, strengthen efforts to achieve gender parity, including through the implementation of the Secretary - General's system-wide strategy on gender parity, in appointments in the Professional and higher categories within the United Nations system at the headquarters, regional and country levels, inter alia, in appointments of resident coordinators, humanitarian coordinators, Special Representatives of the Secretary-General, Deputy Special Representatives of the Secretary-General and other high-level

posts, including, as appropriate, through the application of temporary special measures, giving paramount consideration to the highest standards of efficiency, competence and integrity in full compliance with Article 101 of the Charter of the United Nations and keeping in mind the principle of equitable geographical representation, with due regard to the representation of women from developing countries.

A/RES/75/233 *Quadrennial comprehensive policy review of operational activities for development of the United Nations system (para 112)* calls upon the entities of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system at the global, regional and country levels for positions that affect operational activities for development, including appointments to Resident Coordinator and other high-level posts, with due regard to the representation of women from programme countries, in particular developing countries, while keeping in mind the principle of equitable geographic representation.

5.1 Gender Coordination

ECOSOC Agreed Conclusions 1997/2 *Mainstreaming a gender perspective into all policies and programs in the United Nations System* calls on all UN entities to make full use of the expertise and support of gender units or focal points.

ECOSOC Resolution 2004/4 *Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system* requests all UN entities to enhance the effectiveness of gender specialist/focal points and gender theme groups by establishing clear mandates and ensuring adequate training and resources; and by increasing the support and participation of senior staff.

A/64/347 *Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System* recommends that Senior managers at all entities should be held accountable, in accordance with the relevant and applicable procedures, for their responsibility in the implementation of the prescribed measures through, inter alia, enhanced performance objectives; management compacts; appointment of focal points at appropriately high-levels, with terms of reference, access to management and minimal 20 per cent allocation of time to associated functions.

A/RES/76/142 *(para 39)* requests the entities of the United Nations, at both headquarters and non- headquarters levels, to continue to appoint gender focal points to provide support for the advancement of gender parity, led and coordinated by UN-Women.

ECOSOC Resolution 2006/36 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system (para 4d)* calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to create or expand electronic knowledge networks on gender mainstreaming to increase effective support for and follow-up to capacity -building activities; strengthen inter-agency collaboration, including through the work of the Inter-Agency Network on Women and Gender Equality, to ensure systematic exchange of resources and tools across the system to promote cross-fertilization of ideas.

ECOSOC Resolution 2004/4 *Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system (para 12)* recommends that all entities of the United Nations system continue to promote cooperation, coordination, sharing of methodologies and good practices, including through the development of tools and effective processes for monitoring and evaluation within the United Nations, in the implementation of agreed conclusions 1997/2, in particular through the Inter-agency Network on Women and Gender Equality, and recommends further that all inter-agency mechanisms pay attention to gender perspectives in their work.

5.2. Gender Capacities

A/RES/55/69 *Improvement of the status of women in the United Nations system* requests the Secretary-General to intensify efforts to create a gender-sensitive work environment, including through the expansion of gender-sensitivity training in all departments, offices and duty stations.

ECOSOC Resolution 2006/36 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* calls upon all UN entities to make specific commitments annually to gender mainstreaming training, including in core competence development, and to make gender training mandatory for all staff and personnel.

ECOSOC Resolution 2011/6 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* requests the United Nations system to continue working collaboratively to enhance gender mainstreaming, including by improving the application of a gender perspective in programming work and enhancing a broader approach to capacity development for all United Nations staff, and ensuring that all personnel, especially in the field, receive training and appropriate follow-up to for accelerated gender mainstreaming including by providing ongoing capacity development for resident coordinators and UNCTs.

ECOSOC Resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 9k)* calls on the United Nations system to assess and address persistent capacity gaps on gender mainstreaming and using existing resources to assist in the development and application of a range and combination of different measures, including unified training modules on gender mainstreaming and on results-based management, in support of programming for gender equality.

A/RES/75/233 *The Quadrennial comprehensive policy review of operational activities for development of the United Nations system (para 91)* urges the United Nations development system to align its staff capacities to support the implementation of the 2030 Agenda for Sustainable Development, including by building transformative and empowered leadership, repositioning staff capacities to respond to the cross-sectoral requirements of the 2030 Agenda,

promoting inter-agency mobility and facilitating a mobile and flexible global workforce.

6.1 Financial Resource

Several **ECOSOC resolutions** have either called upon or requested the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the UN system, including by tracking gender-related resource allocation and expenditure, including through the promotion of the use of gender markers.[19]

ECOSOC Agreed Conclusions 1997/2 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* states that clear political will and the allocation of adequate and, if need be, additional human and financial resources for gender mainstreaming from all available funding sources are important for the successful translation of the concept into practice.

