UNCT SWAP-Scorecard

Assessment Results and Action Plan
United Nations Country Team Georgia

September 2017

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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 UNCT 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 gender equality and women's empowerment (GEWE) results at the country level.

The 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 Scorecard (now the UNCT SWAP-Scorecard) was revised in 2016-17 in tandem with the UN-SWAP to ensure greater alignment between the tools, and to reflect new guidance on common country processes. The new versions are aligned further 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 UNCT SWAP-Scorecard measures gender mainstreaming in UN common programming processes across seven dimensions that contain 15 indicators. The seven dimension areas are: 1) planning; 2) programming and monitoring & evaluation; 3) partnerships; 4) leadership and organizational culture; 5) gender architecture and capacities; 6)financial resources; and 7) results. The participatory 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 conducted in Georgia as a guided self-assessment. An interagency team was assembled for the purpose of the exercise. Assessment team 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. An external gender specialist provided coordination and technical support throughout the process to ensure validity of findings and rigor of analysis. The methodology helped to deepen internal understanding of the indicators and ownership of results.

The assessment process in Georgia included four stages:

1. Background preparation: UNCT was briefed, and endorsed the exercise. Technical guidance was reviewed, and assessment team was appointed. A consultant was selected to facilitate the exercise, and timing was agreed with UNCT.

2. Assessment: Technical briefing was conducted for the assessment team to launch the exercise. Team members worked in small groups to gather data/evidence and assign preliminary scores for each indicator. Preliminary findings were shared in a larger group workshop to reach consensus on results for each indicator.

3. Action Plan: Preliminary action plan ideas were presented to the larger group for further development. Findings and draft action plan were then presented to the UNCT for confirmation and management response.

4. Reporting and Feedback: The consultant drafted and submitted the UNCT SWAP-Scorecard report and action plan for in-country finalization. Results were fed back to UN Women headquarters to contribute to global accounting. Feedback on the interim technical guidance was relayed to HQ to help shape the final framework.

The UNCT SWAP-Scorecard assessment in Georgia was the first global application of the post-pilot tool and interim guidance. The exercise was conducted during the early stage of the UNDAF cycle, toward the end of the second year of implementation. The assessment process was coordinated by the UN Women country office with support provided by the RCO and the Gender Theme Group. Coordination and technical support was provided by an international gender specialist. The assessment team was comprised of members from nine agencies (RCO, UN Women, UNDP, UNICEF, UNFPA, OHCHR, UNHCR, IOM, FAO) with broad representation across fields to ensure a sound knowledge base on joint UN actions.[1]

The assessment team was briefed collectively on the background of the methodology as well as the mechanics of the assessment process. Team members reviewed the indicator framework and reporting templates, and established timelines and responsibilities for scoring. Members worked in small groups with technical support to conduct preliminary assessments of assigned indicators, with each group member taking lead responsibility for drafting particular indicators based on individual areas of knowledge.

Analysis and scoring for each indicator was further developed in a half-day group workshop where team members presented findings to the wider group for feedback, discussion and finalization. The assessment team worked collaboratively during the workshop to develop and finalize action plan items, drawing on the findings from the Scorecard. Scorecard results and action plan were presented to the UNCT Heads

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[1] Team members included senior personnel, gender specialists and gender focal points as well as members of cross-cutting groups including Sector Groups, the Communications Team, and the OMT.

of Agencies at the close of the assessment, with requests for a management response to proposed actions.

The UNCT SWAP-Scorecard assessment in Georgia also provided valuable feedback to the on-going design process of the new framework and methodology. Throughout the exercise, team members gave feedback on the design of the indicators as well as the overall flow of the assessment process. Targeted discussions were also held with individuals and small groups on the usefulness of the content and format of the interim technical guidance that guided the exercise.

III. Country Context

The UNCT SWAP-Scorecard assessment was conducted in Georgia in September 2017 toward the end of the second year of implementation of the 2016-2020 United Nations Partnership for Sustainable Development (UNPSD). Georgia's UNPSD was informed by an analysis of progress made and challenges remaining to political, social and economic development reflected in the Millennium Development Goal (MDG) Progress Report (2014), Government Ministry annual reports, UN Human Rights instrument recommendations, and a Common Country Assessment (2014). The UNPSD puts forth the collective response of the UN system to development challenges in Georgia as elaborated via eight outcomes organized under five focus areas: 1) Democratic Governance; 2) Jobs, Livelihoods and Social Protection; 3) Education; 4) Health; and 5) Human Security and Community Resilience.

The UN system in Georgia is comprised of agencies, funds and programs of varying size and mandate, whose expertise is combined to deliver results through the UNPSD.[2] The UN system globally benefits from increasingly stringent gender mainstreaming systems instituted by member agencies. Most agencies have made progress to improve gender strategies and accountability systems over the last decade. A growing cache of tools and guidelines are available within agencies to strengthen accountability. Sound ownership of gender equality as a guiding principle and important area of focus was evidenced throughout the Scorecard assessment from within the United Nations system in Georgia, offering a good foundation from which to move forward for more coordinated programming for GEWE over the remaining years of the UNPSD cycle.

IV. Findings

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

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[2] The UN system in Georgia includes: UNHCR, UNFPA, UNICEF, UNDP, WHO, UNOCD, FAO, IOM, OHCHR, ILO, UN Women, UNDPI, UNOPS, UNIDO, World Bank, IMF. Some agencies, funds and programs have formal representation while others support from regional or headquarters levels. http://www.ungeorgia.ge/eng/UN_in_Georgia/georgia_and_united_nations#.Wcahlq0jLq0

- o Exceeds minimum standards
- o Meets minimum standards
- o Approaches minimum standards
- o Missing 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 minimum standards'. An indicator may score as 'missing missing minimum standards' in some cases where achievements have been made if it fails to reach the criteria set forth in 'approaches minimum standards'. Detailed findings for each indicator are reported in Annex B.

Georgia UNCT SWAP-Scorecard Results Overview – 2017

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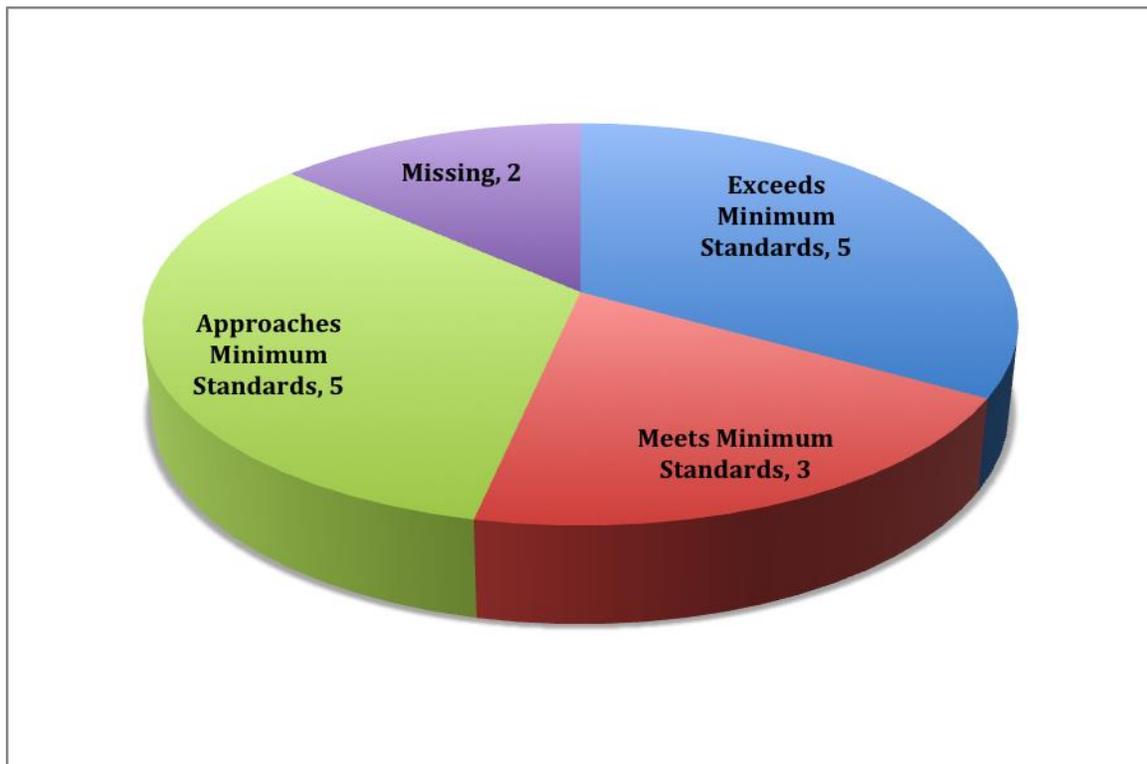
[3] Refer to Annex A for details on rating criteria for each indicator.

The overall results reveal that the UNCT Georgia has met or exceeded minimum standards for eight of the indicators. Five indicators score as approaching minimum standards, and two are missing the minimum standards. A table that summarizes scores for each indicator is included below.

Georgia UNCT SWAP-Scorecard Results by Indicator - 2017

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

A synopsis of key findings by dimension area follows. More complete details on findings by indicator are in Annex B.

