UNCT SWAP-Scorecard

United Nations Country Team Uganda

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I. Background

The UNCT SWAP-Scorecard is a globally standardized rapid assessment of UN country level gender mainstreaming practices. The framework is designed to foster adherence to minimum standards for gender equality processes set by the UNDG. The SWAP-Scorecard focuses on the performance of the UN system as a whole, rather than the achievements of any single agency. By focusing on gender mainstreaming processes at the country level, the tool highlights the growing importance of interagency collaboration and coordination to achieve GEWE results at the country level.

The 'Gender Scorecard' was endorsed by the UNDG in 2008 in response to the UN Chief Executive Board for Coordination 2006 *Policy on Gender Equality and the Empowerment of Women* (CEB/2006/2) to establish an accountability framework for assessing the effectiveness of gender mainstreaming by UN Country Teams. The UN System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP) formed another part of the accountability framework, focusing on the implementation of the policy at the entity level. The Gender Scorecard (now the UNCT SWAP-Scorecard) was revised in 2016 in tandem with the UN-SWAP to ensure greater alignment between the tools, and to reflect new guidance on common country processes. Furthermore, the new versions are aligned to the Sustainable Development Goals (SDGs), recognizing the importance of gender equality and women's empowerment to SDG achievement and human rights attainment.

II. Methodology

The SWAP-Scorecard measures gender mainstreaming in UN common programming processes across seven dimensions that encompass 18 indicators to present a holistic overview. The seven dimension areas are: planning and programming; monitoring and evaluation; partnerships; leadership and organizational culture; gender architecture and capacities; financial resources; and results. The participatory assessment methodology relies on cross-sectoral consultation and collective analysis to rate the country team for each indicator against minimum standards.

The UNCT SWAP-Scorecard methodology was designed as an internal self-assessment. An interagency team (SWAP-Scorecard Assessment Team or SSAT) was assembled in Uganda for the purpose of the exercise. SSAT members worked collaboratively to provide a rationale and supporting evidence for each rating. Team discussions and consensus building over the assessment period helped to minimize subjectivity and improve the reliability of findings. The gender specialists provided support as needed through individual meetings and online dialogue

including provision of samples. The methodology deepened internal understanding of the indicators and ownership of results.

The piloting process in Uganda included four stages:

1. Background preparation and planning: Key stakeholders reviewed the methodology, indicators and guidance notes. Skype discussions were held between representatives of UN Women and UNDP COs, HQ team, and the consultant to clarify and finalize plans for the in-country pilot.

2. In-country piloting: The SSAT was assembled and briefed. HOA and other cross-cutting groups were also briefed. SSAT members gathered data/evidence, and collectively assessed performance against each indicator. Preliminary actions were identified to strengthen systems. Results were shared with the UNCT HOA group.

3. Reporting: The consultant drafted and submitted the UNCT SWAP-Scorecard report and draft action plan for finalization.

4. Feedback: Feedback was gathered informally through observations and discussions throughout the pilot, and formally through feedback templates and questionnaires.

The SWAP-Scorecard assessment in Uganda was the fourth pilot globally of the tool. It was the only pilot conducted in Africa, and the only pilot conducted during the early stage of the UNDAF cycle. The assessment process was coordinated jointly by the UNDP and UN Women country offices with support provided by the RCO. An international gender specialist worked together with a senior gender advisor from UNDP headquarters to guide the process and provide technical support. The SSAT was comprised of members from nine agencies (RCO, UN Women, UNDP, UNICEF, UNFPA, OHCHR, UNHCR, WHO, WFP) with broad representation across fields to ensure a sound knowledge base on joint UN actions.[1]

The SSAT was briefed in two sessions in Kampala to accommodate staff availability and travel schedules. Following briefings, SSAT members worked in small groups with individualized support to conduct preliminary assessments of assigned indicators. The pilot in Uganda brought forth innovative thinking on expanded indicators to include perceptions of peace and security as well as to comprehensively integrate gender mainstreaming elements in the Business Operations Strategy (BOS).[2]

Analysis and scoring for each indicator was further developed in a one-day group workshop whereby teams presented findings to the wider SSAT for feedback,

[1] SSAT members included gender specialists and gender focal points as well as members of cross-cutting groups including the M&E group, UNCG, and the OMT.

[2] See Annex D for a Concept Note on GM in the BOS prepared by SSAT member, Gleh Appleton. The Concept Note has been shared with UNDP and UN Women headquarters for consideration in further developing the assessment tool.

discussion and action planning. Preliminary findings were presented to UNCT Heads of Agencies at the close of the in-country mission. The pilot in Uganda also included additional internal and external briefings with the Programme Results Group (PRG) and three donor agencies.

III. Country Context

Uganda is a UN Delivering as One (DaO) country where the capacities and expertise of 22 resident and non-resident agencies are combined to deliver results through the UNDAF. The UNDAF represents the programmatic and operational framework for delivering UN support to the Government over a five-year period, aligned with the Government's transformational agenda as spelled out in Vision 2040, and the National Development Plan 2016-2020.

The SWAP-Scorecard assessment was conducted in Uganda in January 2017 at the end of the first year of implementation of the 2016-2020 UNDAF. Uganda's UNDAF was informed by a series of 16 sectoral issue papers prepared by the Government of Uganda in lieu of a Common Country Assessment. The UNDAF design drew on a theory of change that posits good governance as a pre-condition for the generation of strong human capital that will drive sustainable and inclusive economic development. The UNDAF is elaborated via twelve outcomes organized under three areas of strategic intent (good governance, human capital, and sustainable development) designed to trigger transformative change in Uganda.

The United Nations Country Team (UNCT) in Uganda is comprised of agencies of varying sizes and diverse mandates. The UN as a whole benefits from increasingly stringent gender mainstreaming systems instituted by member agencies. Most agencies have moved forward decisively over the last decade to improve gender strategies, technical support and accountability mechanisms. A growing cache of tools and guidelines are available within agencies collectively to support more stringent accountability. Sound ownership of gender equality as a guiding principle and important area of focus was evidenced throughout the UNCT SWAP-Scorecard assessment from the highest levels of leadership within the United Nations system in Uganda, providing a solid foundation from which to move forward for more coordinated programming for GEWE over the UNDAF cycle.

IV. Findings

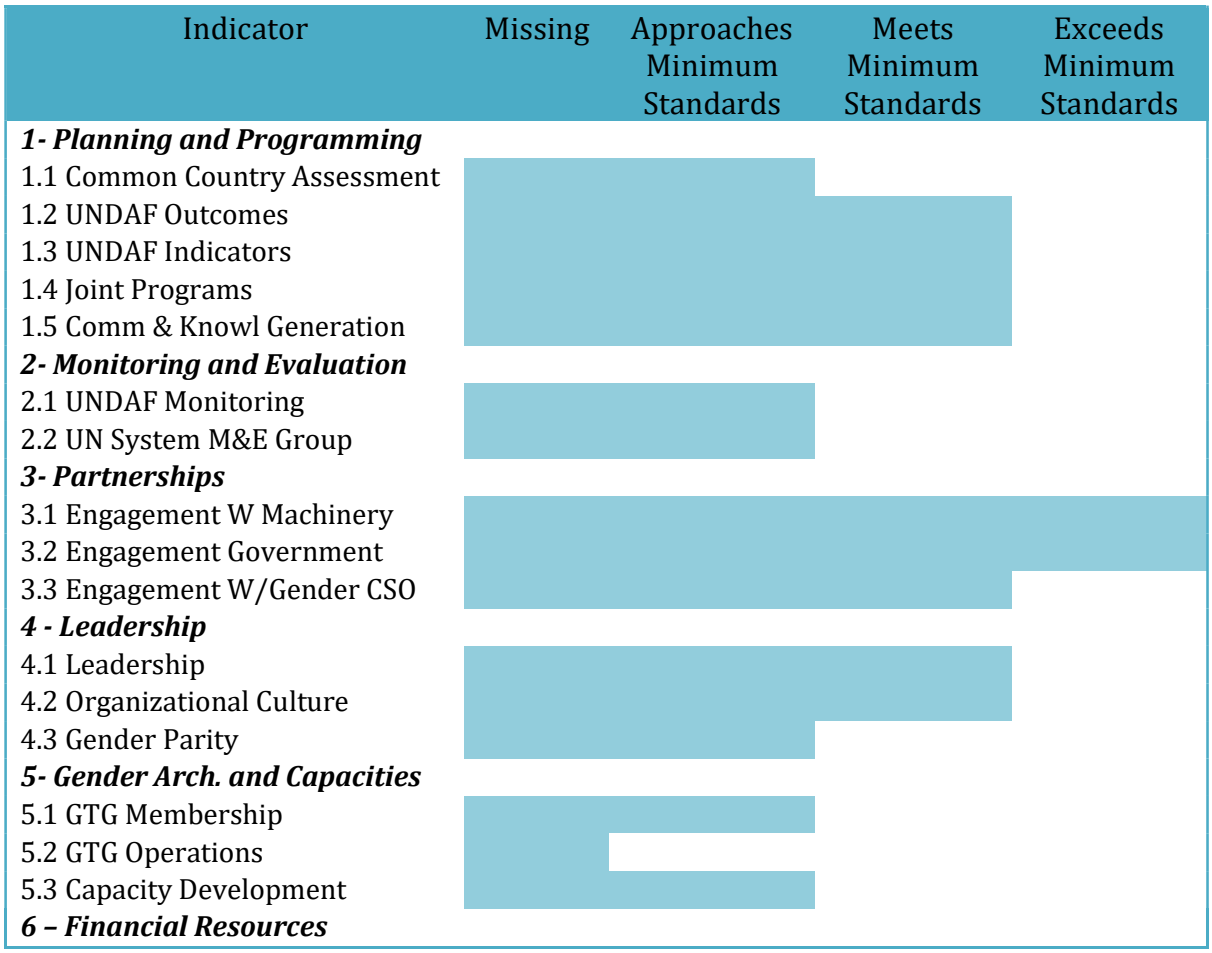
The findings presented below reveal the scoring for each indicator across the seven dimension areas in Uganda. The rating system consists of four levels as follows:

- Exceeds minimum standards
- Meets minimum standards
- Approaches minimum standards

- Missing (does not approach minimum standards)

UNCTs should aim to achieve "meets minimum standards" across indicator areas in line with UNDG guidance. However, meeting minimum standards should be seen as a starting point from which UNCTs may work toward deepening their efforts to exceed minimum standards, thereby achieving better results and serving as leaders globally. UNCTs score as "exceeds minimum standards", "meets minimum standards" or "approaches minimum standards" depending upon which criteria they meet as laid out for each indicator.[3] If UNCTs fail to meet the criteria under "approaches minimum standards", the indicator is scored as "missing". An indicator may score as 'missing' if it fails to reach the foundational criteria set forth in some indicators even in instances where sound work has been done against other criteria within the same indicator. It is, therefore, important to look into the detailed findings for each indicator as reported in Annex B for a more complete understanding.

Uganda UNCT SWAP-Scorecard Results - 2017



[3] Refer to Annex A for details on rating criteria for each indicator.

6.1 Resource Tracking/Allocation	
7 - Results	
7.1 Country Level Results	

The results reveal that the UNCT Uganda has met or exceeded minimum standards for ten of the indicators. Another seven indicators score as approaching minimum standards, and one is 'missing' (i.e. has not met the criteria under 'approaches minimum standards'). A synopsis of key findings by dimension area is included below. More complete details on findings by indicator may be found in Annex B.

Findings Overview by Dimension Area

1. Planning and Programming. The findings in this dimension area showed strong performance, with 4/5 indicators meeting minimum standards. The 2014 sectoral issue papers that informed the UNDAF design displayed uneven levels of gender analysis, with mainstreaming varying significantly across papers. The assessment revealed a need to deepen and broaden gender mainstreaming across sectors to meet minimum standards. The 2016-20 UNDAF met minimum standards for outcomes with the inclusion of three outcomes that articulate the promotion of gender equality, although the assessment found unevenness and some omissions with regard to mainstreaming consistently across outcomes. The UNDAF results framework met minimum standards for indicators with 37 percent of outcome and output indicators able to track progress toward gender equality, though the analysis identified significant differences in levels of gender sensitivity across areas of strategic intent.[4]

The UNCT Uganda scored well against the minimum standards for joint programs due to the presence of three JPs at the time of the exercise that promote or contribute to gender equality and the empowerment of women/girls.[5] The assessment found evidence of gaps with respect to gender mainstreaming across JPs, however, and the UN system lacks a formal process to ensure quality and consistency for gender integration across all JPs. The SWAP-Scorecard assessment revealed numerous examples of coordinated UN action for communication and knowledge generation on topics such as women's empowerment, GBV and raising awareness of SDG 5 on gender equality. The exercise highlighted the tendency for joint communication planning to focus on UN international days, and identified an opportunity to move beyond international days toward more comprehensive joint strategizing for communication and advocacy.

[4] Forty percent of indicators under Strategic Intent I on Governance were gender sensitive. Similarly, 40 percent of indicators under Strategic Intent II on Human Capital were able to track progress toward gender-specific results. However only 17 percent of the indicators under Strategic Intent III on Sustainable and Inclusive Development gave an indication of the gender dimensions of change processes.