ECOSOC Resolution 2022/18 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 9i)* calls upon the United Nations system, ... to harmonize gender marker systems to allow for comparability and aggregation to set and meet financial targets on resources to be allocated for this purpose and to assess the resource deficits for gender equality and the empowerment of all women and girls, also in the context of United Nations Sustainable Development Cooperation Framework common budgetary frameworks.

ECOSOC Resolution 2022/18 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7h)* calls upon the United Nations system, ... to increase the investment in and focus on outputs and outcomes relating to gender equality and the empowerment of all women and girls to support the implementation of the 2030 Agenda, including through enhanced common budgetary frameworks, gender-responsive planning and budgeting, common methodologies for reporting on contributions to the mainstreaming of a gender perspective in the implementation of the 2030 Agenda, joint funding mechanisms, including pooled funding, and joint resource mobilization efforts.

ECOSOC Resolution 2022/18 *Mainstreaming a gender perspective into all policies and programmes in the United Nations system (para 9c)* calls upon the United Nations system... to continue to strengthen results-based management and results-based budgeting to enable robust system-wide reporting and aggregation of gender-related results, including financial investments for the achievement of gender equality and the empowerment of all women and girls.

7.1 Results

A/RES/62/208 *Triennial comprehensive policy review of operational activities for development of the United Nations system* calls upon the organizations of the UNDS to further improve their institutional accountability mechanisms and to include gender equality results and gender-sensitive indicators in their strategic frameworks, as

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[19] ECOSOC resolutions 2011/6 para 7d, 2012/28 para 8d, 2013/16 para 10d, 2014/2 para 6f, 2015/12 para 14i, on Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

well as to further improve qualitative and quantitative reporting on gender equality, including gender disaggregated data.

A/RES/64/141 *Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly* encourages increased efforts by the UN system to enhance accountability for the implementation of commitments to GEEW, including by improved monitoring and reporting on progress in relation to policies, strategies, resource allocations and programmes.

ECOSOC resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9a)* calls upon the United Nations system, including its agencies, funds and programmes, ... to support the application of a gender perspective in the preparation of organization-wide and country-level documents, such as the strategic, programmatic and results-based frameworks and evaluations, and continuing to promote more coherent, accurate and effective monitoring and reporting on progress on gender equality, the impact of the promotion of gender equality and the use of common indicators on gender equality and the empowerment of all women and girls.

ECOSOC Resolution 2022/18 *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9c)* calls upon the United Nations system, to continue to strengthen results-based management and results-based budgeting to enable robust system-wide reporting and aggregation of gender-related results, including financial investments for the achievement of gender equality and the empowerment of all women and girls.

ALIGNMENT UNCT-SWAP (2023) AND UN-SWAP 2.0 (2021)

UNCT-SWAP Performance Indicators	UN-SWAP Performance Indicators
1.1 CCA	PI-1 Strategic Planning Gender-related SDG Results PI-3 Programmatic Gender-related SDG Results
1.2 UNDSCF Outcomes	PI-1 Strategic Planning Gender-related SDG Results PI-3 Programmatic Gender-related SDG Results
1.3 UNSDCF Indicators	PI-2 Reporting on gender-related SDG Results
2.1 Joint Programmes	PI-3 Programmatic Gender-related SDG Results
2.2 Communication and Advocacy	PI-16 Knowledge and Communication
2.3 UNSDCF MEL	PI-2 Reporting on gender-related SDG Results PI-4 Evaluation
3.1 Government Partnerships	
3.2 GEWE CSO Partnerships	
4.1 Leadership	PI-7 Leadership
4.2 Organizational Culture	PI-13 Organizational Culture
4.3 Gender Parity	PI-12 Equal Representation of Women
5.1 Gender Coordination Mechanism	PI-11 Gender Architecture PI-17 Coherence
5.2 Gender Capacities	PI-14 Capacity Assessment PI-15 Capacity Development
6.1 Financial Resources	PI-9 Financial Resource Tracking PI-10 Financial Resource Allocation
7.1 Results	PI-3 Programmatic Gender-related SDG Results

ANNEX 9 – SAMPLE MESSAGE FOR STAFF DATA.

Dear Colleagues,

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

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

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

Please also leverage the UN System-wide Dashboard on Gender Parity, and in case not reflected accurately please contact your HQ for updating the data.

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

Thank you in advance for your collaboration.

ANNEX 10 – GENDER PARITY TRACKING TABLE

Grade	Number of Women	Number of Mem	% of women
D2/P7			
D1/P6			
P5			
P4			
P3			
P2			
P1			
NOE			
NOD			
NOC			
NOB			
NOA			
G7			
G6			
G5			
G4			
G3			
G2			
G1			
Non-Staff (optional: consultants, UNVs, interns and all other categories that may be relevant for the country)			