Findings Overview by Dimension Area

1. Planning. The findings in this dimension area revealed a need for stronger focus on gender mainstreaming in the UNDAF (UNPSD) planning stage. The 2014 CCA that informed the UNPSD design displayed a reasonable degree of gender analysis, but fell short of meeting minimum standards due to a lack of gender analysis in one of the four sections of the report (Disaster Risk Reduction and Resilience Building). The 2016-20 UNPSD approached the minimum standards for gender articulation in outcomes statements and narratives, displaying good articulation in seven of the outcomes, but missing from Outcome 8 Community Resilience. Minimum standards

at the outcome level require either a gender-targeted outcome or visible gender mainstreaming across <u>all</u> outcomes. The UNPSD results framework exceeded the minimum standards for gender sensitivity, with 53 percent (27 out of 51) of outcome indicators able to track progress toward gender equality, though the analysis identified some variability in levels of gender tracking between focus areas.[4]

2. Programming and Monitoring and Evaluation. The UNCT Georgia scored well against the minimum standards for joint programs due to the presence of two JPs at the time of the exercise that focus on promoting gender equality and the empowerment of women.[5] The assessment found good evidence of visible gender mainstreaming across three other JPs[6], though it was noted that the depth and breadth of mainstreaming was not consistent, and the UN system lacks a formal process to ensure quality of gender integration across all JPs. The Scorecard assessment found numerous examples of joint UN action for GEWE communication and advocacy coordinated by the Communication Group, GTG and the JP on Gender Equality (gender and advocacy strategy). The UN team in Georgia exceeded the minimum standards for this indicator due to numerous coordinated activities and campaigns, visible gender mainstreaming in planning processes of three inter-agency groups, and innovative work in non-traditional fields involving men in gender equality and re-defining gender identities.

The UN system in Georgia missed the minimum standards for gender sensitive monitoring and evaluation. The score reflects larger issues with M&E processes that impact on the gender dimensions of monitoring, but are not specific to gender monitoring. While results groups have tracked progress against Joint Work Plans (JWPs), progress against UNPSD Outcomes as laid out in the Results Framework has yet to be monitored. The assessment also found that a UNPSD M&E plan was not in place, leading to a 'disconnect' between tracking at the level of Results Groups and at the level of the UNPSD. Actions were identified to improve processes. The M&E group function has been integrated into the Results Groups; technical training on gender sensitive M&E systems has not been provided over the current cycle, and groups are likely to vary in their levels of technical knowledge.

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[4] Focus Areas 1) Democratic Governance, 2) Jobs, Livelihoods and Social Protection, and 3) Education displayed high levels of gender sensitive indicators (43, 67 and 67 percent respectively). However only 25 percent of the indicators under Focus Area 4) Health, and 33 percent under Focus Areas 5) Human Security and Community Resilience were able to track gender-specific changes.

[5] UN Joint Program for Gender Equality (UNDP, UN Women, and UNFPA); Gender Sensitive Socio-economic Empowerment of Vulnerable IDPs through Co-funding of Livelihoods Opportunities and Promotion of Social Mobilization - GCP/GEO/007/E (UN Women and FAO).

[6] Enhancing Access to Justice and Development of a Child-friendly Justice System in Georgia (UNICEF and UNDP); Strengthening Community Resilience in Abkhazia (UNDP and UNICEF); Human Rights for All (OHCHR, UNDP, UNICEF and ILO).

3. Partnerships.   The partnerships dimension measures UN system engagement with the government system (including the national women's machinery) and women's/gender CSO. Gender partnerships emerged as a strong area of focus for the country team in Georgia. The team exceeded the minimum standards for joint engagement with the government, with examples including cooperative agency work on GEWE with the Ministry of Justice, Parliament and the Prime Ministers Office. Representatives from the national women's machinery (defined as members of Gender Equality Council of the Parliament; Assistant to the Prime Minister on Human Rights and Gender Equality Issues and the Gender Equality Department at the Public Defender's Office) have participated actively in key UNPSD processes including strategic prioritization and implementation.

Engagement with GEWE CSO met minimum standards due to joint agency initiatives through UN GTG mechanisms for cooperation and advocacy with GEWE CSOs within the framework of four thematic task forces that operate within the GTG. The assessment highlighted successful efforts to unite gender equality advocates and women's NGO representatives with UN, INGOs and donors for common goals under the Task Force on Women's Political Empowerment (led by UNDP) and the Task Force on Harmful Practices of Child/Early Marriage and Female Genital Mutilation (led by UNFPA). GEWE CSO were instrumental in ensuring broad-based female representation in the roundtable discussions that informed the CCA, and have been further engaged in strategic prioritization and implementation.   Work was in progress at the time of the assessment to create space for GEWE CSO engagement in the nationalization process of SDGs with a particular emphasis on SDG 5.

4. Leadership and Organizational Culture. The UNCT Georgia exceeded minimum standards for leadership due to meeting all four indicator criteria. The assessment found evidence of strong gender engagement at the highest levels of discourse, with gender identified as a substantive discussion point in eight of the 11 past HOA meetings. The Resident Coordinator (RC) was identified as a champion of gender equality, and an overwhelming majority of staff felt that HOAs were committed to gender equality in the workplace. In addition, the Georgia UNCT has included a gender-targeted indicator and gender mainstreaming in the 2016 Assessment of Results and Competencies, which ensures mutual accountability of the RC and UNCT on agreed country-level goals.

The personnel survey on organizational culture measured perceptions of gender equality in the working environment across three rubrics: workplace gender equality; discrimination and personal safety; and work-life balance.   Results revealed an overall positive response rate of 79 percent with only 4 percent giving negative responses, well meeting minimum standards and falling just one percentage point short of exceeding standards.[7]   Positive perceptions were particularly strong in the questions that dealt with workplace gender equality and

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[7] Neutral responses accounted for 17 percent. Values are rounded to the nearest whole number.

discrimination/personal security, while questions related to work-life balance scored lower. Refer to Annex C for detailed information on methodology and responses. Findings on gender parity showed that the team in Georgia had achieved gender parity for Senior Management (46% female), but women held 58% of General Service positions, falling just outside of the defined range of 45-55% for gender parity.[8] The Scorecard exercise was the first time that the data had been assessed across the UN system at the country level.

5. Gender Architecture and Capacities. The Gender Theme Group in Georgia exceeded the minimum standards by meeting all four criteria for the indicator that measures gender coordination. The group is led by the UN Women Representative, and has in place all of the required processes for operational effectiveness and accountability, including a TOR, regular meetings, approved annual work plan and yearly reporting. Members include over 50 percent senior UN staff as well as senior staff of international development partners (INGOs, bilateral and multilateral donors) and local foundations. The GTG has provided gender mainstreaming inputs into UNDAF, including the country analysis, prioritization and results framework. The GTG has advocated for the nationalization of several SDG 5 objectives as well as provided inputs to mainstreaming of gender into other SDG indicators, baselines and targets. The team in Georgia approached the minimum standards for gender capacity development based on the presence of ad-hoc interagency training that included a gender focus (UN Cares Module on UN Staff Dignity and Inclusion in the UN Workplace). 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 UNPSD cycle.

6. Budgeting. The 'missing' score in this dimension reflects constraints within the UN system globally to institute mechanisms that capture gender-specific budgetary data at a broad level for planning and monitoring purposes. While a growing number of individual agencies have internal mechanisms to track gender expenditures and/or allocations, the UNCT has yet to consider either the means or analytical applicability of tracking gender equality expenditures at the highest level. Stronger financial targeting and tracking may serve as a powerful monitoring and advocacy tool to ensure significant investment in gender equality programming in the country.

7. Results. The score of 'approaching minimum standards' reflects the finding that the UN is on track to achieve some gender results as planned in the UNPSD in line with SDG priorities including SDG 5. Gender targets include improved access to justice and protection for vulnerable groups of women (including victims of violence), access to gender and child sensitive social protection systems, gender

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[8] Senior management is defined as NOC/P4 and above. Calculations are based on data submitted by UN Women, UNDP, RCO, UNHCR, UNFPA, WHO, FAO, OHCHR and UNICEF. See Annex B, indicator 4.3 for further details.

mainstreaming of the school curriculum, and promoting human security including confidence building initiatives through people-to-people communication by more active engagement of CSOs, women and youth. Progress can be tracked from the annual and semi-annual reports prepared by UNCT in relation to the joint work-plans. However, it is difficult to draw conclusions due to the fact that progress had only been tracked at the output level at the time of the exercise, not at the outcome level. The improvement of overall UNPSD M&E processes to track progress toward outcomes will contribute to improved tracking of gender results.

V. Action Plan

The action plan was generated in an iterative process throughout the Scorecard exercise based on analysis and findings. The interagency assessment team put forth initial ideas for broader discussion and development during the consolidation workshop in Tbilisi toward the close of the exercise. The workshop offered space for team members to collectively contribute ideas based on assessment scores and analysis of strengths and weaknesses in coordinated actions for gender equality and women's empowerment. Action points were presented to the UNCT for a management response. The action plan includes details on responsibility, resources and timing. It also outlines the logic and linkages to the UNCT SWAP-Scorecard assessment for tracking purposes. The plan takes into consideration the assessment 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, the UN system as a whole can work more effectively to deliver gender results. See Annex D for elaboration.