[5] Identified JPs included the JP on GBV, the JP on FGM/C and the JUPSA/JP on HIV/AIDS.

2. Monitoring and Evaluation. The UN system in Uganda scored as 'approaches minimum standards' for the two indicators in this dimension area. The scores reflect the early stage of UNDAF monitoring whereby the first annual review was in progress at the time of the assessment. Findings were therefore based on plans for qualitative and quantitative gender sensitive monitoring as laid out in the results framework and interagency institutional arrangements. The M&E group provided gender-specific technical support to the design of the results framework despite the absence of gender responsibilities in the group TOR. While the group has not had technical training on gender in M&E systems, individuals within the group have had training and members have sector-specific knowledge of gender issues.

3. Partnerships. The partnerships dimension measures UN system engagement with the national women's machinery, women's/gender CSO and the broader government system. Gender partnerships emerged as a strong area for the country team in Uganda. The team exceeded the minimum standards for joint engagement with the national women's machinery (MGLSD) due to good levels of involvement in UNDAF processes as well as other joint initiatives with the Ministry to build capacities and integrate gender into broader social development systems. Though there has not been direct interface with the gender theme group, MGLSD participates in two other fora (Gender Equality Working Group and Gender and Rights Working Group) that provide space for cross-communication.

UNCT Uganda exceeded minimum standards for government engagement on GEWE with examples including collaborative agency work on GEWE with the Ministry of Health, Ministry of Water and Environment – National Environment Management Authority, and Parliamentarians. Engagement with GEWE CSO met minimum standards due to joint agency support for women's CSO input into the national GBV policy. Gender and Rights Working Group engagement was accepted in lieu of direct GTG engagement, though there remains an opportunity to broaden thinking around avenues of engagement for CSO and the UN as a system. Analysis of GEWE CSO engagement in Uganda focused on women's civil society organizations, suggesting a need to think more broadly in future assessments about representatives from gender CSO including male-focused groups.

4. Leadership and Organizational Culture. The UNCT Uganda met minimum standards for indicator 4.1 on leadership due to evidence of strong gender engagement at the highest levels of discourse. Gender was identified as a substantive discussion point in 11 out of 12 HOA meetings in 2016. Resident Coordinator (RC) reporting systematically captures gender-related results in line with UNDG guidance, and the RC consistently champions gender equality in formal addresses and communications.

The personnel survey on organizational culture measured perceptions of gender equality in the working environment across three rubrics: support for gender

equality; discrimination; and work-life balance. Results revealed an overall positive response rate of 73 percent with only 8 percent giving negative responses.[6] Positive perceptions were particularly strong in the questions that dealt with discrimination and gender equality, while questions related to work-life balance scored a bit lower. Refer to Annex C for detailed information on responses by question. Findings on gender parity showed that the team in Uganda had achieved gender parity for Senior Management, but males dominated in General Service positions.[7] While a Human Resources Working Group exists under the OMT, there is no system in place to monitor staff parity at the level of the country team.

5. Gender Architecture and Capacities. The Gender Theme Group in Uganda was reconfigured as a Gender Advisory Group (GAG) at the start of 2016 as part of the new UNDAF architecture. The UNCT was in the process of arranging a merge of the GAG and the Human Rights Advisory Group at the time of the exercise, so group structure and operations were in flux thereby resulting in this target as 'Missing'. Assessment findings and criteria, therefore, should be used as a guide to shape group formation in 2017. While the GAG had not developed a work plan and had limited operations in 2016, the group did conduct substantive work including a review of ORG JWPs for gender mainstreaming, and contributions to the national CEDAW review. The previous iteration of the Gender Theme Group (the Gender Convergence Group) also made valuable inputs during the design phase of the current UNDAF, contributing to strong scores under the Planning and Programming Dimension.

The team in Uganda approached the minimum standards for capacity development based on strategic targeting of UNACs for gender training. However, the assessment identified a need for more comprehensive capacity assessment and targeting across the system to continually strengthen gender equality skills and expertise throughout the UNDAF cycle.

6. Budgeting. The new Knowledge Management System (KMS) allows for tracking of gender-related expenditures under outcomes and as per JWPs by line item. Given the timing of the assessment, expenditure data for the first year of UNDAF operations was not yet available (expected in February 2017), so it remains unclear how data will be generated and utilized. The assessment highlighted the possibility of instituting a gender marker into the KMS for all ORG JWPs to provide a clearer picture of gender-focused and –mainstreamed expenditures. Stronger financial targeting and tracking could serve as a powerful monitoring and advocacy tool to ensure significant investment in gender equality programming in the country.

7. Results. The indicator requires evidence that the UN system has contributed

[6] Neutral responses accounted for 17 percent. Values are rounded to the nearest whole number.
[7] Women comprised 49 percent of senior staff (defined as NOC/P4 and above), and 41 percent of general service staff. Calculations are based on data submitted by UNDP, IOM, WFP, UNHCR, UNICEF, UNIDO, IFAD and UNFPA.. See Annex B, indicator 4.3 for further details.

over the UNDAF cycle to achieving country-level gender results in line with planned outcomes and SDGs in order to meet minimum standards. The assessment found that the UNCT Uganda is on track to meet the minimum standards for country level results through concerted contributions to preventing and addressing Gender Based Violence (GBV) as targeted in Outcome 2.4 Addressing GBV and Violence Against Children (VAC). Collective work was conducted under the JP on GBV involving five agencies (UN Women, UNFPA, UNICEF, WHO, UNHCR). UN contributions included support to the development of a National GBV Policy and Action Plan as well as a National GBV Database. Support was also provided to establish a child helpline, improve girls' education, address GBV in emergency settings, and end child marriage. See Annex B, Indicator 7.1 for a more detailed account.

V. Action Plan

The action plan was designed with input from the interagency assessment team (SSAT) during the consolidation workshop in Kampala. The workshop offered space for team members to contribute their ideas based on preliminary scores and analysis. Ideas were further developed and expanded via internal consultations, and are presented in this report as a draft that should be utilized by the team in Uganda as a starting point for further refinement to strengthen performance across the SWAP-Scorecard dimensions. The action plan includes details on responsibility, resources and timing. It also outlines the linkages to the SWAP-Scorecard assessment for tracking purposes. The plan takes into consideration the SWAP-Scorecard findings as well as the country context, bearing in mind that the UNCT has an obligation to coordinate efforts to deliver collectively on gender equality and women's empowerment. By working cohesively, agencies can improve their work to more effectively foster gender equality. See Annex E for full elaboration.

Annex A – UNCT SWAP-Scorecard Indicators

Indicators for Pilot
September 2016

Dimension Area 1 – Planning and Programming

1.1 - Common Country Assessment

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
CCA or equivalent includes: a) systematic use of sex-disaggregated and gender sensitive data; b) gender analysis across sectors including underlying causes of gender inequality and discrimination line with SDG priorities including SDG 5.	CCA or equivalent includes: a) systematic use of sex-disaggregated and gender sensitive data; b) gender analysis across sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; c) analysis of UNCT comparative advantage to address gender inequality.	CCA or equivalent includes: a) systematic use of sex-disaggregated and gender sensitive data; b) gender analysis across sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; c) analysis of UNCT comparative advantage to address gender inequality; d) targeted analysis of excluded or marginalized gender-specific groups

1.2 UNDAF Outcomes

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
UNDAF outcomes include some articulation of how gender equality will be promoted in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG 5.	One UNDAF outcome clearly articulates how gender equality will be promoted in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG 5. **or** Gender is visibly mainstreamed across outcome areas in line with ToC and SDG priorities including SDG 5.	One UNDAF outcome clearly articulates how gender equality will be promoted in line with (ToC) UNDAF Theory of Change and SDG priorities including SDG 5. **and** Gender is visibly mainstreamed across outcome areas in line with ToC and SDG priorities including SDG 5.

1.3 UNDAF Indicators

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Between one-fifth (20 percent) and one-third (33 percent) of UNDAF outcome and output indicators track progress toward gender equality results in line with SDG priorities including SDG 5.	Between one-third and one-half (33-50 percent) of UNDAF outcome and output indicators track progress toward gender equality results in line with SDG priorities including SDG 5.	More than one-half of UNDAF outcome and output indicators track progress toward gender equality results in line with SDG priorities including SDG 5.

1.4 Joint Programs

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
A Joint Program on promoting GEWE is being developed in line with SDG priorities including SDG 5.	A Joint Program on promoting GEWE is operational in line with SDG priorities including SDG 5. **or** Gender is systematically mainstreamed into other JPs.	A Joint Program on promoting GEWE is operational in line with SDG priorities including SDG 5. **and** Gender is systematically mainstreamed into other JPs.

1.5 Communication and Knowledge Generation

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
UNCT communication plan visibly includes GEWE advocacy and knowledge products.	UNCT communication plan visibly includes GEWE advocacy and knowledge products. **and** The UN system has contributed collaboratively to at least one joint advocacy campaign on GEWE in the past year **or** The UN system has collaboratively produced at least one knowledge product promoting GEWE in the past year.	UNCT communication plan visibly includes GEWE advocacy and knowledge products **and** The UN system has contributed collaboratively to at least one joint advocacy campaign on GEWE in the past year **and** The UN system has collaboratively produced at least one knowledge product promoting GEWE in the past year.

Dimension Area 2 - Monitoring and Evaluation

2.1 UNDAF Monitoring

Approaches Minimum	Meets Minimum Standard	Exceeds Minimum

Standard		Standard
Data for gender sensitive indicators in the UNDAF Results Matrix is gathered as planned including sex-disaggregated data or UNDAF reviews/evaluations (annual, mid-term and/or final) assess progress against gender-specific results as per outcomes and outputs.	Data for gender sensitive indicators in the UNDAF Results Matrix is gathered as planned including sex-disaggregated data **and** UNDAF reviews/evaluations (annual, mid-term and/or final) assess progress against gender-specific results as per outcomes and outputs.	Meets minimum standard **and** Data from UNDAF monitoring and reviews/evaluations has been used during the UNDAF cycle to strengthen and/or adjust programming in line with findings to more effectively enhance gender equality results.

2.2 UN System M&E Expertise

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
The M&E Group or equivalent includes in its TOR responsibility for ensuring gender sensitivity in joint M&E frameworks, and provides technical support accordingly	The M&E Group or equivalent includes in its TOR responsibility for ensuring gender sensitivity in joint M&E frameworks, and provides technical support accordingly **and** The M&E Group or equivalent has had technical training on gender sensitive M&E at least once during the current UNDAF cycle.	Meets minimum standard **and** The M&E Group or equivalent has supported the work of other inter-agency groups (e.g. UNCG, GTG, outcome groups) at least once over the UNDAF cycle to address gender-specific issues in M&E systems.

Dimension Area 3 – Partnerships

3.1 Engagement with Women's Machinery

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Women's machinery participates in UNDAF consultations: country analysis, strategic planning, M&E.	Meets the following criteria: a) Women's machinery participates in UNDAF consultations: country analysis, strategic planning, M&E. b) Women's machinery is a partner for a joint initiative over the UNDAF period that addresses gender	Meets minimum standard **and** The UN System has made at least one collective contribution within the current UNDAF cycle to strengthen the capacities of the women's machinery

	inequality. c) Women's machinery participates in GTG meetings at least once per year.	

3.2 Engagement with Government on GEWE		
Approaches Minimum Standard	**Meets Minimum Standard**	**Exceeds Minimum Standard**
The UN System has collaborated with at least one government agency (excluding the Women's Machinery) within the current UNDAF cycle for a joint initiative (e.g. joint program, advocacy campaign, knowledge generation) that addresses gender inequality. or The UN System has made at least one collective contribution within the current UNDAF cycle to strengthen the capacities of the Government to foster GEWE.	The UN System has collaborated with at least one government agency (excluding the Women's Machinery) within the current UNDAF cycle for a joint initiative (e.g. joint program, advocacy campaign, knowledge generation) that addresses gender inequality. **and** The UN System has made at least one collective contribution within the current UNDAF cycle to strengthen the capacities of the Government to foster GEWE.	The UN System has collaborated with more than one government agency (excluding the Women's Machinery) within the current UNDAF cycle for a joint initiative (e.g. joint program, advocacy campaign, knowledge generation) that addresses gender inequality. **and** The UN System has made more than one collective contribution within the current UNDAF cycle to strengthen the capacities of the Government to foster GEWE.

3.3 Engagement with Women's/Gender Equality CSO		
Approaches Minimum Standard	**Meets Minimum Standard**	**Exceeds Minimum Standard**
GEWE CSO and national gender experts participate in UNDAF consultations: country analysis, strategic planning, M&E.	Meets the following criteria: a) GEWE CSO and national gender experts participate in UNDAF consultations: country analysis, strategic planning, M&E. b) GEWE CSO and national gender experts are partners for a joint initiative (e.g. joint program, advocacy campaign, knowledge product) that addresses	Meets minimum standard **and** The UN System has made at least one collective contribution within the current UNDAF cycle to strengthen the capacities of national GEWE CSO.

	gender inequality. c) GEWE CSO and national gender experts participate in GTG meetings at least once per year.	

