



UNITED NATIONS COUNTRY TEAM IN BANGLADESH

SWAP GENDER EQUALITY SCORECARD

Assessment Report and Action Plan

June 2019

Table of contents

I.	Context.....	3
II.	Background.....	3
III.	Assessment Objectives and Methodology.....	4
	Methodology.....	4
	IAT Configuration and Responsibilities.....	5
IV.	Management of Assessment.....	5
V.	Findings.....	5
	Findings Overview by Dimension.....	6
	Detailed Findings on Scorecard Indicators.....	9
	Dimension Area 1 – Planning.....	9
	Dimension Area 2 – Programming and Monitoring and Evaluation.....	11
	Dimension Area 3 – Partnerships.....	15
	Dimension Area 4 - Leadership and Organizational Culture.....	17
	Dimension Area 5 - Gender Architecture and Capacities.....	20
	Dimension Area 6 - Resources.....	23
	Dimension Area 7 - Results.....	23
VI.	Follow-up Action Plan.....	24
	Annexes.....	35
	Annex A - Assessment of indicators 1.2 and 1.3.....	35
	Annex B – Assessment of Joint Programme Documents.....	37
	Annex C - Organizational Culture Staff Survey Results.....	40
	Annex D - Human Resources Data.....	53

I. Context

The work of the United Nations Country Team (UNCT) in Bangladesh is guided by the United Nations Development Assistance Framework (UNDAF) 2017-2020 structured around three priority areas (People, Planet, Prosperity) and respective outcomes:

- All people have equal rights, access and opportunities
- Sustainable and resilient environment
- Inclusive and shared economic growth

At the time of the UNCT-SWAP exercise, the UN system in Bangladesh is in the penultimate year of implementation of UNDAF 2017-2020, and has started preparations for the next programming cycle.

II. Background¹

In response to the UN Chief Executives Board for Coordination (CEB) system-wide Policy on Gender Equality and the Empowerment of Women (CEB/2006/2), the UN developed a coordinated approach to strengthening accountability for gender within UNCTs. One of them is the UNCT Performance Indicators for Gender Equality and the Empowerment of Women (UNCT SWAP Gender Equality Scorecard), introduced in August 2008 and focusing on joint processes and institutional arrangements within the UNCT.

The Scorecard is an accountability framework that promotes improved planning, coordination, programming and results for gender equality and women's empowerment (GEWE) at the country level, tied to support to UN Member States to achieve the Sustainable Development Goals (SDGs). The Scorecard supports UNCT's in self-assessing and reporting on their standing with respect to the set of Performance Indicators drawn from inter-governmental mandates, and based on review and analysis of UNCT processes. Updated in 2017, the Scorecard draws upon a review of past UNCT experience conducted by the UN Development Group, and innovative ideas and lessons from other UN gender accountability frameworks, notably UNDP's Gender Equality Seal, ILO's Participatory Gender Audit, and the Inter-Agency Standing Committee Gender Marker.

Gender equality and women's empowerment is integral to realizing the 2030 Agenda for Sustainable Development and all SDGs. In the context of the ongoing UN reform, in line with the new Management Accountability Framework, and to ensure GEWE are integrated throughout the most important 2030 Agenda instrument at country level - the UN Sustainable Development Cooperation Framework (UNSDCF) that replaces UN Development Assistance Framework (UNDAF), UN development system entities shall put gender equality at the heart of programming, driving the active and meaningful participation of both women and men, and the empowerment of all women and girls, consistently with the minimum requirements agreed upon by the UN Sustainable Development Group in the UNCT SWAP Gender Equality Scorecard.

¹ The background is mostly based on the UNCT-SWAP Gender Equality Scorecard Framework and Technical Guidance, 2018, and recently issued UNSDCF guidance (version of June 2019).

III. Assessment Objectives and Methodology

The UNCT SWAP Gender Equality Scorecard assesses UN system's performance in gender mainstreaming across seven dimensions, namely (1) planning, (2) programming and monitoring and evaluation (M&E), (3) partnerships, (4) leadership and organizational culture, (5) gender architecture and capacities, (6) resources, and (7) results. Data and evidence are analyzed in accordance with fifteen dimensions-related indicators and minimum requirements suggested by the 2018 UNCT-SWAP Gender Equality Scorecard Framework and Technical Guidance.