Indicators as per Interim Technical Guidance
August 2017

Dimension 1- Planning

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
1.1 Common Country Assessment		
CCA or equivalent includes: a) Gender analysis across the majority of sectors including underlying causes of gender inequality and discrimination line with SDG priorities including SDG 5; b) <u>Some</u> sex-disaggregated and gender sensitive data.	CCA or equivalent includes: a) Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; b) <u>Consistent</u> sex-disaggregated and gender sensitive data.	CCA or equivalent includes: a) Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; b) <u>Consistent</u> sex-disaggregated and gender sensitive data; c) Targeted gender analysis of those furthest behind.
1.2 UNDAF Outcomes		
a) Gender equality and the empowerment of women is visibly mainstreamed across <u>some</u> outcome areas in line with SDG priorities including SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across **all** outcome areas in line with SDG priorities including SDG 5. **or** b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across **all** outcome areas in line with SDG priorities including SDG 5. **and** b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG 5. **and** c) At least one outcome targets a change in norms, values, power structures or other roots of gender inequality (**gender transformative change**)

1.3 UNDAF Indicators		
Between one-fifth and one-third (20-33 percent) of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.	Between one-third and one-half (33-50 percent) of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.	More than one-half of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.

Dimension 2 – Programming and M&E

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
2.1 Joint Programs		
a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.	a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a system is in place to ensure gender mainstreaming in JPs. **or** b) A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5.	a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a system is in place to ensure gender mainstreaming in JPs **and** b) A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5.
2.2 Communication and Advocacy		
a) The UN system has contributed collaboratively to at least one joint communication activity on GEWE during the past year.	**a)** The UN system has contributed collaboratively to at least one joint advocacy campaign on GEWE during the past year. **and** b) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEWE communication and advocacy	Meets minimum standards **and** d) The UN system has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.
2.3 UNDAF M&E		
a) UNDAF Results Matrix	a) UNDAF Results Matrix	Meets minimum standard

data for gender sensitive indicators is gathered as planned or **b)** UNDAF reviews/ evaluations assess progress against gender-specific results.	data for gender sensitive indicators is gathered as planned **and** **b)** UNDAF reviews/ evaluations assess progress against gender-specific results.	**and** c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.

Dimension 3 – Partnerships

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
3.1 Government Engagement		
a) The UN System has collaborated with at least <u>one</u> government agency for a joint initiative that fosters gender equality within the current UNDAF cycle.	a) The UN System has collaborated with at least <u>two</u> government agencies for a joint initiative that fosters gender equality within the current UNDAF cycle. **and** b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.	Meets minimum standards **and** c) The UN System has made at least <u>one</u> contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.
3.2 Engagement GEWE CSO		
a) The UN System has collaborated with GEWE CSO and women's rights advocates for at least <u>one</u> joint initiative that fosters gender equality within the current UNDAF cycle.	a) The UN System has collaborated with GEWE CSO and women's rights advocates for at least <u>two</u> joint initiatives that foster gender equality within the current UNDAF cycle. **and** b) GEWE CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.	Meets minimum standards **and** c) The UN System has made at least <u>one</u> contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.

Dimension 4 – Leadership and Organizational Culture

Approaches Minimum	Meets Minimum	Exceeds Minimum Standards

Standards	Standards	
4.1 Leadership		
Meets 2 of the following:	**Meets 3 of the following:**	**Meets 4 of the following:**
a) Gender equality is a regular topic of discussion in HOA meetings; b) RC demonstrates public championing of gender equality; c) HOAs are seen by personnel as committed to gender equality in the workplace; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.	a) Gender equality is a regular topic of discussion in HOA meetings; b) RC demonstrates public championing of gender equality; c) HOAs are seen by personnel as committed to gender equality in the workplace; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.	a) Gender equality is a regular topic of discussion in HOA meetings; b) RC demonstrates public championing of gender equality; c) HOAs are seen by personnel as committed to gender equality in the workplace; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.
4.2 Organizational Culture		
Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-65 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent.
4.3 Gender Parity		
a) The UN has reached equal representation of women and men for either administrative staff (GS 1-7) <u>or</u> senior staff (P4 and above; NOC and above).	a) The UN has reached equal representation of women and men for administrative staff (GS 1-7) and senior staff (P4 and above; NOC and above). **and** b) The UN has in place a mechanism for monitoring gender parity.	Meets minimum standards **and** c) The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

Dimension 5 – Gender Architecture and Capacities

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
5.1 Gender Coordination Mechanism		
Meets 2 of the following	**Meets 3 of the following**	**Meets all 4 of the following**

a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.	a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.	a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.

5.2 Gender Capacities

a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year.	a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year. **and** b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.	Meets minimum standard **and** c) UN induction package includes orientation on UNCT gender equality commitments and related development challenges of the country.

Dimension 6 – Resources

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
6.1 Financial Resources		
a) UNCT has in place a system to track and utilize <u>some</u> country-level budgetary data to ensure adequate allocation of resources for GEWE.	a) UNCT has in place a system to track allocation of resources for promotion of GEWE. **and** b) UNCT has established a target for program	a) UNCT has in place a system to track allocation of resources for promotion of GEWE. **and** b) UNCT has established a target for program

	expenditures to be allocated for GEWE.	expenditures to be allocated for GEWE, and has met or exceeded the target.

Dimension 7 - Results

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
7.1 Results		
a) The UN System has achieved or is on track to achieve <u>some</u> gender results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.	a) The UN System has achieved or is on track to achieve **all** gender results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5	Meets minimum standards **<u>and</u>** b) The UN System has contributed to at least one widespread change in norms, values, power structures or other roots of gender inequality (**gender transformative results**).

Annex B – UNCT SWAP-Scorecard Findings by Indicator
Georgia – September 2017

Dimension Area 1 - Planning

Indicator: *1.1 CCA*	**Score**: *Approaches Minimum Standards*
Findings and Explanation *The Georgia Country Team elected to produce a 'light' CCA to inform the UNPSD, which was produced by a consultant in 2014. The document relied on secondary data as well as roundtable discussions from 50 stakeholders (23 men; 27 women). Gender equality and women's empowerment were found to be the second most prevailing subject that dominated discussions, suggesting high levels of engagement and awareness among reference groups drawn from three regions of the country.* *a) Gender equality is included across the majority of sectors including underlying causes of gender inequality in line with SDG priorities including SDG 5.* *b) Some sex-disaggregated and gender sensitive data is included.* *The CCA includes four sections that include multiple sectors within each section. Gender analysis was found to be in three of the four sections of the document. Highlights of findings of gender analysis are included below.* *Section 1 – Governance and Democracy – identifies issues with lack of media coverage of gender inequality; needs of female IDPs; progress made to enhance the legislative framework and other efforts to combat VAW; gender inequality with women in decision making positions, wage gap, sex selection, sexual harassment and early marriage; cultural stigmas and gender stereotypes that limit women's advancement.* *Section 2 – Sustainable Development – identifies gender inequality (including the gender wage gap) as a limit to sustainable economic growth, low levels of women's representation in politics, association between gender, poverty and education; VAW; status of ethnic minority women; and women and micro-finance.* *Section 3 – Human Capital Development – identifies gender issues in migration; disparities in male/female unemployment; young female contraception needs; female and male health; and nutritional deficiencies affecting women and children.* *Section 4 – DRR and Resilience Building – no evidence of gender analysis.*	
Evidence or Means of Verification *Country Assessment Report – Georgia (2014)*	
Indicator: *1.2 UNDAF Outcomes*	**Score**: *Approaches Minimum Standards*

Findings and Explanation

a) The UNPSD 2016-2020 has 8 Outcomes under 5 Focus Areas. Focus Area 1 is Democratic Governance with two Outcomes; Focus Area 2 is Jobs, Livelihoods and Social Protection with two Outcomes; Focus Area 3 is Education with one Outcome; Focus Area 4 is Health with one Outcome and Focus Area 6 Human Security and Community Resilience with two Outcomes.

Gender is visibly mainstreamed across all but one Outcome taking into account the outcome statements and narratives. All Outcomes are in line with SDG 5 and other gender-related SDG goals including SDG 2, 3, 4, 8 and 16 as evidenced in the results matrix of the UNPSD.

Two UNPSD Outcomes (Outcome 2 under Democratic Governance and Outcome 4 under Jobs, Livelihoods and Social Protection) have visibly mainstreamed gender in their statements; other Outcomes have elaborated gender inclusiveness with substantive gender analysis in the larger narrative as part of the UNPSD; under some Outcomes women and gender issues are subsumed under the definition of 'vulnerable populations'. Examples:

- *Focus Area 1 Democratic Governance outcome narrative includes a paragraph addressing issues such as low political and economic participation of women, domestic violence, early marriage, sex selection and cultural stigma (13.1 pg. 15 UNPSD).*
- *Focus Area 2, Jobs, Livelihoods and Social Protection Outcome 2 elaborates the women's issues to be addressed for inclusive and sustainable growth and development policies (pg. 19, para 21.1 UNPSD) and highlights low female labor force participation and monthly salaries, regional inequalities aggravating the vulnerabilities of women. There is substantive elaboration of how these challenges affecting women will be addressed (pg. 19, para 24; pg. 20, paras 24.1, 24.2, 24.3 UNPSD). Outcome 3 has gender visibly mainstreamed (pg. 21, para 27 UNPSD) which discusses the UPR recommendations and measures to protect women's rights;) on improving analysis and use of disaggregated data for better impact of social protection systems on vulnerable populations as well as advocacy and policy making targeted at protection of women's rights (pg. 21 para 29 UNPSD).*
- *Focus Area 3 Education (Outcomes 4 and 5) is also well poised in addressing issues related to gender equality, sexual & reproductive health, GBV (pg. 22/23, para 31 UNPSD) and outlines a strategy to address these issue (pg 23, para 22 UNPSD).*
- *Focus Area 4 Health (Outcome 6) visibly gender mainstreamed its approach and strategy and also gender targeted to an extent some of the interventions outlined under the Outcome specifically to women and girls. This Outcome defines 'most vulnerable groups' (Pg. 24 UNPSD) to include women among others; it seeks to target this section with health policies and services including SRH, MCH and response to violence against women; it seeks to promote key health seeking behavior including responsive parenting, safe sexual practices, family planning and healthy life-style choices.*
- *Focus Area 5 Outcome 7 discusses mainstreaming of conflict affected populations, focused on confidence building initiatives with more active participation of women organizations and elaborates how the de facto authorities in Abkhazia will be supported to address WPS issues as per the UNSC Resolution 1325 (pg. 28, para 40 UNPSD).*

The Outcome in the area of Community Resilience (Outcome 8) does not address gender equality/gender mainstreaming in the statement or the narrative. Due to the lack of visible

gender mainstreaming, the assessment scored this indicator as 'approaches minimum standards', although the margin by which it missed the standards was very small. It should be noted that, while it may not specifically be mentioned under this Outcome, the UNCT has established the GBV cluster as part of its humanitarian response strategy that is incorporated in the Georgia Inter Agency Contingency Plan of the Disaster Management Country Team. There are also two gender sensitive indicators included in the Results Matrix under Outcome 8.