Dimension Area 4 - Leadership and Organizational Culture

4.1 Leadership

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Gender equality is a standing agenda item, and is meaningfully addressed in UNCT HOA meetings	Gender equality is a standing agenda item, and is meaningfully addressed for UNCT HOA meetings **and** a) Resident Coordinator annual reporting covers the main gender-related results b) Resident Coordinator demonstrates leadership and public championing of gender equality on behalf of the UNCT	Meets minimum standard **and** Gender Equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs

4.2 Organizational Culture

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

4.3 Gender Parity

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
The country team has in place a process for monitoring representation of women and men for General Service staff and NOC/P4 and above.	The country team has reached equal representation of women and men for General Service staff and NOC/P4 and above.	The country team has reached equal representation of women and men for General Service staff and NOC/P4 and above. **and**

		A plan is in place to ensure retention of gender parity.

Dimension Area 5 - Gender Architecture and Capacities

5.1 GTG Membership

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
GTG is chaired by a HOA **and** Meets 1-2 of the following criteria: a) All GTG members have their contributions to the group reflected in their performance reviews; b) GTG includes participation from all resident UN agencies; c) GTG members include at least 50% senior staff (P4 or equivalent and above); d) GTG members include at least one representative from each of the other cross-cutting groups (e.g. outcome results groups, UNCG, M&E group); **e)** GTG involves external stakeholders as strategic partners (e.g. women's machinery, civil society, donors,).	GTG is chaired by a HOA **and** Meets 3-4 of the following criteria: a) All GTG members have their contributions to the group reflected in their performance reviews; b) GTG includes participation from all resident UN agencies; c) GTG members include at least 50% senior staff (P4 or equivalent and above); d) GTG members include at least one representative from each of the other cross-cutting groups (e.g. outcome results groups, UNCG, M&E group); e) GTG involves external stakeholders as strategic partners (e.g. women's machinery, civil society, donors).	GTG is chaired by a HOA **and** Meets all 5 of the following criteria: a) All GTG members have their contributions to the group reflected in their performance reviews; b) GTG includes participation from all resident UN agencies; c) GTG members include at least 50% senior staff (P4 or equivalent and above); d) GTG members include at least one representative from each of the other cross-cutting groups (e.g. outcome results groups, UNCG, M&E group); e) GTG involves external stakeholders as strategic partners (e.g. women's machinery, civil society, donors).

5.2 GTG Operations

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
GTG has a terms of reference and an approved annual work plan that includes resource and responsibility designation	GTG has a terms of reference and an approved annual work plan that includes resource and responsibility designation	GTG has a terms of reference and an approved annual work plan that includes resource and responsibility designation

and Meets one of the following criteria: a) GTG meets regularly (at least four times in the last calendar year). b) GTG has made substantive input into the key steps of the UNDAF. c) GTG has coordinated at least one initiative in the past year that targets gender inequality in the country in line with SDG priorities including SDG 5.	**and** Meets two of the following criteria: a) GTG meets regularly (at least four times in the last calendar year). b) GTG has made substantive input into the key steps of the UNDAF. c) GTG has coordinated at least one initiative in the past year that targets gender inequality in the country in line with SDG priorities including SDG 5.	**and** Meets three of the following criteria: a) GTG meets regularly (at least four times in the last calendar year). b) GTG has made substantive input into the key steps of the UNDAF. c) GTG has coordinated at least one initiative in the past year that targets gender inequality in the country in line with SDG priorities including SDG 5.

5.3 Capacity Development

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
A capacity assessment of UN staff to analyze and address gender inequality is undertaken at least once per UNDAF cycle.	A capacity assessment of UN staff to analyze and address gender inequality is undertaken at least once per UNDAF cycle. **and** a) A capacity development plan based on the capacity assessment is established or updated at least once per UNDAF cycle. b) Targets of gender capacity development plan are on track.	Meets minimum standard **and** UN induction package includes gender-sensitive orientation to key issues in the country and UN strategies to address

Dimension Area 6 - Financial Resources

6.1 Resource Tracking and Allocation

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
UNCT has in place a system to track and utilize some country-level budgetary data to ensure adequate allocation of resources for	UNCT has in place a system to track and utilize comprehensive country-level budgetary data to ensure adequate allocation of	UNCT has in place a system to track and utilize comprehensive country-level budgetary data to ensure adequate allocation of

GEWE	resources for GEWE	resources for GEWE **and** UNCT has established a target for program expenditures to be allocated for GEWE, and has met the target.

Dimension Area 7 – Results

7.1 Country Level Results

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Option A The UN system has contributed to gender equality in the country by benefiting women and girls (men and boys) as a targeted group (gender targeted results) in programming. Results are in line with SDG priorities including SDG 5 as planned in the UNDAF. Option B The UN System has contributed to achieving country-level gender results in line with SDG priorities including SDG 5 as planned in the UNDAF. Extra efforts are required to ensure achievement of planned results at the end of the UNDAF cycle.	Option A The UN System has contributed to gender equality in the country by addressing the differential needs of women/men, girls/boys and redressing inequalities in distribution of benefits, resources, status, and/or rights (**gender sensitive results**) in programming. Results are in line with SDG priorities including SDG 5 as planned in the UNDAF. Option B The UN System has contributed to achieving country-level gender results in line with SDG priorities including SDG 5 as planned in the UNDAF. Achievement of planned results is on track by the end of UNDAF cycle.	Option A Meets minimum standards **and** The UN System has contributed to gender equality in the country by contributing to at least one widespread change in norms, values, power structures or other roots of gender inequality and discrimination (**gender transformative results**). Option B The UN System has contributed to achieving country-level gender results in line with SDG priorities including SDG 5 as planned in the UNDAF. Planned results have been achieved or exceeded before the end of the UNDAF cycle.

Annex B – UNCT SWAP-Scorecard Findings

Uganda – January 2017

Dimension 1 – Planning and Programming

Indicator	*Data and Evidence*	*Findings*	*Scoring*	*Explanation*
1.1 Common Country Assessment	*Agriculture Sector Issues Paper, 2014* *Education and Sports Sector Issues Paper, 2014* *HIV and AIDS Sector Issues Paper, 2014* *Health Sector Issues Paper, 2014* *Legislature and Accountability Sector Issues Paper, June 2014* *ICT Sector Issues Paper, 2014* *Lands and Housing Sector Issues Paper, 2014* *Works and Transport Sector Issues Paper, 2014*	*a. There is partial use of sex-disaggregated and gender sensitive data in the sector issue papers that were analyzed.* *b. Some gender analysis is reflected in some sector issue papers, e.g. Agriculture, Education, HIV and Health sectors issue papers.* *In contrast, in sector issue papers that should have necessarily contained sex-disaggregated, gender sensitive data and gender analysis, do not include them. The sector issue papers on legislature and accountability, ICT, are notable examples that do not include such data in their*	*Approaches Minimum Standard*	*A Common Country Assessment was not conducted in Uganda, so the UN utilized 16 sector issues papers prepared by the Government to inform the UNDAF. Having not been prepared by the UN, the papers do not contain a component on UNCT's comparative advantage in these sectors.* *8 of the 16 sector issues papers were analyzed, with half of them reflecting partial use of sex-disaggregated and gender sensitive data as well as some gender analysis.* *On the Agriculture sector paper, gender is considered as a cross cutting concern. The M&E plan made provision for disaggregation of the data by gender for indicators that relate to people. This requires that all project managers perceive gender disaggregation as an important way of reviewing and understanding the achievements made,*

		situation analysis sections, which form the basis of proposed strategies.		*taking cognizance of differences that may exist between the gender of farmers, farm household heads and beneficiates of SECTOR STRATEGIC PLAN in general. There is a minimum gender analysis across the paper where it's highlighted in relation with M&E, HIV and Agriculture issues but not in more substantive area like the situation analysis context.* *The Education sector analysis considers girls and boys and provides disaggregated data (Exp: 50.1% girls and 49.5% boys p.12) with gender gap in schools highlighted. Gender equity is recognized as priority for the sector and consider in the strategy as one of the aspects to consider in the public expenditure allocation for education. Specifics issues like social-cultural barriers to girls' attendance to schools (menstruation, etc.) are considered. Disabilities are also considered but without difference between girls and boys.* *The issue paper on HIV addresses gender-based concerns that increase HIV vulnerability and impact on service access is one of the objectives of the National HIV and AIDS Policy. Gender aspects (Gender norms, GBV) are*

				considered drivers of the HIV epidemic's drivers, the gaps and challenges in the response. Disaggregated data (female/male) are also provided. *In the health sector issue paper, gender is considered among the principles to integrate in health sector strategy and interventions. Indicators are not systematically gender sensitive or sex disaggregated. Indicators related to women are the one related to reproductive health services that are specific to women (pregnant women) so do not suppose gender sensitivity.* *The ICT sector paper which has data relating to the sector's impact on employment, mobile cellular subscriptions, etc., does not disaggregate the data on the basis of sex and thus analysis on the impact of the use of ICT on the different genders and the roles they play is missing.* *Though the Land sector paper in passing seems to refer to gender imbalance, among others, as a constraint to sector performance and alludes to addressing the plight of women in 3 interventions, overall the paper does not entail a gender analysis and does not disaggregate data on the*

				basis of sex within its approach. *Though the Works and Transport Sector issue paper does propose to rely on sex disaggregated and gender sensitive data in its indicators in M & E (the presence of gender focal points and women at different levels in employment), this only appears at the end and gender analysis is lacking throughout the paper.*
1.2 UNDAF Outcomes	*UNDAF 2016-2020*	a) *At least 3 outcomes in the UNDAF, 1.2, 2.4 and 2.5 clearly articulate how gender equality will be promoted.* b) *Gender is visibly mainstreamed across some outcome areas in line with the theory of change and SDG priorities, including SDG 5.*	*Meets Minimum Standards*	*Though the government-defined theory of change makes reference to the promotion of gender equality as one of the factors that are necessary for sustainable economic development and long-term growth, it does not expound on gender differences or inequalities, nor evidence some articulation of how gender equality will be promoted in one or more outcomes. UNCT's theory, which builds on that of government, however articulates how gender equality will be promoted/integrated in the 3 strategic intents areas identified by the UN.* *Notably, the UNDAF has a specific component on alignment with SDG (page 19).* *Though the UNDAF Strategic Intent and*

				outcome statements contain gender sensitive language, the content in most of the specific outcomes do not include substantive gender analysis e.g. 3.1, 3.2. as well, the results framework reflects use of sex-disaggregated data for the indicators, baselines and targets in several outcomes e.g. 1.1, 1.2, 1.4, 2.1, 2.2, 2.4, 2.5, 3.1, 3.2, 3.3. However the prior substantive discussions of most of these outcome areas (save for 1.2, 2.4 and 2.5) do not appear to entail a gender analysis. This could be as a result of the summarization of UNDAF and not lack of an appreciation of Gender mainstreaming. *Outcome areas like peace, security and resilience (1.4), health (2.2), and employment (3.3), which entail different levels and types of impact on people on the basis of gender, did not address gender inequality, and were lacking in discussion of the same.*
1.3 UNDAF Indicators	*Uganda UNDAF (2016-2020)*	*Page 20 of the Uganda UNDAF shows that 100% of SDG targets are included in the UNDAF for SDG 5.* *Between one-third and one-half (33-50 percent) of UNDAF outcome and output*	*Meets Minimum Standards*	*The assessment qualified an indicator based on either a definition that includes disaggregation by sex <u>or</u> a definition that is gender specific. The assessment also took into account Means of Verification that were specific to gender (such as CEDAW reports) as well as baseline and targets*

		indicators track progress toward gender equality results in line with SDG priorities including SDG 5. *Of the 151 Outcome and Output indicators, 56 (37%) track progress towards gender equality results. For Strategic Intent I, 40% (20 of 50) of the indicators qualify; For Strategic Intent II, 40% (24 of 60) of the indicators qualify; For Strategic Intent III 17% (7 of 41) of the indicators qualify*		*disaggregating data by sex.* *The analysis found significantly higher levels of gender sensitivity in Strategic Intent I and II, with lower levels for Strategic Intent II, suggesting a need for greater attention to consistency in mainstreaming in the future.* *The analysis excluded 12 indicators that were set at the level of Strategic Intent in line with the framing of the indicator that specifies outcome and output level indicators.*
1.4 Joint Programs	*Joint program on GBV* *Joint program on abandonment of Female Genital Mutilation/Cutting* *JUPSA/ JP on HIV* *ReHope Strategy (draft)*	a) *There are 3 joint programs that essentially promote/contribute to gender equality and women/girls empowerment – the GBV joint programme, the FGM joint programme and the JP HIV.* b) *Gender is not systematically mainstreamed in the*	*Meet Minimum Standard*	*The JP/GBV and JP/FGM promote GEWE, and the JP on HIV contributes to the promotion of the same. They are in line with SDGs priorities, especially SDG 5 targets on ending all forms of discrimination against women & girls, women participation, eliminating harmful practices, and access to sexual and reproductive health services, and law enforcement services. These JPs also contribute to SDGs 1, 2, 3, and 4.* *Defined indicators for monitoring of these three JPs include disaggregation of data by sex. A monitoring mechanism is in place for each of these JPs, with*

		ReHope strategy. Though this strategy considers gender mainstreaming as a core principle that should be mainstreamed in all the humanitarian responses, the draft document does not contain substantive gender analysis or targeting.		*indicators that contribute to ensuring gender mainstreaming in the program implementation.* *In the draft ReHope strategy, overall, gender does not appear to be visibly mainstreamed throughout the strategy. There are references to "Equity, gender responsiveness, and women's empowerment" as one of the guiding principles, but it is not reflected across the strategy. Considering that women and girls are disproportionately affected by conflict, both in their countries of origin and outside where they seek refuge, the strategy's discussion on the national, regional and global context of refugees appears to be lacking gender analysis that reveals the needs and vulnerabilities of women and men (girls and boys). The use of sex disaggregated data in the statistics of refugees (under context section), for example, would have helped to set the stage better for the rationale of the strategy and the types of interventions that would be proposed to address gender-specific needs and vulnerabilities* *SDGs were not in existence at the time of drafting the JPs, save for ReHope, but the interventions highlighted are*

				consistent with the SDGs including SDG5.
1.5 Communication and Knowledge Management	*Communication as One 2016 Report* *Speeches by the Resident Coordinator (2016)* *Op-eds by the Resident Coordinator (2016)* *Newspaper Supplements and Statements (2016)* *Minutes meetings including LDPG and DPG* *Articles on the UN website www.un-ug.org* *Social Media Coverage (e.g. Twitter UNinUganda and Facebook).* *Video Documentaries* *Publications (e.g. UN Uganda Bulletin, UN Uganda Calendar).* *Visibility and branding items such as caps and posters with all the SDGs including Goal 5 Gender*	*a) UNCT Communication Plan visibly includes gender advocacy and knowledge products* *Example:* *i. Key messages promoting Gender Equality SDG 5 were included in speeches, op-eds and newspaper supplement statements by the Resident Coordinator in 2016* *ii. UN Uganda Desk Calendar 2016 included photos and messages promoting Gender Equality* *iii. The Ambassador for SDG 5 Gender Equality – Prof Maggie Kigozi - participated in several advocacy activities with UN support* *b) The UN System has collaborated on at least one joint advocacy campaign on Gender Equality in 2016*	*Meets Minimum Standards*	*The main thrust of the Advocacy and Communication Strategy of the UN in Uganda in 2016 was implemented through joint communication efforts supported by the UN Communication Group (UNCG) in commemoration of UN International Days or Events linked to the UN such as the Launch of National Policies. The UNCG supported the UNCT to develop a wide range of communication products in which Gender was visibly mainstreamed, especially with support from UNWOMEN technical staff. The most significant of these products were speeches by the RC at events, given that whenever the RC speaks officially she puts across policy advocacy messages on behalf of the UN System in Uganda, which are relayed by a multiplicity of media.* *The Guidance from the Resident Coordinator required that Gender Equality SDG 5 was one of the issues highlighted in all her speeches, op-eds and statements, which are produced in collaboration with input from several UN agencies.*

	Equality	*Example:* *i. 16 Days of Activism events especially were promoted collaboratively on Social Media by UN Agencies in Uganda*		

Dimension 2 – Monitoring and Evaluation

Indicator	*Data and Evidence*	*Findings*	*Scoring*	*Explanation*
2.1 UNDAF Monitoring	*Uganda UNDAF 2016-2020*	*At the time of the assessment, a consolidated 2016 annual monitoring report for the first year of the UNDAF was not yet available. The 2016 annual UNDAF review was planned for completion in Feb 2017. The mid-term review is scheduled for 2018.* *A number of monitoring activities for gender related indicators as per the IMEP have been implemented/conducted (e.g. UPR report, Government/MDAs/sector annual performance reports, EMIS), while others were in progress at the time of the assessment (e.g. the UDHS, AIS).*	*Approaches Minimum Standard*	*The tracking of data for the various UNDAF indicators is assigned to different agencies that conduct their respective data collection exercises during the course of the year. All gender-related indicators have assigned agencies, but the first annual monitoring was still in progress at the time of the assessment. Therefore, the score is based on planned monitoring.*
2.2 UN System M&E Group	*M&E group TOR*	*The M&E TOR does not explicitly mention responsibilities for ensuring gender sensitivity. The group has not had a training per se on gender sensitive M&E, though individual members (e.g. from UN Women)*	*Approaches Minimum Standards*	*While the TOR is not explicit about responsibilities for gender sensitivity, the M&E group provided technical support to the UNDAF development process*

		have participated in related training. The M&E group conducted a number of review meetings to discuss the UNDAF (2016 – 2020) indicators. Some of these meetings were specifically dedicated to a review of the gender responsiveness of the indicators. Representatives from different agencies provided expert guidance on the relevance of engendering the indicators for different result areas, largely informed by sector-specific knowledge of relevant gender issues.		*particularly on ensuring that the indicators were gender sensitive. As per SWAP-Scorecard Indicator 1.3, gender sensitivity of UNDAF indicators met minimum standards.*

Dimension 3 – Partnerships

Indicator	*Data and Evidence*	*Findings*	*Scoring*	*Explanation*
3.1 Engagement with Women's Machinery	*Gender Issues paper to inform UNDAF 2016 – 2020 preparation* *JUPSA Project Document* *National Social Protection Policy (NSPP)*	*Ministry of Gender, Labour and Social Development (MGLSD) participated in the UNDAF consultations and preparation of the Gender Issues paper that informed UNDAF 2016 -2020* *a) MGLSD is a key partner in the Joint United Nations Programme of Support on AIDS (JUPSA)* *b) MGLSD has participated in some sessions of the Gender Equality Working Group that includes the UN and*	*Exceeds Minimum Standard*	*The Ministry of Gender, Labour and Social Development was a key strategic stakeholder in ensuring the UNDAF 2016 – 2020 is responsive to both the needs of women and men.* *Through the JUSPA, the UN is supporting Ministry of Gender, Labour and Social Development to review the Orphans and Vulnerable Children Policy. The review is intended to inform the formulation of new Child Policy that targets all categories of vulnerable children including the girl child and children living with HIV/AIDS.*

		Development Partners *c) MGLSD is also a member of the Gender and Rights Working Group that includes the UN and Civil Society* *d) The UN also supported the formulation of National Social Protection Policy (NSPP) and the Programme Plan of Interventions and the Social Protection Investment Case.*		*UNICEF and UNAIDS supported MGLSD to formulate the National Social Protection Policy (NSPP) and the Programme Plan of Interventions and the Social Protection Investment Case.*
3.2 Engagement with Government on GEWE	*Secretariat of the Convention on Biological Diversity, UNEP* *Environment and Natural Resources Gender Strategy* *UNDP Uganda Website* *UNDAF 1.2 Results for 2016 Report* *Joint Documentary on the UN response to Gender Based Violence Prevention in Uganda*	*The UN supported the Ministry of Water and Environment (MWE) – National Environment Management Authority (NEMA) to engender the National Biodiversity Strategy and Action Plan (NBSAP)* *The UN has also supported MWE to develop a Gender Strategy for the Environment and Natural Resources Sector* *With the support of the UN, the capacity of legislators of 10th Parliament for Human Rights and Gender responsive legislation has been strengthened* *The UN has strengthened the*	*Exceeds Minimum Standard*	*UNDP and UNEP supported the Ministry of Water and Environment (MWE) – National Environment Management Authority (NEMA) to engender the National Biodiversity Strategy and Action Plan (NBSAP)* *UNDP and UNEP supported MWE to develop a Gender Strategy for the Environment and Natural Resources Sector* *UNDP and UNWOMEN supported training of women legislators of the 10th parliament in Gender Responsive legislation.* *UNDP and OHCHR supported a Human Rights and Gender Responsive*

		capacity of Ministry of Health to address gender based violence in the health sector and mainstream gender and human rights in Health Sector Development Plan		*Training for members of the 10th Parliament of Uganda* *WHO, UNFPA, UNWOMEN, UNICEF and OHCHR have supported the Ministry of Health to integrate gender and human rights in the Health Sector Development Plan focusing on GBV and maternal mortality; development of GBV training materials including the referral pathway for health workers; and an advocacy package for prevention of GBV*
3.3 Engagement with Women's/Gender Equality CSO	*Gender Issues Paper to inform UNDAF 2016 – 2020 preparation* *Minutes of the Gender and Rights Working Group*	*Women CSOs have actively participated in Gender and Rights Sector Working Group meetings and made several presentations on their work.* *With the support of UNWOMEN and UNFPA, Women CSOs actively participated in the formulation of the GBV Policy formulated by MGLSD*	*Meets Minimum Standard*	*Women CSOs have actively participated in Gender and Rights Sector Working Group meetings and made several presentations on their work, though they have not engaged directly with the GTG (GAG).* *Women CSOs also actively participated in the formulation of the GBV Policy formulated by MGLSD with the support of UNWOMEN and UNFPA.*

Dimension 4 – Leadership and Organizational Culture

Indicator	*Data and Evidence*	*Findings*	*Scoring*	*Explanation*
4.1 Leadership	*UNCT Meeting Minutes 2016* *UNCT AWP 2016* *RC Annual Report 2015* *RC speeches and talking points 2016*	*Gender is meaningfully addressed by HOAs through the UNCT 2016 AWP and the UNCT meetings as evidenced by substantial references/discussion to gender in 11 out of 12 UNCT programme meetings in 2016, by multiple agencies.* *a) RC Annual Reporting covers the main gender-related results (including in the RCAR and reports on gender-related training for staff, HeForShe campaign, integration of gender in peace initiatives, etc).* *b) RC champions gender in public speeches as evidenced by a word-count observation process that showed emphasis and interconnectedness of gender issues to broad policy and development issues presented by the RC.* *The UNCT has not yet adopted the ARC, so this is not relevant for Uganda.*	*Meets Minimum Standard*	*Gender is not a standing agenda item, but it is a regular point of discussion during the UNCT meetings.* *The UNCT meetings usually focus on 3 areas for discussion at each meeting. There are no standing agenda items for the UNCT HOA meetings except regular updates on peace and security issues based upon the regional dynamics.* *Gender was addressed/ integrated in other agenda items in 11 out of 12 UNCT meetings in 2016. In a majority of meetings, at least one of the 3 agenda items for discussion involved substantial discussion on gender-related aspects, involving multiple agencies and the RC. The RC also made efforts to facilitate gender analysis in agenda items related to health, refugees, etc.*

4.2 Organizational Culture	*Results of the Survey of staff perception of organizational environment for gender equality*	*The Survey results scored an overall positive rating of 73% (8%negative and 17% neutral).* *The highest positive scores were on the questions related to perceptions of gender equality as well as those related to discrimination.* *Results concerning work-family balance indicated less positive perceptions, but still garnered between 60-70% positive ratings.*	*Meets Minimum Standard*	*Minimum standard (65-80% positive rating) has been met overall. A deeper look shows scores above minimum standards for three questions, at minimum standard for four questions, and at 'approaches minimum standards' for another three questions. Lowest positive ratings were on questions related to work-life balance, including entitlements, flexible work arrangements and management support for achieving a satisfactory balance. Despite this, 70% of respondents said they were satisfied with their current work-life balance.* *Refer to annexed chart for more detailed information.*
4.3 Gender Parity	*Consolidated, sex-disaggregated staffing data for the following UN Agencies Country Offices in Uganda: UNDP, IOM, WFP, UNHCR, UNICEF, UNIDO, IFAD, UNFPA*	*There is no system in place to monitor gender parity at the country level.* *The UN Country Team hasn't reached equal representation of women and men for General Service Staff, but has met gender parity for NOC/P4 and above.* *Equal representation is defined as + or – 5 percentage points of 50*	*Approaches Minimum Standard*	*Data analysis and assessment found that women comprise 41 percent of the General Service Staff (266 out of 655) and 49 percent of the senior staff (35 out of 72) defined as NOC/P4 and above for those UN Agencies that submitted data.* *Some of the UN Agencies in the country monitor gender parity at individual agency level, but there is no system for monitoring at the*

		percent (45-55 percent).		*country team level, a required criteria as per the pilot methodology.* *Assessors scored the indicator as 'approaches' based on partially meeting the criteria under 'meets minimum standards' (staff parity for senior management) despite the fact that the required monitoring system was lacking.* *An interagency human resources working group exists under the OMT that could perform this function in the future.* *Note that this assessment captures FTA data, not SSA, SC, UNVs*

Dimension 5 – Gender Architecture and Capacities

Indicator	*Data and Evidence*	*Findings*	*Scoring*	*Explanation*
5.1 GTG Membership	*GAG meeting agenda 12 February 2016* *Checklist for reviewing UNDAF ORGs (one per ORG)* *Focal point list and ToR for the*	*GTG is chaired by a HOA* *<u>and</u>* *Meets 1-2 of the following criteria:* *b) GTG includes participation*	*Approaches Minimum Standards*	*Under the UNDAF framework, there is a Gender Advisory Group (GAG). The membership of this group mirrors that of the Outcome Result Group (ORG) 1.2 on Gender Equality and Human Rights. There was one*