Evidence or Means of Verification

UNPSD 2016-2020
Georgia Inter Agency Contingency Plan

Indicator: *1.3 UNDAF Indicators*	**Score**: *Exceeds Minimum Standards*

Findings and Explanation

More than one-half of UNPSD outcome indicators measure changes in gender equality in line with SDG targets, including SDG 5.

Gender indicators are integrated under each outcome and constitute 53% of all the document's indicators (27 out of 51) as follows.

- *Outcome 1: 3 gender sensitive indicators out of 7 (1.4; 1.5; & 1.7)*
- *Outcome 2: 3 out of 5 (the indicators under outcome 2 – 2.1; 2.2; & 2.3 are not explicit, but do measure gender equality and women's empowerment issues)*
- *Outcome 3: 5 out of 7 (3.2; 3.3; 3.5;3.6; & 3.7)*
- *Outcome 4: 4 out of 5 (4.1; 4.2 (not explicit but highly relevant as increased coverage of social work services is directly linked with effective prevention and response to domestic violence due to recently expanded mandate of social workers); 4.4; & 4.5)*
- *Outcome 5: 2 out of 4 (5.2; & 5.3)*
- *Outcome 6: 5 out of 8 (6.2; 6.3; 6.4; 6.6; & 6.7)*
- *Outcome 7: 3 out of 8 (7.5; 7.7; & 7.8)*
- *Outcome 8: 2 out of 7 (8.1 & 8.3).*

Evidence or Means of Verification

UN Partnership for Sustainable Development in Georgia 2016-2020.

Dimension Area 2 – Programming and M&E

Indicator: 2.1.*Joint Programs*	**Score**: *Meets Minimum Standards*

Findings and Explanation

a) Gender equality is visibly mainstreamed into all JPs operational at the time of the assessment. There were five JPs operating at the time of the assessment (three that mainstreamed gender and two that were gender targeted).

Gender equality is mainstreamed strongly in the UN Joint Program 'Enhancing Access to Justice and Development of a Child-friendly Justice System in Georgia'. Both specific objectives of the program explicitly state that all activities planned under the respective results will mainstream gender. Additionally the JP includes gender equality and women empowerment as its guiding principle and cross-cutting issue.

JP 'Horizons Project- Strengthening Community Resilience in Abkhazia also mainstreams gender, however it is more evident in one out of three program outputs, which targets women and girls, thus could be potentially represented more strongly in other outputs as well. Mainstreaming is there, but it could be more comprehensive.

"*Human Rights for All' is jointly implemented by OHCHR, UNDP, UNICEF and ILO with EU funding. The JP aims at enhancing the capacity of government institutions and Parliamentary Committees on human rights and legal issues and improving mechanisms for better protection of human rights in Georgia. The project covers a variety of areas, however the core focus is on promotion of equality and non-discrimination (including combating gender discrimination). Moreover, gender related issues are mainstreamed through the following outputs and activities:*

1. *Strengthening of the inter-agency coordination mechanism regarding policy-making, implementation and monitoring of National Human Rights Action Plan by supporting authorities to develop specific chapters of the HRAP, including on gender and non-discrimination/equality*
   - *supporting stakeholders to monitor the process of AP implementation and issues related to non-discrimination including on the basis of gender*
   - *identifying gaps and providing recommendations promoting diversity and equality, including gender*

2. *Greater public awareness of the HRAP and promotion of a culture of human rights and Georgia-EU common values*
   - *Promoting non-discrimination and raising awareness of government and self government representatives on gender related issues, equal participation in decision making process, obligations of central and local authorities to combat discrimination and promote diversity*

3. *Strengthening capacities of the Parliamentary committees on human rights and legal affairs*
   - *Perfecting domestic legislation and mechanisms on equality related issues (including gender)*
   - *Developing study of legislation with universal regional standards on non-discrimination including on the basis of gender*

and

b) A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5. In fact, two gender-targeted JPs are operational at the time of the assessment.

UN Joint Program for Gender Equality (2015-2020) involves three agencies: UNDP, UN Women and UNFPA. It has three outcomes: enhanced women's political and economic empowerment; enabling environment to eliminate violence against women and girls, especially sexual and domestic violence; and advanced gender equality and reproductive rights, including for the most vulnerable women, adolescents and youth. It covers most of targets under SDG 5: 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.A, and 5.C.

Gender sensitive socio-economic empowerment of vulnerable IDPs through co-funding of livelihoods opportunities and promotion of social mobilization - GCP /GEO/007/E is designed to deliver results via a collaborative mechanism. FAO and UNW joined efforts to implement the program, designed for the IDP population in Georgia through capacity building of the local authorities and grass-roots organizations, facilitation of grants, agricultural expertise, etc. The project ensures that different roles for men and women are identified and that gender-disaggregated indicators are integrated and that they are monitored during implementation. The project integrates a gender perspective into all stages of its implementation, including: i. specific activities to promote equality of opportunities and outcomes between men and women; ii pro-active actions to ensure full and equal participation of men and women; and iii. ensuring that information gathering captures gender-segregated indicators. Moreover, special attention is given to disadvantaged groups, disabled, women, youth and elderly. The project is in line with SDG 5 (5.1 and 5.A)

c) There is no quality control system in place at this time to ensure consistency of gender mainstreaming across JPs.

Evidence or Means of Verification

UN Joint Program Documents:
Enhancing Access to Justice and Development of a Child-friendly Justice System in Georgia (UNICEF and UNDP)
Strengthening Community Resilience in Abkhazia (UNDP and UNICEF)
UN Joint Program for Gender Equality (UNDP, UN Women, and UNFPA)
Gender sensitive Socio-economic Empowerment of Vulnerable IDPs through Co-funding of Livelihoods Opportunities and Promotion of Social Mobilization - GCP /GEO/007/E (UN Women and FAO)

Indicator: *2.2 Communication & Advocacy*	**Score**: *Exceeds Minimum Standards*

Findings and Explanation

a) The UN system has contributed collaboratively to more than one joint advocacy campaign for GEWE in the past year. Three different inter-agency groups have managed gender communication and advocacy campaigns: the JP for Gender Equality, the GTG and the Communications Team.

Three UN Agencies (UNFPA, UN Women and UNDP) are implementing United Nations Joint Programme "For Gender Equality". Based on the priority areas of each agency

communications strategy has been developed with tailored message boxes, slogan, advocacy and communications activities and M&E tools. The strategy entails various activities to be implemented jointly such as Gender Week around March 8 International Women's Day and 16 Days of Activism against gender-based violence. Based on the programme communications strategy, numerous advocacy and communications campaigns have been implemented toward common advocacy goals. (Please find the list of the activities below.)

Since 2012 UN Women is chairing the inter-agency Gender Theme Group (GTG). The group has its annual work plan with an advocacy and communications component complementing the awareness raising and advocacy work carried out by the UN Communications Team and UNFPA, UN Women and UNDP through the UN joint program. (Please find the list of activities below.)

b) Every year the UN Communications Team in Georgia, represented by all UN agencies in the country, is updating its jointly developed communication strategy for a stronger and united image of the UN in Georgia. The communications meetings take place regularly, including one annual retreat. For 2017, the developed communications strategy mainly focuses on promoting SDGs through advocacy and communication activities. GEWE is a cross-cutting theme and is well mainstreamed in the strategy mainly through partnership between three UN agencies - UNFPA, UN Women and UNDP.

c) The UN system has contributed collaboratively to communication and advocacy in at least one non-traditional thematic area during the past year. Joint communication and advocacy has taken place in the non-traditional thematic areas of emphasizing men's role in gender equality and elimination of violence against women. As defined in the technical guidance, extensive work has taken place involving men in gender equality initiatives and in redefining gender identities, especially masculinities. The Georgia team has also been recognized for innovative means of delivering messages through interactive theater and social and popular media.