	GAG *Draft ToR for the joint Gender Equality and Human Rights group.*	*from the majority of resident UN agencies* *d) GTG members include at least one representative from each of the other cross-cutting groups (e.g. outcome results groups, UNCG, M&E group)*		*meeting of the group in February 2016, which focused on analyzing the results of the ORGs Joint Workplans (JWPs) for gender mainstreaming.* *At the time of the assessment, the UNCT was in the process of reviewing the GAG to be merged with the Human Rights Advisory group, since it has similar membership and complementary mandates.*
5.2 GTG Operations	*GAG ToR* *GAG Meeting Agenda 12 February 2016* *GAG and HR Focal Point list* *Gender Equality Strategy and Criteria for assessing UNDAF ORG JWPs.*	*GTG has a terms of reference, but does not have an AWP* *<u>And</u>* *Meets one of the following criteria:* *b) GTG has made substantive input into the key steps of the UNDAF.* *c) GTG has coordinated at least one initiative in the past year that targets gender inequality in the country in line with SDG priorities*	*Missing (does not approach minimum standards)*	*The former convergence group on gender was active in informing the gender sensitive development of 2016-2020 UNDAF.* *The GAG chair has a ToR and the group met once in February 2016 to apply the criteria for the ORG JWPs. Therefore it took one key step towards substantive input into gender sensitizing the UNDAF, but the first year of operations did not fully meet the requirements of the*

		including SDG 5.		*indicator.* *The GAG was part of the review committee for the CEDAW review and report of October 2016 in Uganda.* *The GAG has been active for only one year and has not yet developed a workplan. The group was in a stage of transition at the time of the assessment, merging with the HR group. See explanation about merging of HR and GAG in indicator 5.1*
5.3 Capacity Development	*UNCT UNAC Gender and Human Rights training reports (November 2015 final report; January 2017 draft report).* *UNCT AWP for 2016.* *Output 8.4 of the UNCT AWP (2016), specifies the formation and capacity strengthening of the UNCT representation in the field (UNAC). In 2016, the UNAC work-plan was developed as a key structure reflecting the*	*An informal assessment of UN staff to analyze and address gender inequality was undertaken during the UNDAF cycle to inform the UNCT AWP.* *<u>And</u>* *c) A preliminary capacity assessment was conducted before the UNAC training which informed the training programme* *d) Targets of gender*	*Approaches Minimum Standards*	*Though the work on developing the gender capacity of the UNAC staff was well targeted and in line with indicator criteria, it was not part of a wider gender capacity development plan for the UN system and there is no plan in place to target other strategic system components for gender skills strengthening.* *Recommendation 1: the*

	UNCT AWP.	*capacity development plan within the UNCT AWP are on track.*		*action plan should include tracking of LMS mandatory online gender trainings of UN Staff in Uganda to ensure adherence to mandatory requirements.* *Recommendation 2: Ongoing capacity development planning should be undertaken. Whilst there was training delivered in 2016, there is a need to establish broader training plans throughout the UNDAF cycle.*

Dimension 6 – Financial Resources

Indicator	*Data and Evidence*	*Findings*	*Scoring*	*Explanation*
6.1 Resource Tracking & Allocation	*UN Uganda Knowledge Management System (KMS)* *UNDAF Joint Work Plans* *UNDAF Annual Review Guidelines*	*The UNDAF Joint Work Plans for 2016 will be reported on in February 2017, using a new Knowledge Management System.* *The KMS will make it easier to track expenditure related to gender in all parts of the UNDAF, including but not limited to Outcome 1.2 on*	*Approaches Minimum Standard*	*While the KMS enables the UNCT to track gender-related expenditure as part of the UNDAF, the tracking could be improved further by introducing a gender marker in the KMS, for all ORG JWPs (not only outcome 1.2).* *Given the timing of the assessment at the close of*

		Human Rights/ Gender Equality (as gender-related expenditure can be found in all UNDAF JWPs). *The UNCT does not have a target for gender expenditure in the UNDAF.*		*the first year of UNDAF implementation, there is not yet evidence of utilizing the gender expenditure data, although the tracking system is in place. Further evidence is expected to be available after the first Annual Review is completed in Feb 2017.*

Dimension 7 – Results

Indicator	*Data and Evidence*	*Findings*	*Scoring*	*Explanation*
7.1 Country Level Results	*UN Joint Programme on Gender Based Violence Inputs to RC Annual Letter & DOCO IMS Report submitted to RCO (Dec, 15 2016)* *MDGs Report for Uganda (2015)* *The 8th Periodic Report of the Government of the Republic of Uganda on the Implementation of the Convention on the Elimination of All Forms of Discrimination Against Women (2014)* *Twenty-Year Review of the*	*<u>Option B</u>* *The UN System has contributed to achieving country-level gender results in line with SDG priorities including SDG 5 as planned in the UNDAF. Achievement of planned results is on track by the end of the UNDAF cycle.*	*Meets Minimum Standard*	*Gender-based violence (GBV) is addressed in the UNDAF for Uganda (2016-2020) in Outcome 2.4: Addressing GBV and Violence Against Children (VAC). By end 2020, incidence and impact of GBV and VAC on women and children is substantially reduced, underpinned by a strong institutional, societal and response.* *The UN system has commenced efforts to support national coordination systems and*

	Implementation of the Beijing Platform for Action +20 Africa Regional Review Summary Report (1995-2014) *The National GBV Policy and Action plan* *Preliminary UBOS's U-Survey on FMG (2016) (Final report will be available on June 2017)* *The National Strategy on ending Child Marriage and Teenage Pregnancy (2015)* *Survey on Re-entry of Pregnant Girls in Primary and Secondary Schools in Uganda (2015)* *The Adolescent Girls Vulnerability Index (AGI): Full report (2014)* *The Children Act Amendment 2016* *Joint Evaluation: UNFPA-UNICEF JP of FGM/C. Accelerating Change (2013)*			*processes to be in line with recommendations made by international frameworks on women's human rights (CEDAW and the Beijing Platform for Action +20).* *The GBV Joint Program (UN Women, UNFPA, UNICEF, WHO, UNHCR) technical and financial support resulted in creating an enabling environment for strengthening accountability system for GBV prevention and response in 2016. The GBV JP's collective efforts contributed to -1. cabinet approval of the National Policy on Elimination of Gender-Based Violence and National Action Plan. -2. Launch of the National Policy on Elimination of Gender-Based Violence and the National Action Plan at the launch of 16 days of Activism against GBV campaign.* ***National GBV Policy and Action Plan***

				The National Policy on Elimination of GBV and National Action Plan was launched with a clear aim to guide implementation of GBV prevention, response and multi-sectoral coordination efforts. *A total of six GoU sector plans integrated the programme areas of GBV and RR (MoH, MGLSD, MOES, JLOS Police, and UPDF) in 2016.* *Specific activities under the program include:* *Implementation of GBV/human rights sensitization training for the judiciary (law enforcement personnel) and public officials with health service providers training currently underway at time of assessment. (UNICEF, UNFPA, UN Women)* *UNFPA and WHO provided capacity strengthening in all JP Districts for filling Police*

				Forms on GBV. In addition, UNFPA/WHO training strengthened the capacity of 189 health workers on clinical management of rape. Efforts contributed to the management of 1786 GBV survivors (Jan - Dec. 2016). *UN Women and the Uganda Association of Women Lawyers (FIDA) handled a total number of 50 clients in the legal clinic (2016). As a result, 42 cases were registered and 9 cases were referred to other service providers (Uganda Law Society, police, cultural leaders (elders) and FIDA Kampala office.* ***National GBV Database*** *UNFPA and UNICEF supported upgrading of the National Gender Based Violence Database (NGBVD) to Case Management. NGBVD, which was implemented by UNFPA and UNICEF, is currently in 73/112 districts. (as of Dec*

				15, 2016). The database was also revised to include child marriage statistics and rolled out to 24 districts. The national incident reporting tool were revised to include child marriage and was rolled out to 24 out of 30 targeted districts by MGLSD with UNICEF support. It is hoped that this will be instrumental in enhancing government's ability to track incidences of child marriage and teenage pregnancies. Tracking these harmful practices enables government to assess its progress in dealing with the issues. *The last analysis from the National GBV Database revealed that from January 2014 to October 2016, 16,500 GBV cases have been recorded with 81% of survivors being female and 19% male.* *In 2016, the JP GBV managed 1653 (80 male, 1,683 female,) GBV survivors and*

				291 (133 male & 158 female) child cases were supported to access multi-sectoral GBV services, which include medical, legal, psychosocial and family strengthening. ***Child Helpline*** *GBV JP supported Child Helpline – SAUTI 116. Child Helpline is currently functional nation-wide. Child Helpline receives calls from all over the country. 27 action centers were established in 2016, (UNCEF: 11 centers, UNFPA and partners: 16 centers).* *Between January and December 2016 a total of 2,264 cases of violence were reported, bringing the total number of case handled from 2014 to 2016 to 9,092 in Uganda. Majority of cases related to defilement, child marriage and neglect.* ***Girls Education*** *UNICEF continued to*

				support girls' education in 2016 as 1,286 teachers from Karamoja completed training on gender and conflict management in the classroom, benefitting 50,000 children. A total of 480 teachers and 624 learners from six districts completed training on Menstrual Hygiene Management (MHM) and use of MHM tool kit to help keep girls in school. *UNICEF and UNHCR worked together to address GBV in emergencies: 76 girls in refugee and host communities received multi-sectoral, psychosocial support in response to consequences of sexual violence in 2016.* ***Child Marriage*** *With support from the UNICEF/UNFPA Global program in 2016, a total of 71,915 adolescent girls (aged 10-19) in 30 targeted districts actively*

				participated in several programs aimed at ending child marriage. A total of 19,266 girls (1,473 in-school and 17,793 out-of-school; 5,221 married and 14,045 unmarried) were enrolled into Empowerment and Livelihood for Adolescent (ELA) clubs and acquired skills in financial literacy and Sexual and Reproductive Health (SRH) information and mentoring. 642 girls were referred for SRH/HIV services and 269 accessed family planning and HIV services. *A total of 213 mothers have been reached through the mothers' forum whereby mothers are mobilised to end child marriage and provide support to their adolescent girls on ways of addressing teenage pregnancy. 26,000 were reached with general life skills information; 34,929 girls-10-17 year olds had their births registered as a first step to protection from marriage and sexual*

				violence. A total of 6,420 community leaders such as teachers, religious or cultural leaders were mobilised through village meetings to support activities geared towards ending child marriage. ***National Strategy to End Child Marriage and Teenage Pregnancy*** *The National Strategy to end Child Marriage and Teenage Pregnancy; (launched in June 2015) was disseminated to and implemented in 30 targeted district local governments in 2016. This led to a total of 223 community actions being developed and implemented in these districts to prevent child marriage and teenage pregnancy (UNICEF, UNFPA). A total of 12,103 individuals (6,799 male, 5,304 female) engaged in community dialogues on ending child marriage, resulting in at least 391 public commitments by local*

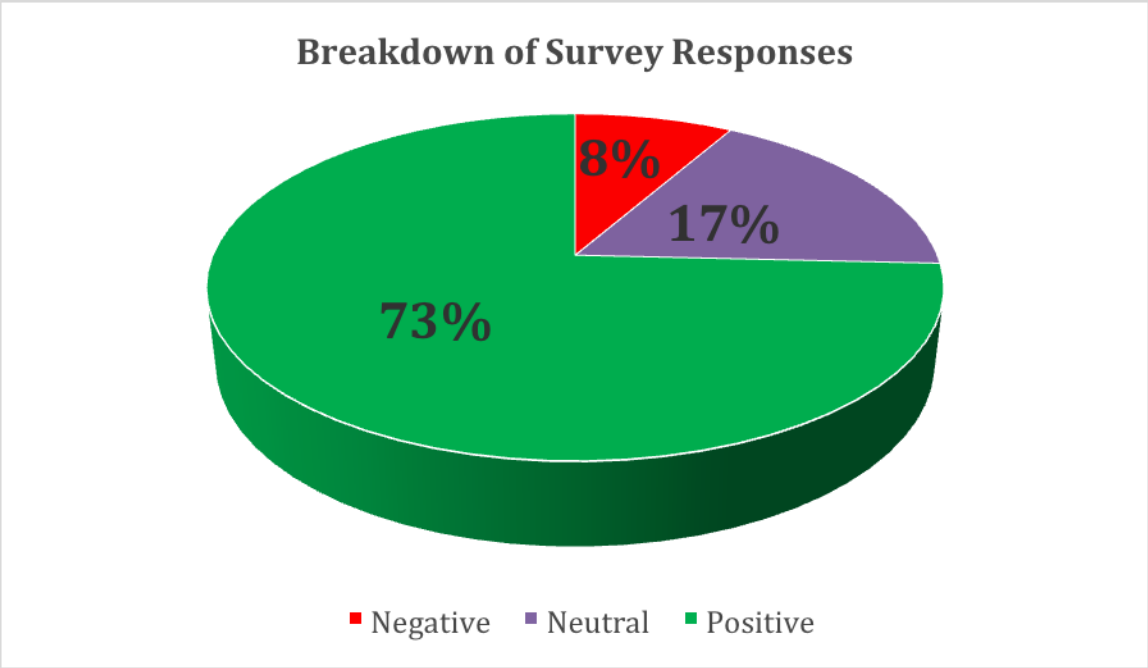
				leaders (24 female leaders, 367 male) to ending child marriage and teenage pregnancy in those districts; 163 leaders (31 female, 132 male) signing pledges to prevent child marriage in their communities and 51 Lower Local Governments (LLGs) in those districts that had developed action plans to ECM in line with the national strategy allocated funds in their budgets towards activities to end CM. *Challenges to ending GBV include fragmented data sources that do not provide gender responsive data that can be tracked easily over time. To enhance data-driven decision-making, it is proposed to support MGLSD to harmonize sources of data on sex and gender-based violence as well as other gender dimensions (employment, protection).* *Other challenges include: 1. Inadequate technical and functional capacity to*

				integrate the minimum gender and VAW indicators into national demographic, household and health surveys, family welfare surveys; 2. Insufficient funding and human resources at the UBOS, MGLSD, and other relevant MDAs (e.g. national and sub-national structures of MGLSD face funding and staffing deficits that negatively impacts implementation; MGLSD's budget is very low with less than 1% allocation of the national budget to the ministry, resulting in insufficient resources to implement the country's well-designed policies for gender mainstreaming). (Source: DFID, 2014; APRM, 2016).

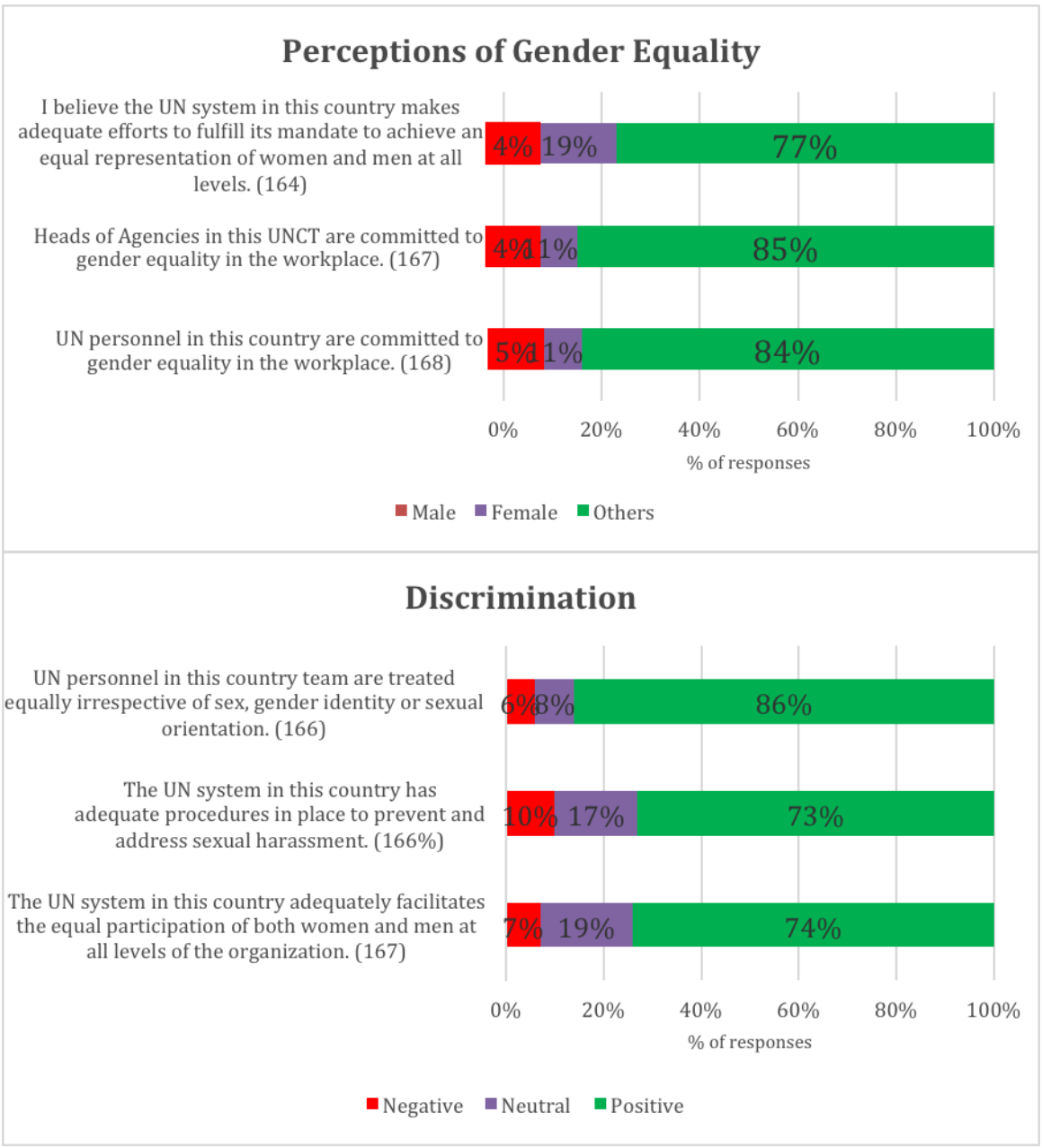
Annex C – Organizational Culture Staff Survey Results

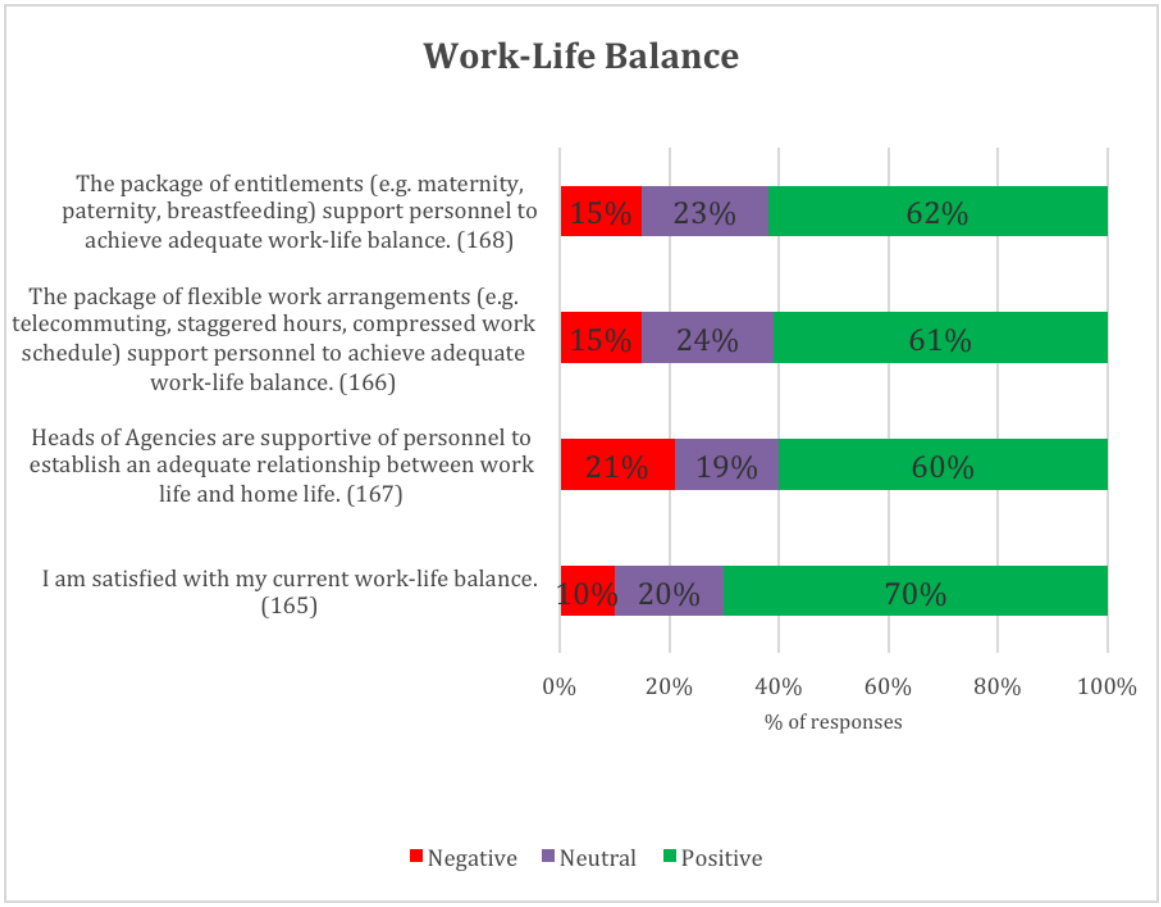
Uganda

Survey opened: 11-15 January 2017
All responses were online, web-based.
Total responses: 172[8]



[8] Based on the estimated personnel size of 1000, the total of 172 responses yielded a confidence interval of 6.8. Therefore, we can be confident that responses are representative of the larger population plus or minus 6.8 percentage points. http://www.surveysystem.com/sscalc.htm#one


Perceptions of Gender Equality
I believe 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. (164)
4%
19%
77%
Heads of Agencies in this UNCT are committed to gender equality in the workplace. (167)
4%
11%
85%
UN personnel in this country are committed to gender equality in the workplace. (168)
5%
11%
84%
0%
20%
40%
60%
80%
100%
% of responses
Male
Female
Others
Discrimination
UN personnel in this country team are treated equally irrespective of sex, gender identity or sexual orientation. (166)
6%
8%
86%
The UN system in this country has adequate procedures in place to prevent and address sexual harassment. (166%)
10%
17%
73%
The UN system in this country adequately facilitates the equal participation of both women and men at all levels of the organization. (167)
7%
19%
74%
0%
20%
40%
60%
80%
100%
% of responses
Negative
Neutral
Positive


Work-Life Balance
The package of entitlements (e.g. maternity, paternity, breastfeeding) support personnel to achieve adequate work-life balance. (168)
15%
23%
62%
The package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) support personnel to achieve adequate work-life balance. (166)
15%
24%
61%
Heads of Agencies are supportive of personnel to establish an adequate relationship between work life and home life. (167)
21%
19%
60%
I am satisfied with my current work-life balance. (165)
10%
20%
70%
0%
20%
40%
60%
80%
100%
% of responses
Negative
Neutral
Positive

Annex D – Business Operations Strategy and Gender Mainstreaming

CONCEPT NOTE
BOS AND GENDER MAINSTREAMING THROUGH UN-SWAP:
Bridging the trade and gender nexus through the UN Business Operations Strategy (BoS)
(#GenderTrade):

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By: Gleh Huston Appleton; Sr.
RCO Uganda
January 2017

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I. EXECUTIVE SUMMARY:

Global perceptions about the impact of trade (local and international) on women economic empowerment is changing as empirical studies continue to reveal that unlike the traditional belief that trade is class, gender and race neutral; ***it (trade) is in fact a subject of inequality and wealth disparity as a result of structural economic imbalances between men and women in society. And that, unless economic resources are reallocated in a way that reduces vulnerability and increases equality, the impact of trade will continue to have daunting effects on women.***

In 2014, the International Trade Center (ITC) conducted a survey across 20 countries that reveals that ***far fewer women's businesses are engaged in international trade than businesses owned by men representing a significant trade loss in terms of productivity.*** On the contrary however, the studies found that women-owned businesses that export are on average more than 3.5 times more productive than women-owned businesses that do not. Women-owned exporting firms are also about 1.2 times more productive on average than male-owned business exporters. It also found that in 40% of women-owned firms, the majority of employees are female, compared to just 22% of men-owned and managed exporting companies. Over half of male-owned managed exporters have fewer than 20% of women in the workforce. This gives

a picture of the effect of the structural economic imbalances that affect women in trade.

The SDGs recognizes through the Addis Ababa Agenda for Action and the 2030 Agenda, that new streams of development financing is required to advance SDGs implementation, and trade remains an important engine to achieve this objective together with ***productive and fair work conditions stressing the importance of women economic empowerment***.

Similarly, as a part of UN Reform, in 2012, the General Assembly called on the UN to use available resources more effectively aiming at improving the quality, effectiveness and cost-efficiency of the UN's operations through the UN ***Business Operations Strategy (BoS).*** By May 2016, 42 UNCTs adopted the BoS, projecting joint operational funding of more than us$1 billion sourcing of goods and services from the marketplace. This ***makes the BoS an investment package bringing economic value to the market, while facilitating domestic and international purchases and trade.***

In the wake of SDGs call for the smart and targeted use of available resources to reduce vulnerability and inequality and the UN General Assembly's call for the efficient and effective use of the UN's available resources through the BoS, coupled with the economic value that the BoS brings to the market place, an opportunity emerges. This concept presents an argument that by mainstreaming gender indicators in the BoS and strategically reallocating and targeting women entrepreneurs in the marketplace through UN tendering and sourcing, the UN can contribute to significant advancement of women economic empowerment across the world.

II. BACKGROUND AND SITUATION

In advancing Delivering as One, the UN General Assembly and various ECOSOC resolutions consistently request the UN System to **use available resources more effectively, and harmonize and simplify business operations** aim at **improving the quality, effectiveness and cost-efficiency of the UN's support to programme delivery**. This involves better planning and analysis to strengthen strategic focus and prioritization of **value added harmonization** efforts to demonstrate results (**UNDG BoS Guidance Note, July 2014**). [9]In 2012/2013, UNDG adopted the BoS as the strategic framework enabling the UN to achieve this mandate as a strategic set of operational inputs used to improved programme delivery. By May 2016, there were about 42 BoS countries (18 fully completed, 24 being developed) indicating a joint commitment of nearly us$1billion within their respective programme circles. An additional 47

[9] Guidance Note Business Operations Strategy, Informal Version Pilot Countries July 2014 Final

countries express interest in BoS.[10] By October 2016, BoS became adopted as a mandatory part of UN reform, ***making it an investment package bringing economic value to the marketplace facilitating domestic and international purchases and trade*** as the UN sources goods and services externally to enhance the quality and efficiency of programme delivery.