Evidence or Means of Verification

UN Communication strategy 2017-2018
UNJP "For Gender Equality" communications and advocacy strategy
GTG annual workplan 2016 and 2017
World Rugby U20 Championship joins HeForShe https://goo.gl/6v4BnW
Georgian national rugby team supports HeForShe at the rugby Europe championship
https://goo.gl/HMALkT
Critical acclaim for theatre play challenging attitudes towards women's rights
https://goo.gl/RiuwFq
"Woman in Focus" - UN Women celebrates International Women's Day in Georgia
https://goo.gl/jo9uLR
Tbilisi TV Tower lit in orange to mark the International Day for the Elimination of Violence against Women https://goo.gl/Pe8z97
The national rugby teams of Georgia and Samoa unite to fight violence against women
https://goo.gl/AprnW7
We love rugby and condemn violence against women! Georgian rugby players meeting with rural boys https://goo.gl/yzQeBk
Georgian National Rugby Team Supports HeForShe at the European Nations Cup Finals

https://goo.gl/d1rmeR
Marking World AIDS Day in Georgia https://goo.gl/oL1g8z
Georgian language has no gender prejudice campaign
https://www.facebook.com/forwomensrightsingeorgia/videos/1640060246005672/
UNFPA Georgia CO launched National MenCare Campaign in the Frameworks of UNJP
https://goo.gl/gHikhD
Georgia celebrates Father's Day for the first time https://goo.gl/vtui9m
 "A Girl is Born" _ Photo exhibition against the harmful practice of GBSS (in the Frameworks of
16 Days of Activism) https://goo.gl/mbrUqt
 "Reading for Children" _ Collection of texts by famous Georgian authors written for/about
their children (in the frameworks of 16 Days of Activism) https://goo.gl/r1k8LA
Fairytales for all _ Famous Georgia writer Giorgi Kekelidze reads for Children
https://goo.gl/W77k6W
MenCare Georgia Celebrates Gender Week https://goo.gl/LSHfWE
Fathers from Telavi join "MenCare" Campaign https://goo.gl/8FyDa8
Father's Day in Georgia 2017 https://goo.gl/6tQWP2

Indicator: *2.3 M&E*	**Score**: *Missing Minimum Standards*

Findings and Explanation

a*) The UNPSD does not delineate an M&E plan. It does include a section on M&E (pg.35 UNPSD) but this does not specify clear parameters for M&E. There has been no annual review of the UNPSD 2016-2020 (the UNPSD has been in operation for 21 months at the time of the exercise), and data against outcome indicators in the Results Matrix has not been gathered. There is no online reporting system.*

b) The Results Groups undertake regular monitoring of the joint work plans. There were two monitoring and reviews of the joint work plans in 2016 including an annual review. In 2017 there has been one monitoring of progress of the joint work plan and an annual exercise scheduled for later in the year. All reviews of the joint work plans assess progress against all results and indicators including gender specific results and indicators and record gender disaggregated data where required. Reporting is done using both quantitative and qualitative methods. While progress against JWP outputs (including gender outputs) has been assessed, progress against UNDAF outcomes has not been tracked.

c) There is no specific M&E group. The M&E function has been integrated into the ToR of the Sectoral Groups, specifying that each group should include an M&E specialist. Technical training on gender sensitive M&E has not been provided.

Evidence or Means of Verification

UNPSD 2016-2020
Progress reviews of the Joint Work (first review in June 2016, annual review in Jan-Feb 2016, half yearly review of JWPs 2017-2018 – Aug-Sept 2017)
TOR of Sectoral Groups

Dimension Area 3 - Partnerships

Indicator: *3.1 Government Engagement*	**Score**: *Exceeds Minimum Standards*

Findings and Explanation

a) *The UN System has collaborated with at least <u>two</u> government agencies within the current UNDAF cycle for a joint initiative. Examples include cooperation with the Ministry of Justice and the Parliament of Georgia towards the ratification of Council of Europe Istanbul Convention and making of relevant amendments to the national legislation (UN Women, UNFPA); advocacy work with the Prime Minister's Office and Gender Equality Council of the Parliament towards the establishment of Inter-ministerial Commission on Gender Equality, Violence against Women and Domestic Violence Issues (whole UNCT with UN Women, UNDP and UNFPA facilitation and leadership), leading to the establishment of the commission in June 2017.*

b) *Women's machinery representatives (defined as members of Gender Equality Council of the Parliament; Assistant to the Prime Minister on Human Rights and Gender Equality Issues and the Gender Equality Department at the Public Defender's Office) participated in the UNPSD prioritization workshop. Chair of the Gender Equality Council in the Parliament and Assistant to the Prime Minister on Human Rights and Gender Equality Issues are members of the Steering Committee of the UN Joint Programme for Gender Equality. UNPSD M&E plan is yet to be developed.*

c) *The UN System has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization. The UN system has provided support to the Government in the process of nationalization of SDGs, while GTG has been very active in mainstreaming gender-sensitive indicators under all the relevant targets. The GTG has further successfully lobbied the government to add targets to the nationalized SDG5 in October 2016.*

Evidence or Means of Verification

Minutes of High-Level Meeting conducted on 8 December, 2018 in the frameworks of 16 Days of Activism against Gender Violence
GTG technical paper on Institutional Mechanism for Gender Equality and Women's Empowerment
Agenda and list of participants of UNPSD prioritization workshop
GTG advocacy paper around SDG 5 targets

Indicator: *3.2 CSO Engagement*	**Score**: *Meets Minimum Standards*

Findings and Explanation

a) *The UN System has collaborated with GEWE CSO and women's rights advocates for at least <u>two</u> joint initiatives that foster gender equality within the current UNDAF cycle. UN GTG has created mechanisms for cooperation and joint advocacy with the GEWE CSOs in the frameworks of four thematic task forces. For the purposes of scoring of this indicator, it is noteworthy to mention the work of the Task Force on Women's Political Empowerment (led by UNDP from UNCT) and Task Force on Harmful Practices of Child/Early Marriage and Female Genital Mutilation (led by UNFPA from UNCT), both of which have worked to*

unite GE advocates and women's NGO representatives along with UN, INGOs and donors.

The two examples of successful cooperation include:
1) *mobilization and advocacy work around introduction of mandatory political quotas for women (numerous activities such as street action, advocacy meetings, drafting of the legal amendments, etc.) all lead by UN, INGO and CSO members of the Task Force on Women's Political Participation;*
2) *advocacy work around amending legislation about minimum age for marriage and mainstreaming early marriages prevention activities across relevant gender equality and human rights policies – all lead by UN, INGO and CSO members of the Task Force Harmful Practices of Child/Early Marriage and Female Genital Mutilation.*

b) *GEWE CSOs have taken active part in the CCA and UNDAF consultations; they have supported the outreach and mobilization of beneficiaries for the roundtable discussions that informed CCA development and have been present at the UNPSD prioritization workshop.*

c) *The UNCT in Georgia is moving towards making a contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation, but this remains a work in progress at the time of the assessment. The UN has been strongly advocating with the Administration of Government (AoG) to create space for the CSOs' engagement in the nationalization process of SDGs. To that end, particular emphasis has been placed on SDG 5 and GEWE CSOs. UNDP has provided the AoG with the list of respective CSOs to be consulted prior to adoption of nationalized SDGs, and will further facilitate the process of online and offline consultations.*

Evidence or Means of Verification

Minutes of Task Force meetings (Women's Political Participation and Harmful Practice of Child/Early Marriage and FGM)
Agenda and list of participants of UNPSD prioritization workshop
E-mail communication between UNDP and Government Administration regarding CSO engagement in the SDG nationalization process

Dimension Area 4 – Leadership and Organization Culture

Indicator: *4.1 Leadership*	**Score**: *Exceeds Minimum Standards*
Findings and Explanation	

a) *Gender equality is a regular topic in the meetings between Heads of Agencies, being part of the discussions in at least eight of eleven UN Country Team (UNCT) meetings in the past year. Gender-related discussions have covered areas such as Resource Mobilisation, the ratification of the Istanbul Convention, the constitutional reform process, and the nationalisation of the Sustainable Development Goals amongst other. Further, one of the three Universal Periodic Review (UPR) recommendations that the UNCT decided to jointly focus on was related to violence against women. It was also agreed that gender would be one of four UNCT priorities for 2017.*

b) *The Resident Coordinator participated in a number of important events directly related to gender equality and women empowerment in the past twelve months, including MenCare events (2016-2017), Open Day on Women, Peace and Security (Nov 2016), High Level Meeting on Ending Violence Against Women (Dec 2016), and a high –profile magazine interview promoting male involvement in gender equality (March 2017). In these, as well as in other events – on youth, economic development, human rights – in speeches and in meetings, he regularly brought up the importance of fighting against gender inequality and discrimination, and to assure that no-one is left behind.*

c) *Results from the survey on gender and organisational culture found that 86 percent of staff felt that Heads of Agencies are committed to gender equality in the workplace. This was the highest scoring question of all survey questions.*

d) *As the UNCT is yet to finalise the Assessment of Results and Competencies (ARC) goals for 2017 – pending guidance from DOCO – the ARC goals for 2016 are used for this exercise. There, gender equality was explicitly mentioned as an indicator for the Development goal, and inexplicitly as an indicator for the Political goal. Further, gender aspects were referred to in three out of the five goals as examples to how the goals had been achieved.*

Evidence or Means of Verification

UNCT meeting notes for the past year (July 2016-July 2017)
RC talking points (March 2016 – July 2017)
Organizational culture survey results (September 2017)
UNCT Self-Assessment of 2016 Results (ARC)

Indicator: *4.2 Organizational Culture*	**Score**: *Meets Minimum Standards*

Findings and Explanation

The survey was distributed to personnel, and remained open over a two-week period. Response rate was high, allowing for results with a 5 percent confidence interval. Survey questions met the minimum standards, scoring an overall positive rating of 79% (4% negative and 17% neutral). Positive responses were just 1% short of exceeding minimum standards (requiring an overall 80% positive response).

The minimum standard (65%) was met as an average across the 10 questions that deal with issues of gender equality, discrimination and work-life balance. Moreover, the minimum standards were met individually for 9/10 questions with only one result on work-life balance falling below the 65% threshold.