Also considering that the SDGs recognizes through the Addis Ababa Agenda of Action and the 2030 Agenda, that new streams of development financing is required to advance SDGs implementation, trade remains an important engine to achieve this objective together with productive and fair work conditions stressing the importance of women economic empowerment. [11]

This is especially so, as we consider the position of women in economic trade (local and international). An ITC survey results across 20 countries (in five regions of the World) reveal that far fewer women's businesses are engaged in international trade than businesses owned by men representing a significant trade loss in terms of productivity. Women-owned businesses that export are on average more than 3.5 times more productive than women-owned businesses that do not. Women-owned exporting firms are also about 1.2 times more productive on average than male-owned business exporters; and in 40% of women-owned firms included in the survey sample, the majority of employees are female, compared to just 22% of men-owned and managed exporting companies. Over half of male-owned managed exporters have fewer than 20% of women in the workforce. [12]

This presents a global challenge that only a conscious and strategic effort around engendering global investment portfolio and trade through systematic reallocation and targeting that we can be able to reduce inequality, vulnerability and poverty. The BoS; as an inclusive investment package of the UN, bringing economic value to the local marketplace, can be a perfect tool if engendered to promote #GenderTrade in its business processes.

III. HOW DO WE VIEW THE UN OPERATIONALLY?

The UN is a service oriented organization. This means, it has clients (Government, CSOs, Communities, DPs, etc.); it serves. To do this, it works through implementing partners (private sector, public sector, NGOs, CBOs, etc.) offering a bundle of services (upstream policy advisory, sector technical support, community-based delivery, etc.) responding to programmatic needs, through the UNDAF (strategic priorities); and it adds economic value to the marketplace by sourcing from vendors and service providers through the BoS.

[10] UNDG BoS Reporting; May 2016
[11] International Trade Center (ITC): Gender and Trade; July 2016
[12] ITC business survey on NTMs, 2010-2015, www.ntmsurvey.org

IV. SO, WHAT IS UN COMMON OPERATIONS (BOS) AND WHY?

The BoS is a **strategic operations framework** that brings the UN together operationally at the country level to ***a) improve operational coherence/ coordination; b) simplify and harmonize common operational processes for increased efficiency; and c) save transaction cost.***

Through the BoS, the UN enhances its internal operational performance (**UN as a system**) for greater external service delivery (**UN as a service provider**) to its **clients** (results: improved/increased delivery to clients) through **partners.**

The BoS is the **engine** of UN service delivery to its clients through the UNDAF. It sources common procurement, human resources, HACT, ICT, administration & financial services from the marketplace, thereby adding economic value. The BoS includes a bundle of goods and services that the UN jointly sources from the general marketplace.

Therefore, the **BoS is an investment package** which tells of the estimated volume, value and nature of operational services the UN would jointly source from the marketplace. This means it is also an injection (investment) of economic resources in the economy over a specified period of time. Through the BoS, the UN contributes to purchasing and local and international trade.

V. WHY GENDER MAINSTREAMING IN UN COMMON OPERATIONS?

Though trade is a core function of economic exchange believed to be class, gender and race neutral, recent studies show that it can be a subject of inequality and wealth disparity as a result of structural economic imbalances in society if issues of resources reallocation and vulnerabilities are not strategically considered. Trade policies affect men and women differently in respect of access to and control of economic resources. [13]

The same is true for women in Uganda. A World Bank study on Gender and Economic Growth in Uganda found that:

- Barriers to formalization of a business appear to have a disproportionate effect on women entrepreneurs, in some cases creating an absolute barrier to their ability to formalize their businesses.
- Land allocation practices are a fundamental constraint to women entrepreneurs, especially as they affect access to credit.

[13] Randriamaro, Zo et al; 2007: Bridge Development-Gender; *Gender and Trade Overview Report*

- Women face barriers in using non-land assets as collateral because of the undeveloped personal and moveable property securities law.[14]

Presenting the BoS from a business model, it is **an investment package that brings economic value in the form of facilitating trade mostly in the local** marketplace but also internationally. It represents the combined worth of the UN common sourcing of economic inputs from the market that are processed to produce economic outputs for our clients in the form of programme deliverables through the UNDAF.

As a recommendation of the QCPR, the HLCM mandates UNDG to work with UNCTs to rollout the implementation of the BoS globally. In Uganda alone, the BoS 2014 baseline value stood at us28.28m of common investment in the local economy by a greater part and us41m in 2016 respectively.

On a global scale, this presents a unique window of opportunity for the UN. **Engendering the BoS as a catalytic investment package**, can be a means for the UN to contribute toward economic resource reallocation and targeted injection at specific segments of the economy to stimulate growth or to develop new industries or new levels of local trade, particularly targeting vulnerability and empowering the poor, including women entrepreneurs.

VI. THE UN, WOMEN AND TRADE: WHAT HAS HAPPENED?

What is Gender Mainstreaming? The ECOSOC agreed conclusions 1997/2 defines gender mainstreaming as: "…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."[15] This brings gender equality at the center of development programming through mainstreaming gender indicators.

Gender mainstreaming has been established as the global strategy of the United Nations for promoting gender equality, which refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. The UN remains the convener of key global instruments (conventions and treaties including the CEDAW) and system-wide initiatives including the UN-SWAP as part of a system-wide accountability framework for gender equality, focusing on individual

[14] World Bank Study (2006); Gender and Economic Growth in Uganda: *Unleashing the power of women*

[15] Gender Mainstreaming; An Overview-Office of the Special Adviser on Gender Issues and Advancement of Women

United Nations entities' corporate processes and institutional arrangement. The UNDP Gender Equality Seal is also another initiative. It is a Certification Programme for Public and Private Enterprises supported by UNDP. We also have the UN Global Compact 10 principles on fair labor, anti-corruption and sustainability and the Women's Empowerment Principles (WEP)- a product of a partnership between UN Women and the UN Global Compact, that helps the private sector promote gender equality in the workplace, marketplace, and community. The International Trade Center (ITC) runs the **ITC SheTrades initiative which seeks to connect one million women to market by 2020.** This flagship initiative asserts that "Women's economic empowerment is not a matter for government policy, the private sector, or social change alone. But that all have critical roles to play." The initiative is supported by a web and mobile application enabling women entrepreneurs to share information about their companies, to make them visible, expand networks, connect and internationalise. It also helps corporations to **include more women entrepreneurs in their supply chains**. **SheTrades** provides women entrepreneurs across the world a unique platform to connect to markets! [16]

In Uganda, on the overall, the advancement of gender equality in the UNDAF 2016-2020 is aligned to the Government's National Development Plans 2 and the National Vision 2040. Along the three UNDAF priority areas (Governance, Human Capital Development (HCD) and Sustainable and Inclusive Economic Development (SIED)), with emphasis on upstream support, evidence generation and national capacity development, the thrust of the UNDAF remains, creating the enabling conditions for people-driven sustainable and inclusive development in Uganda on the premise of a gender sensitive rights based approach.

As a testament to the above, each agency maintains specific focus around women empowerment supported by their respective policies on gender mainstreaming as follow:

a. **UNDP: Gender** equality and the empowerment of women are at the heart of UNDP's development mandate. First and foremost, gender equality is a matter of human rights. It is also a driver of development progress…

b. **UNICEF:** We work for and envision the day in which women and men are supported by a range of services to lead mutually respectful lives…

c. **UNFPA:** Gender equality is a human right. Women are entitled to live with dignity and with freedom from want and from fear. Gender equality is also a precondition for advancing development and reducing poverty…

d. **WFP:** Gender inequality is a major cause and effect of hunger and poverty: it is estimated that 60 percent of the world's chronically hungry people

[16] International Trade Center (ITC) SheTrades initiative https://shetrades.com/

are women and girls; 20 percent are children under 5. Achieving gender equality remains crucial to reaching the poverty and hunger reduction goals of the Millennium Declaration…

e. **OHCHR:** Human Rights for everyone, everywhere…

f. **UNHCR:** Pursuing targeted actions to address protection gaps and relies on implementation of the age, gender and diversity mainstreaming approach in all UNHCR programmes…

g. **UNWOMEN:** The gender equality and women's empowerment mandate is universally agreed on by Member States and encompasses all areas of peace, development and human rights. The mandates on **gender** equality derive from the **United Nations** Charter, which unequivocally reaffirmed the equal rights of men and women…

h. **FAO:** Gender equality is not only an essential means by which **FAO** can achieve its mandate, it is also a basic human right. The goal of **FAO's Policy** on **Gender** Equality is to achieve equality between women and men in sustainable agricultural production and rural development for the elimination of hunger and poverty…

i. **UNAIDS:** Gender-responsive programmes for women and girls enshrine and guarantee social, legal and economic empowerment, improve access to sexual and reproductive health services and to education, including comprehensive sexuality education, eliminate stigma and discrimination, and aim to challenge harmful norms and unequal power relations in order to prevent and address gender-based violence and improve access to justice…

j. **WHO:** The enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being without distinction of race, religion, political belief, economic or social condition "…

k. **IFAD:** Enabling poor rural women and men to improve their food security and nutrition, raise their incomes and strengthen their resilience…

l. **UNIDO:** UNIDO recognizes that gender equality and the empowerment of women (GEEW) have a significant positive impact on sustained economic growth and inclusive and sustainable industrial development (ISID), which are drivers of poverty reduction, social integration and environmental sustainability

VII. BRIDGING THE TRADE-GENDER NEXUS THROUGH BOS. HOW?

The concept of bridging the trade and gender nexus through the UN Business Operations Strategy (BoS) is built on the existing opportunities and gender mainstreaming initiatives existing in the UN. Most specifically, it is framed around the UN-SWAP as an existing system-wide initiative to mainstream gender in UN programming. By extension, the concept introduces the business operational perspective of the gender indicators mainstreaming of the UN-SWAP. It also draws experiences from the UNDP Gender Equality Seal Certification Programme which sets out to close the gap in labor productivity and fairness in the private sector by digging into the "DNA" of an enterprise and reviewing recruitment and selection processes and professional development to identify and address areas which present persistent obstacles to women's equality. [17]

What than is the UN-SWAP? The UN-SWAP is part of a system-wide accountability framework for gender equality, focusing on individual United Nations entities' corporate processes and institutional arrangements. It comprises a matrix of performance indicators assessed on a five-point rating system. The reporting process emphasizes the need to identify reasonability, timing and resources for follow-up actions where minimum requirements have not been met. Key factors include the following:

a. The UN-SWAP provides the United Nations system with a common set of performance measures on gender mainstreaming against which to report, and against which senior managers can be held accountable. The UN-SWAP also facilitates accountability of the United Nations system to Member states for its work on gender equality and the empowerment of women.

b. Its conceptual model involves progression from a checklist to a scorecard approach, transforming accountability for the work of entities on gender equality from a reactive stance to a proactive one.

c. It is also a cost-effective approach, as instruments such as the UN-SWAP can make significant contributions to organizational change without the need for a large influx of new resources.[18]

VIII. THE BOS GENDER INDICATORS AND REPORTING MECHANISM

Taking the BoS from the domain of the UN which looks at improving its internal operational efficiency for improved programme delivery, and presenting it as an external business model (**as an investment package that brings economic value in the form of facilitating purchasing and trade mostly in the local**

[17] UNDP's Gender Equality Seal Certification Programme for Public and Private Enterprises: Latin American Companies Pioneering Gender Equality; pg 8
[18] UNWOMEN Guidance Note: Gender Mainstreaming in Development Programming; 2014; pg 39

marketplace), means the UN has a "Bundle of Economic Good" (a product or service that can command a price when sold) and it can use this resource (without the need for large influx of new resources) to influence growth or stimulate economic activities at targeted and vulnerable sectors or groups in the economy. In this case, the UN can target women economic empowerment if the BoS is engendered.