Positive ratings for questions that dealt with gender equality in the workplace and discrimination/personal safety were particularly strong, with almost all questions exceeding the minimum standards when viewed individually. Perception of heads of agencies commitment to gender equality in the workplace was especially high with an 86% positive rating.

Work-life balance scores were lower on average than the other two dimensions. Satisfaction ratings were especially low for flexible work arrangements contributing to adequate work-life

balance with only 62% of respondents scoring this question favorably.

Findings on differences between male and female perceptions varied across dimension areas. Men held consistently more positive perceptions of gender equality in the workplace than did their female colleagues. Differences in male/female perceptions of discrimination/personal security and work-life balance did not reveal identifiable gender patterns.

Refer to Annex C for more detailed information.

Evidence or Means of Verification

Results of the survey of staff perception of organizational culture for gender equality (total 129 responses out of 195 personnel; confidence interval of 5)

Indicator: *4.3 Gender Parity*	**Score**: *Approaches Minimum Standard*

Findings and Explanation

a) The percentage of women on the GS positions is 58% out of the total GS posts occupied. The total percentage of women on positions with level P4 and above is 25% out of all posts of the level P4 and above occupied, however there is more equal distribution between men and women when comparing combined national and international senior positions of the level of NOC/P4 and above. The percentage of women in P4/NOC and above (NOC, NOD, P4, P5, P6, D1 and D2) is 46% female. Based on this assessment the UN has reached equal representation of males/females for senior staff (P4/NOC and above), but is just off the mark for administrative staff. Parity is defined as falling within the 45-55% range.

b) Each UN Agency is able to clearly disaggregate positions occupied by sex, pulling out data from the HR module of the ERPs they operate under. While the data is easily accessible, the Scorecard exercise is the first time the data has been looked at collectively.

c) To further streamline common operations amongst UN Agencies in country and considering the local context, the simplified BOS plan has been developed by the OMT (with UN Women's participation). The plan has been drafted and will be presented for the further endorsement by the UNCT till the end of 2017. Considering, the common procurement represents the main area of cooperation for all UN Agencies participating in the BOS, UN Women plans to introduce the mechanism to track women-owned individual and institutional vendors, so there are opportunities to meet this criteria in the future when the BOS is finalized.

Evidence or Means of Verification

Data on Gender Parity provided by UN Women, UNDP, RC Office, UNHCR, UNFPA, WHO, FAO, OHCHR and UNICEF.

Dimension Area 5 – Gender Architecture and Capacities

Indicator: *5.1 Gender Coordination*	**Score**: *Exceeds Minimum Standard*

Findings and Explanation

The gender coordination mechanism (GTG) met all four criteria for this indicator:

a) *Gender Theme Group (GTG) is chaired by the HoA, UN Women Country Representative in Georgia;*

b) *The GTG has Terms of Reference, approved annual work-plan, regular meetings and produces annual report in line with the annual work-plan. Further, there have been established four thematic Task Forces on 1) Women's Political Participation; 2) Ending Violence against Women and Girls; 3) Harmful Practices of Child/Early Marriage and Female Genital Mutilation; 4) Women's Economic Empowerment that function under the auspices of the GTG and regularly report to the GTG about joint coordination and advocacy interventions;*

c) *Not only are there over 50% of GTG senior staff among UN agency GTG members, but the GTG also unites senior staff of international development partners (INGOs, bilateral and multilateral donors) as well as of local foundations – about 50 members in total;*

d) *GTG has provided gender mainstreaming inputs into UNDAF – including country analysis, prioritization and results frameworks. Further, the GTG has provided gender mainstreaming inputs to the nationalization process of SDGs - advocated for the nationalization of several SDG 5 objectives as well as provided inputs to mainstreaming of gender into other SDG indicators, baselines and targets. The GTG has engaged in several successful advocacy interventions with the government (e.g. around the ratification of CoE Istanbul Convention; establishment of institutional mechanism for GEWE; prevention of early marriages; and the introduction of temporary special measures to advance women's political participation).*

Evidence or Means of Verification

GTG Terms of Reference
GTG members' list
Terms of Reference of GTG Task Forces
GTG Annual Plans for 2016 and 2017
GTG Annual Report 2016
GTG meeting notes (2016-2017)
GTG advocacy paper around SDG 5
GTG technical paper on Institutional Mechanism for Gender Equality and Women's Empowerment

Indicator: *5.2 Gender Capacities*	**Score**: *Approaches Minimum Standards*

Findings and Explanation

a) *At least one inter-agency gender capacity development activity for UN Personnel has been carried out during the past year:*

   1. *UNFPA/UN Joint Team organized "UN Cares Module UN Staff Dignity and Inclusion in the UN Workplace" training on 30 November 2016, which includes a strong focus on gender issues in the work environment including unconscious bias, gender identity and sexual orientation.*

2. *UN Women provided training to FAO colleagues on Sustainable Livelihoods for Internally Displaced Women in the frameworks of joint FAO/UN Women project on 23-26 September 2016.*

b) *An inter-agency capacity assessment and capacity development plan has not been undertaken.*

Evidence or Means of Verification

UNFPA / UN Joint Team on HIV & AIDS training report
UN Women/FAO joint project final report, Annex C.

Dimension Area 6 - Finances

Indicator: *6.1 Financial Resources*	**Score**: *Missing Minimum Standards*

Findings and Explanation

While more and more agencies are able to track gender allocations internally, the Georgia country team does not have in place a procedure to track consolidated budgetary data to ascertain combined funds dedicated to gender. Financial allocations/expenditures are not tracked centrally at the outcome level. Some agencies, including UNDP, UNICEF and UNFPA use Gender Markers; however this system is utilized to indicate the degree of gender focus in programme or project interventions; data on financial resources has not been generated to date in a coordinated fashion at the country level.

Evidence or Means of Verification

Internal discussions including assessment team members from RCO, UNHCR and UNDP.

Dimension 7 - Gender Results

Indicator: *7.1 Results*	**Score**: *Approaches Minimum Standards*

Findings and Explanation

*a) The UN System has achieved or is on track to achieve **some** gender results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5. [The UN Development Assistance Framework 2016-2020](#) (UNPSD) covers five focus areas: (1) Democratic Governance; (2) Jobs, Livelihood and Social Protection; (3) Education; (4) Health; and (5) Human Security and Community Resilience. Access to justice and protection for vulnerable groups of women, including victims of violence is prioritized (as part of Outcome 2 under focus area 1 Democratic Governance as well as women's economic empowerment as part of Outcome 3 under focus area 2 Jobs, Livelihood and Social Protection), access to proactive and inclusive gender and child sensitive social protection systems (Outcome 4 under focus area 2 Jobs, Livelihood and Social Protection), gender mainstreaming of the school curriculum (as part of*

Outcome 5 under focus area 3 Education) and promoting human security including confidence building initiatives through people-to-people communication by more active engagement of CSOs, women and youth (as part of Outcome 7 under focus area 5 Human Security and Community Resilience).

- *Progress is obvious especially in the area of ending violence against women as evidenced by official communication from CEDAW (dated 26 April 2017) assessing written information on the steps undertaken by Georgia to implement the recommendations contained in paragraphs 21 and 25 of the concluding observations to Georgia State Party issued in July 2014.*
- *Progress can be tracked also from the annual and 6-months reports prepared by UNCT in relation to the joint work-plans per UNPSD Outcomes. However, due to the fact that progress is tracked on output (through joint work-plans) rather than UNPSD Outcomes' level it is hard to draw definite conclusions. The improvement of overall UNPSD M&E interventions will greatly impact progress towards improving the Country Team's scoring under this indicator.*
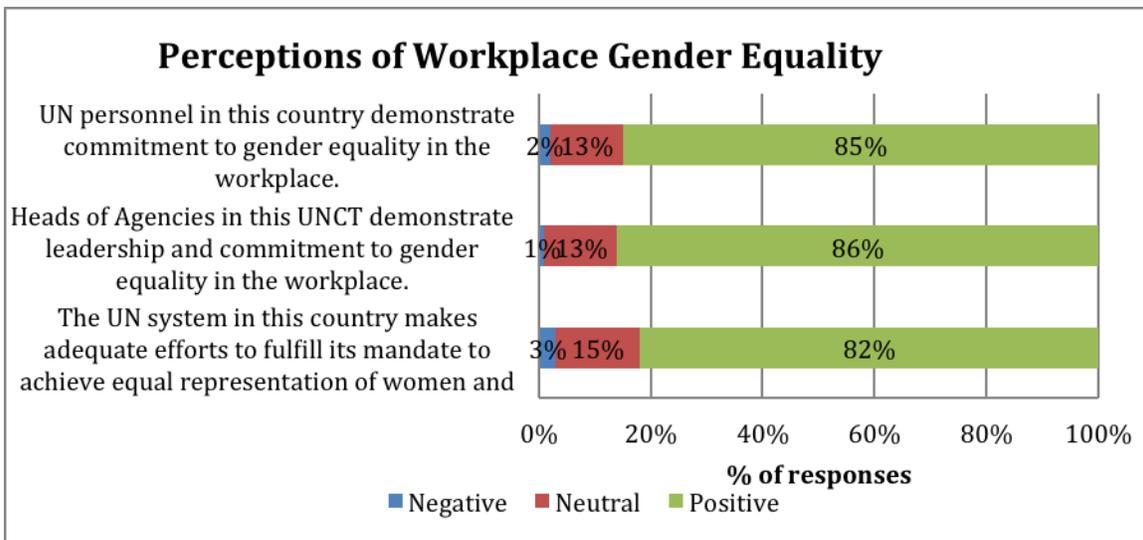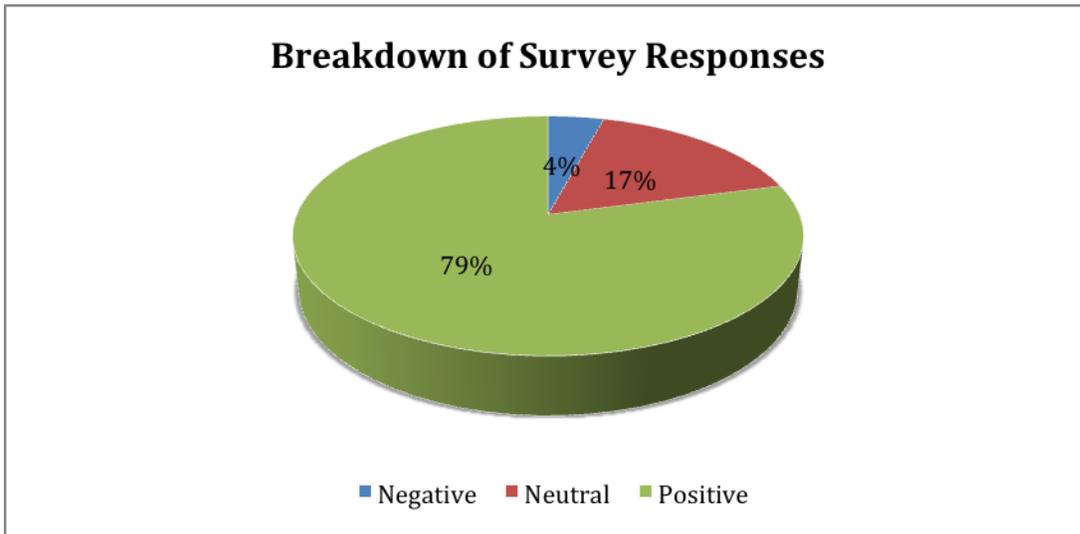
Evidence or Means of Verification

UN OHCHR/CEDAW DB/follow-up/Georgia/66 – 26 April, 2017;
UNPSD joint work-plans' annual and six-months reports;

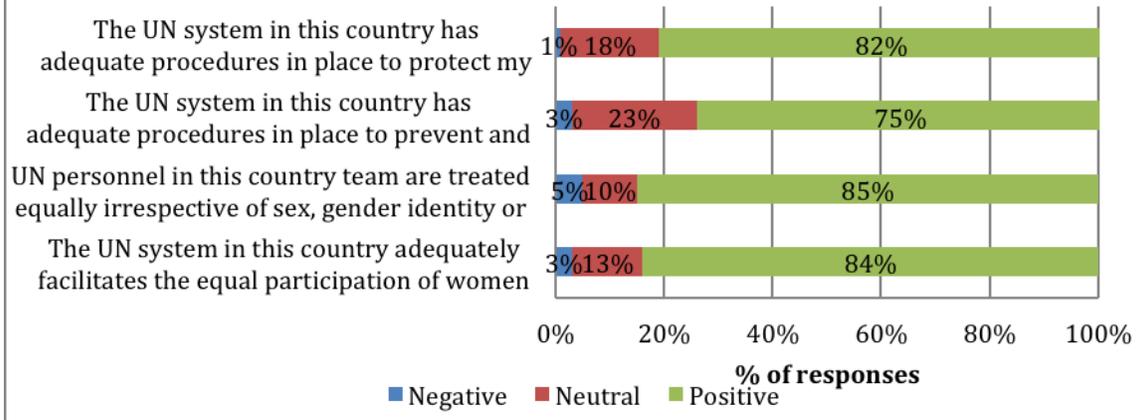## Annex C – Organizational Culture Staff Survey Results
Georgia

Survey opened 28 August -8 September 2017
Total responses: 129[9]. All responses were online, anonymous.

Breakdown of Survey Responses

4% 17%

79%

■ Negative ■ Neutral ■ Positive

Perceptions of Workplace Gender Equality

UN personnel in this country demonstrate commitment to gender equality in the workplace.	2% 13%		85%
Heads of Agencies in this UNCT demonstrate leadership and commitment to gender equality in the workplace.	1% 13%		86%
The UN system in this country makes adequate efforts to fulfill its mandate to achieve equal representation of women and	3% 15%		82%

0%   20%   40%   60%   80%   100%

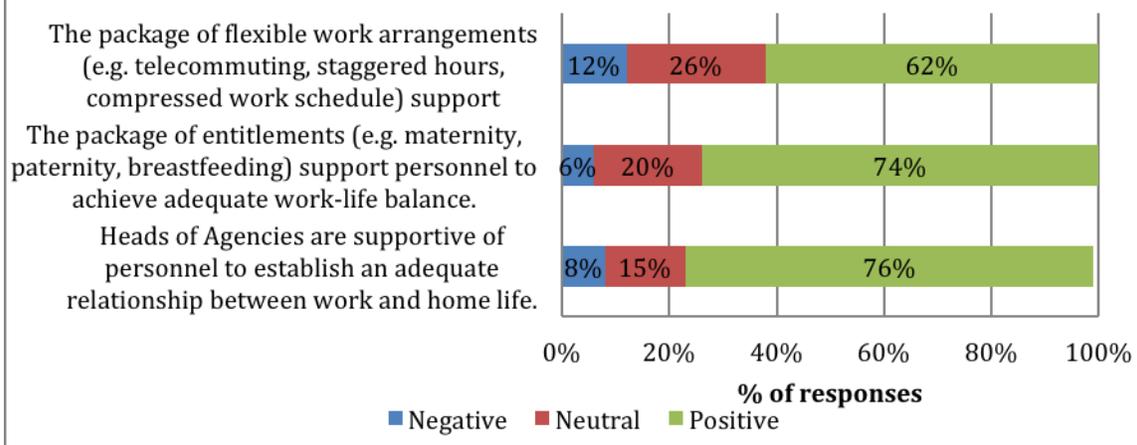**% of responses**

■ Negative ■ Neutral ■ Positive

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[9] Based on the estimated personnel size of 195, a total of 129 responses yielded a confidence interval of 5. Therefore, we can be confident that responses are representative of the larger population plus or minus 5 percentage points. http://www.surveysystem.com/sscalc.htm#one

Discrimination and Personal Security

The UN system in this country has adequate procedures in place to protect my — 1% 18% / 82%

The UN system in this country has adequate procedures in place to prevent and — 3% 23% / 75%

UN personnel in this country team are treated equally irrespective of sex, gender identity or — 5% 10% / 85%

The UN system in this country adequately facilitates the equal participation of women — 3% 13% / 84%

% of responses

Negative Neutral Positive

Work-Life Balance

The package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) support — 12% 26% / 62%

The package of entitlements (e.g. maternity, paternity, breastfeeding) support personnel to achieve adequate work-life balance. — 6% 20% / 74%

Heads of Agencies are supportive of personnel to establish an adequate relationship between work and home life. — 8% 15% / 76%
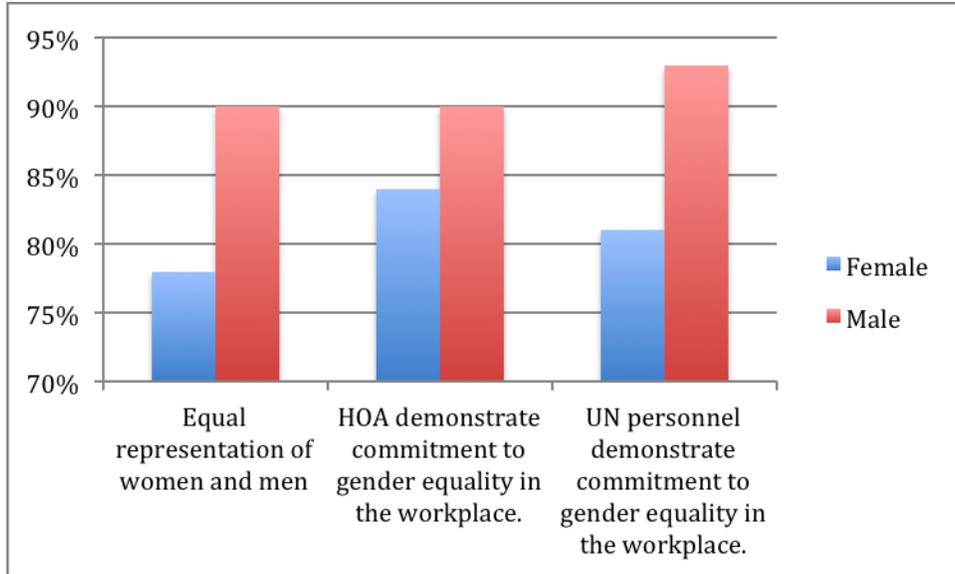
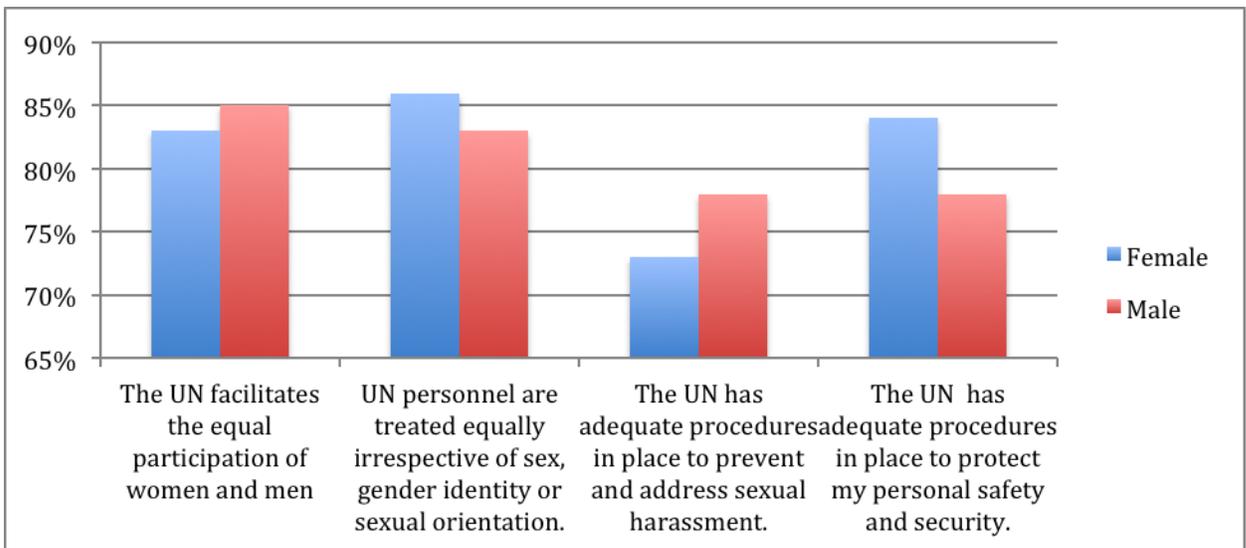**% of responses**