To engender the BoS in a way that adds economic value to women in the marketplace, the UN needs to reallocate resources through its operational purchases at improving four key domains of women economic transformation, against which the BoS shall be assessed at the strategic results level under the UN-SWAP early and late assessment and reporting. Below are the results level indicators reflected under the four domains of ***human capital; economic empowerment; voice and rights; and gender capacity building***: [19]

BoS Gender Equality Results Statement: Increased share of UN business operational opportunities and market accessed by women entrepreneurs		
Gender Equality Dimension	**BoS Gender Equality Results Indicators (measured 2 times in BoS cycle: early-2nd year; and late-4th year of implementation)**	**Reporting**
1. Human Capital	**#** and **%** of male and female entrepreneurs receiving UN business development advice and support (e.g., how to start and operate a business, how to complete UN RFPs/RFQs/ITBs, taxation, and business regulations; etc.)	**OMT**
2. Economic Empowerment	**#** and **%** of women with increased UN business shares **#** of new jobs created for women and men through the award of UN businesses **#** and **%** of women ownership or employed in managerial positions in private institutions awarded UN business opportunities **#** and **%** of registered enterprises that are owned or managed by women (micro, small, and medium-sized) receiving UN business opportunities	**OMT**
3. Voice and Rights	**#** and **outcome** of policy, legal and regulatory instruments and engagements sponsored and or initiated by the UN to	**OMT with**

[19] ADB Australian Aid, Tool Kit on Gender Equality Results and Indicators.

		protect women's rights and remove legal obstacles to women's business activities (e.g., inheritance, property ownership, family law, banking, taxation, equal employment opportunity, sexual harassment, requirements for male signatures on banking or business documents, requirements for male spouse approval for female employment, etc.)	**RCO/PMT support**
4. Gender Capacity Building		**Evidence** (copy of legislation/policy/programme, etc.) that national policies and strategies include gender equality objectives and address the barriers to women's economic advancement in formal employment, small and medium-sized enterprise development, and access to financial and business services	**OMT with RCO/PMT support**

To operationalise the **Gender Equality Results Indicators** at the BoS outcome levels under its various Outcomes **(Procurement; ICT; HR; Administration, Logistics and Transport; and HACT and Finance),** the following indicators can be adopted within the BoS Results Matrix and reported annually through the Resident Coordinator Annual Report (RCAR) in preparation for an early and late UN-SWAP assessment and reporting:

BoS Gender Equality Outcome Statement: Increased **#** and **%** of male and female entrepreneurs receive UN business development advice and support and develop the capacity to serve the UN (e.g., how to start and operate a business, how to complete UN RFPs/RFQs/ITBs, etc.; taxation, and business regulations)	
BoS Outcome Areas	**Outcome Indicators (reflected in the BoS AWP, shall be measured annually to reflect the changing conditions in preparation for the early and late UN-SWAP assessment)**
1. Procurement	**#** and **%** of women and men entrepreneurs with full understanding of UN procurement procedures and processes and full confidence to respond to UN RFPs/RFQs/ITBs. **#** and **% of** women and men led private sector suppliers having established procurement policies and practices in place. **#** and **% of** women and men led private sector suppliers with corporate

	account on UNGM and accessing UN procurement information/notices. ***# and % of women led institutions accessing UN business shares.*** [20] Quality and promptness of feedback provided to unsuccessful bidders, including women led institutions on the strengths and weaknesses of their tenders and areas for improvement.
2. ICT	**#** and **%** of women and men entrepreneurs with functional email access. **#** and **%** of women and men entrepreneurs with functional web presence. **#** and **%** of women and men led private sector suppliers with internal or outsourced ICT capacity. **#** and **%** of women and men entrepreneurs adopting effective ***green business practices*** [21] enabled by ICT and sustainable management practices.
3. Human Resources	***# and % of women in leadership reflected in suppliers' senior management or decision making role (including middle managers).*** [22] **#** and **%** of women access capacity development training and direct mentorship reflected in suppliers' institution. **#** and **%** of women promoted on the job on merits reflected suppliers' institution. **#** and **%** of women employed as opposed to men reflected suppliers' institution.
4. Administration, Logistics and Transport	**Quality ranking** of women headed suppliers (including suppliers with women occupying more than 50% of senior management roles) as opposed to men headed supplier institutions. Sufficient/reasonable time is allowed for firms to prepare and submit

[20] In this indicator, the UN could set vendor selection requirement benchmarks or quotas for women ownership or shares in the supplier institution, say at least 20% women ownership; as a quota that must be met by vendors or bidders as part of the criteria for selection of vendors.
[21] Green Business Practices: https://www.sba.gov/managing-business/running-business/green-business-guide/green-business-practices
[22] In this indicator, the UN could set vendor selection requirement benchmarks or quotas, say at least 30% of senior positions occupied by women; a quota that must be met by vendors or bidders as part of the criteria for selection of vendors.

	tenders. The use of economically most advantageous or best value award criteria for tendering are encourage where appropriate.
5. HACT and Finance	Technical, financial and other qualification and prequalification requirements of RFPs/RFQs/ITBs are tailored to the size and complexity of the procurement opportunities reflecting the capacities of women headed suppliers and partners in the marketplace. The extent to which the UN corporate rules are implemented and enforced regarding prompt payment of vendors and partners including women-owned businesses. **#** and **%** of women in leadership reflected in implementing partners' institution senior management or decision making role (including middle managers). **#** and **%** of women access capacity development training and direct mentorship reflected in implementing partners' institution. **#** and **%** of women promoted on the job on merits reflected in implementing partners' institution. **#** and **%** of women employed as opposed to men reflected implementing partners' institution. Micro assessment and performance assessment of implementing partners and suppliers reflect improved performance rating.

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Annex E - Action Plan Uganda (draft)

UNCT SWAP-Scorecard – January 2017

Action	Responsibility	Required Resources and Source	Timing	Explanation and Links to SWAP-Scorecard Assessment
<u>Planning and Programming</u> **Use the UNDAF annual and mid-term review to strengthen gender sensitivity of programming, especially for those outcomes that lack gender focus. The annual review of the UNDAF can include analysis of outcomes to identify and address weaknesses with GM.** **GTG should follow through working with**	UNCT HOA and PRG oversight with technical support from GTG[23] and M&E Group. ORGs to operationalize.	No additional financial resources	Immediate and on-going through UNDAF cycle.	Visible gender mainstreaming across outcomes would move indicator 1.2 UNDAF outcomes to exceed minimum standards. Better gender mainstreaming across sectors for the next CCA or equivalent would enable indicator 1.1 to meet minimum standards.

[23] The term GTG is used throughout the Action Plan generically to refer to the group that has responsibility for cross-cutting gender integration and coordination, including the proposed 'Gender Surge Group'. The GTG (GAG) was in the midst of a possible merge with the Human Rights Working group at the time of the exercise.

ORGs on the gender checklist against the JWPs . Target for each outcome to generate at least one gender equality output. **Longer-term: Ensure gender analysis across sectors is reflected comprehensively in the next CCA or equivalent. Pay special attention to non-traditional fields or fields where gender-specific impacts may be less understood (e.g. ICT or land sector).**				
<u>Joint Programs</u> **Develop an internal screening process[24] for all new JPs to ensure quality control; screen to include visible and comprehensive gender mainstreaming including in M&E**	PRG oversight with support from GTG, M&E Group and other thematic groups.	No additional financial resources.	2017+	Development of a screening process would move indicator 1.4 on Joint Programs from 'meets' to 'exceeds' minimum standards.

[24] Process and template from Jordan UNCT may serve as a model.

frameworks. In lieu of a wider quality control process, the GTG and/or M&E Group may be called upon to provide technical inputs into early draft planning documents.				
Communication and Advocacy **Visibly integrate gender-focused activities into the UNCG AWP, moving beyond international days to develop and disseminate key gender advocacy messages to strengthen and unify gender advocacy and foster a common voice on priority gender areas.**	GTG and UNCG with support from RCO and endorsement by UNCT HOA	May be done in-house by a sub-group of the GTG/UNCG or a consultant may be hired to develop key messages in consultation with the GTG and UNCT with endorsement by HOAs.	Develop in 2017 for integration into 2018 AWP and activities	Though the team in Uganda already performs well against indicator 1.5, greater clarity across the UN system on gender priorities will support efforts to speak with a common voice and help unify public messaging for GEWE.
Monitoring and Evaluation **Adjust M&E group TORs to include responsibility for providing technical**	**M&E group to operationalize with technical support from GTG and oversight from PRG.**	**Training costs shared by agencies or covered by RCO**	**2017 prior to the mid-term review and contributing to annual monitoring of the UNDAF results framework**	**Comprehensive gender-sensitive monitoring will help guide UNDAF processes toward clearer gender equality results. This can improve scores on**

support for GM in joint M&E frameworks (including UNDAF and JP monitoring frameworks); **Build capacities of M&E group to mainstream gender with training on gender sensitive indicators (training, tools provision and hands-on practice).**				**indicator 2.1 UNDAF Monitoring and 2.2 UN System M&E Group to meet minimum standards. Technical support to gender sensitize JP monitoring frameworks can support movement of indicator 1.4 Joint Programmes to exceed minimum standards.**
<u>Capacity Development</u> **Conduct a capacity assessment for UN staff focusing on sub-groups to make the exercise more manageable. For example, focus on lower level GS staff or on top management or key cross-cutting groups such as the GTG, M&E Group, PRG, UNCG etc.** **Develop and implement a gender capacity development plan and build actions into**	GTG in coordination with RCO and targeted groups (TBD) and endorsement by HOAs and/or PRG.	Training costs will need to be shared and will depend on training targets. Cost-sharing will need to be agreed upon and committed from HOAs	Start in 2017 with a plan to assess and target throughout the UNDAF cycle. Initial assessment may be limited to a single sub-group; subsequent assessments may target other groups.	This would move indicator 5.3 to meet or exceed minimum standards. More importantly, coordinated capacity development should have a positive impact across all indicators.

relevant AWPs. Plan may include tracking of mandatory online gender training to ensure adherence to requirements at the country level. Plan may also include the development of a gender-sensitive induction package for new staff.				
<u>Resource Tracking and Allocation</u> **Immediate - Utilize budgetary data generated in KMS against gender outcomes and/or JWPs to provide an annual indication of gender-targeted spending as part of regular yearly reporting (e.g. RCAR, UNDAF annual report).** **Longer term - Establish a country-level gender target for percent of**	RCO with endorsement by UNCT HOA and technical support from ORGs and GTG	No additional financial resources	Immediate tracking should be applied against 2016 annual reporting. Longer-term steps should be taken by the start of the 2018 financial year and incorporated into subsequent operations and reporting.	Targeting and tracking helps ensure adequate resources are dedicated to GEWE, positively impacting on results. Proposed actions would move indicator 6.1 on resource tracking/allocation from 'approaches minimum standards' to 'meets minimum standards' or 'exceeds minimum standards'.

expenditures to be dedicated to gender equality programming[25] **Institute gender marker system into KMS to track expenditure data more effectively (marker should capture mainstreamed actions as well as targeted as per models used by OCHA, UNDP, UNICEF, etc.).**				
<u>Gender Architecture</u> (permanent) **Ensure GTG membership is in line with UNDG standards:** • **Members should have GTG contributions**	GTG with endorsement from UNCT HOA	No additional financial resources	2017+	Strengthened GTG membership should impact positively across indicator areas and move indicator 5.1 to meet minimum standards. Strengthened GTG operations should impact positively across

[25] The UN-SWAP requires entities to set a financial benchmark for achieving GEWE mandate. UN agencies have not collectively agreed upon gender targets, and many have yet to set targets. Common targets for gender-focused budgetary allocations are 15-20 percent.

included in performance reviews • **Monitor membership makeup and target 50% senior staff** • **Ensure representation and linkages between all key cross-cutting groups with the GTG.** • **Expand engagement to GEWE CSOs and government machinery with at least one joint meeting per year.** **Strengthen GTG operations in line with UNDG standards:** • **Finalize and endorse TOR, and develop annual work plans** • **Ensure quarterly**		indicator areas, and move indicator 5.2 to meet minimum standards.

meetings at a minimum				
<u>Gender Architecture</u> (temporary) **Create a technical sub-group (e.g. 'SWAP-Scorecard Gender Surge Team') within the GTG to work in an accelerated fashion over a nine-month to one year period to operationalize and institutionalize key actions from the SWAP-Scorecard. The sub-group should draw on technical staff from within the SSAT, ensuring good representation across sectors and agencies.[26] Ensure team members have management support to dedicate**	GTG with support from PRG and endorsement from UNCT HOA	No additional financial resources	Immediate through the end of 2017.	Accelerated delivery of action points will improve performance across all dimensions and indicator areas.

[26] The SSAT in Uganda identified a need to establish a mechanism to continue the momentum that was generated by the SWAP-Scorecard exercise and ensure that actions were carried out swiftly. Members reflected on the space provided for interagency collaboration that included a broad spectrum of actors outside of programmatic gender specialists, extending to the RCO, OMT and Human Resources. Many SSAT members had not been engaged previously in cross-cutting gender groups, and expressed a willingness to play a role in implementation.

time needed to facilitate swift actions. Fortnightly meetings are estimated to ensure forward momentum across a range of action areas (TBD by the group in consultation with the broader GTG).				
Parity and Organizational Culture **Initiate a dialogue between the OMT and GTG to discuss organizational survey findings[27] and gender parity findings. Group should report back to UNCT HOA and/or PRG suggested actions based on findings. Actions should be integrated into relevant AWPs, and may include:** • **Institutionalize regular monitoring of gender parity**	OMT (Human Resources Working Group) and GTG with oversight from UNCT HOA and/or PRG.	No resources foreseen but it will depend on actions put forth	2017+	Monitoring of staff gender parity can move indicator 4.3 on Gender Parity to meet minimum standards. Focusing on the organizational environment across the system for gender equality can move indicator 4.2 into the 'exceeds minimum standards' category.

[27] Analysis of survey data may be deepened by applying filters against demographic information captured by the survey including sex of respondent.

across UN system to feed into broader reporting systems such as RCAR, ARC.

- **Share strategies between agencies for implementing gender parity policies**

- **Informational sharing across agencies on work-life balance practices and other strategies to foster a positive organizational environment for gender equality**

- **Adoption and operationalization of GM in the BOS (refer to Annex D).**