Negative Neutral Positive

33

Differences in Male/Female Perceptions of Gender and Organizational Culture
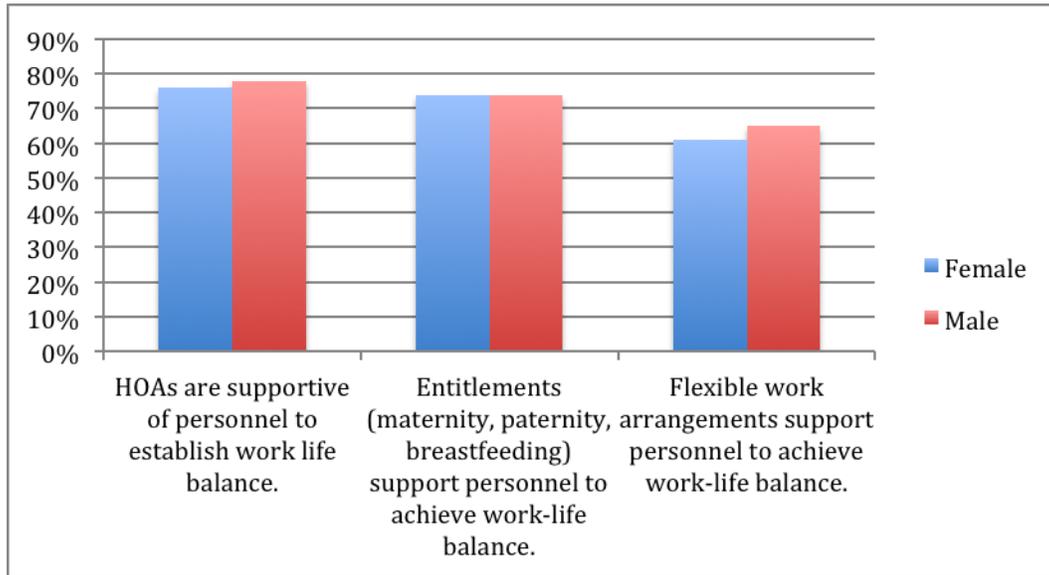**Percentage of Positive Responses**

Perceptions of Gender Equality in the Workplace

Discrimination and Personal Safety

Work-Life Balance

Based on a total of 129 responses
Female = 84
Male = 44
Other = 1[10]

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[10] The small size of the 'other' category does not allow for analysis of trends.

Annex E - Action Plan Georgia

UNCT SWAP-Scorecard – September 2017

Action	Responsibility	Required Resources and Source	Timing	Explanation and Links to SWAP-Scorecard Assessment
1. Planning				
1.1 Ensure that gender is comprehensively mainstreamed across all sectors in the CCA and all Outcomes for the next UNDAF or equivalent.	Respective sectoral groups and UNCT with technical support from GTG	No financial costs	2019+ planning stage for next UNDAF	Improves gender targeting across all sectors, and meets UNDG minimum requirements for Indicators 1.1 CCA and 1.2 UNDAF Outcomes.
2. Programming and M&E				
2.1 Develop a checklist on gender mainstreaming criteria (drawing on existing guidance) to be integrated into SOPs for Joint Programs.	RCO with technical support from GTG	No financial costs	End 2017	Improved quality control systems for comprehensive gender mainstreaming across JPs will ensure that JPs serve as models for collaborative gender sensitive programming, and move Indicator 2.1 to exceed the minimum standards.

2.2 Develop an M&E plan for the UNDAF	RCO and UNCT	No financial costs to develop plan; cost of M&E will depend on plan.	End 2017	The UNPSD 2016-2020 does not specify an M&E plan as per UNDAF guidance, leading to gaps in UNDAF outcome-level monitoring. This needs to be addressed to meet minimum standards for Indicator 2.3 UNDAF M&E and to ensure progress toward outcomes in line with the results framework.
2.3 Sectoral Groups to integrate UNPSD Outcome monitoring into JWP reporting processes.	UNCT and Sectoral Groups	No financial costs	2017-2018	The exercise revealed gaps in assessing progress against Outcomes, including gender specific results at the Outcome level. Addressing this weakness will allow for better tracking of results in line with UNDAF guidance, and move Indicator 2.3 UNDAF M&E toward minimum standards.

3. Partnerships

No actions suggested due to strong performance in this dimension.

4. Leadership and Organizational Culture

4.1 OMT to monitor system-wide gender parity data annually, using 2017 data as baseline. Findings should be shared with the GTG, which can incorporate monitoring into annual reporting to the UNCT for discussion and action depending on the patterns of change found over next years.	OMT with links to GTG and UNCT	No financial costs	2018 +	The UN system in Georgia is close to meeting the minimum standards for gender parity. Putting in a monitoring system will maintain focus and help foster movement toward meeting and maintaining gender parity.
4.2 OMT to consider the viability of introducing a mechanism to track women-owned individual and institutional vendors into the BOS monitoring for common procurement to foster GEWE.	OMT with technical support from GTG	No financial costs	2018+	Including gender specific actions and indicators in the BOS will allow the team to exceed minimum standards for indicator 4.3 gender parity. This would put Georgia in a lead position globally with piloting gender mainstreaming in the BOS.

5. Gender Architecture and Capacities

5.1 Map out system-wide opportunities for online gender training; assess status of staff compliance with mandatory gender training to develop a strategy to foster 100% compliance.	GTG	No financial costs	End of February 2018	GTG should start by mapping who has taken which courses first, and then include targeted action to address gaps in the GTG AWP 2018. This will push Indicator 5.2 Gender Capacities toward meeting minimum standards.
5.2 Conduct 'light' gender capacity assessment among personnel, starting with a targeted interagency sub-group, and develop capacity development plan based on the assessment. Other groups may be targeted in time using a staged approach over the UNPSD cycle.	GTG	No financial costs for assessment	February-March 2018	Assessment can be done on-line by survey. See also UN Women "Gender Equality Capacity Assessment Tool" (2014) for guidance.[11] Action to conduct capacity assessment should be integrated in the GTG AWP 2018.
5.3 Facilitate organization and provisions of targeted trainings and other	GTG and targeted interagency groups	Costs for training or other capacity development initiatives will depend on strategy, and should be	Second half of 2018+	The activities of the plan will be integrated in the GTG AWP 2018 as facilitating group.

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[11] https://trainingcentre.unwomen.org/pluginfile.php/453/mod_page/content/1/Capacity_AssessmentTool_En.pdf

capacity development support as per the capacity development plan		shared by agencies and built into relevant group plans and budgets depending on targets.		Capacity development initiatives should be integrated into target group AWPs. This would help build capacities strategically across the system, and move Indicator 5.2 Gender Capacities to meet minimum standards.

6. Financial Resources

6.1 Gender Theme Group to discuss the possibility of members conducting a baseline study of percentage of total individual budgets that go towards addressing gender related issues. This will be included in the annual plan of the GTG and put to the UNCT for endorsement. This can be an initial step towards establishing gender targets for budget allocation to gender equality and women's	Gender Theme Group in consultation with OMT and UNCT.	No financial cost	2018	This action point is seen as an exploratory process to better understand the gender budget data that currently exists across agencies, and how that data may be collated and utilized collectively to track gender expenditures and/or allocations at the country team level. The course of further development will depend on the initial findings. The data generated can be used as baseline for advocacy and accountability with both internal and external stakeholders

empowerment programming.				including donors, government and CSO. In the future UNDAF or equivalent, the team may utilize the UNDAF gender marker (currently in development) to track combined gender allocations. Progress in collective gender budgeting will move Indicator 6.1 toward meeting minimum standards.

7. Gender Results

7.1 GTG to consolidate monitoring data on UNDAF outcome level gender results on an annual basis for a comprehensive overview drawing on data generated by Sectoral Groups.	GTG	No financial costs	2018+	This will be built into GTG AWP from 2018 and reported to UNCT. This will allow for easy reference of monitoring of progress against Indicator 7.1 Gender Results, and will assist compliance with the Indicator 2.3 M&E.