The purpose of the exercise in Bangladesh is to assess the effectiveness of the UN Country Team in gender mainstreaming and the promotion of gender equality and women's empowerment for the period of the current UNDAF cycle that ends in 2020, as well as to develop an action plan that will help improve performance over the remaining UNDAF period and the upcoming UNSDCF. The Scorecard exercise is considered particularly timely, due to the fact that UNCT in Bangladesh has recently started preparations for the next programming cycle (i.e. 2019 is the year when CCA should be developed).

Specific objectives of the assessment are the following:

- To assist UNCT in identifying areas in which they are meeting or not meeting minimum undg requirements;
- To stimulate a constructive dialogue within the UNCT about the current status of support for gender equality and women's empowerment and how it can be improved;
- To identify where technical assistance can support the achievement of minimum requirements;
- To share good practice in supporting national priorities to advance gender equality and women's empowerment.

Methodology

The SWAP-Scorecard methodology suggests four levels of the scoring system:

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

UNCT scores as 'approaches', 'meets', or 'exceeds' minimum requirements depending on which criteria it meets for each indicator. If UNCT fails to meet the criteria under "approaches minimum requirements", the indicator is scored as 'missing'. Most indicators contain multiple criteria.

Meeting minimum requirements should be seen as a starting point from which UNCT should work to deepen efforts to exceed minimum requirements, thereby achieving better results and serving as leaders on advancing gender equality.

IAT Configuration and Responsibilities

The UNCT SWAP-Scorecard methodology has been designed to be participatory to foster deeper understanding and ownership of results. To ensure an adequate knowledge base on joint UN system actions, the UNCT-SWAP Inter-Agency Team (IAT) included representatives of the RC's Office, UN Gender Equality Theme Group (GETG), UNDAF Results Groups, M&E Group, Communications (UNCG), and Operations Management Team (OMT).

IAT members familiarized themselves with the Scorecard guidance on evidence and means of verification for each indicator outlined in the technical guidance before the start of the assessment with remote technical support of a consultant. Two- to four-member teams took responsibilities as investigators for gathering the data against each indicator (or group of indicators) and made preliminary assessments. The consultant also provided in-country support to IAT members to verify the data, assign a tentative 'score' for each indicator, using provided template, and to note any gaps or other issues.

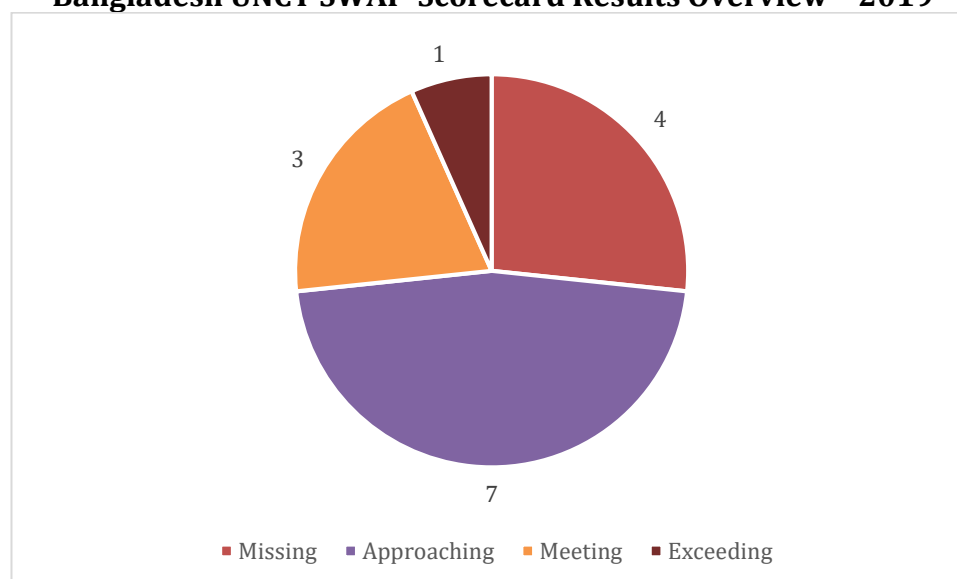
IV. Management of Assessment

The assessment process was managed by UN Women as Chair of the UN Gender Equality Theme Group.

V. Findings

The assessment found that the UN system in Bangladesh has met or exceeded minimum requirements for four out of the fifteen indicators. Seven indicators have been scored as "approaching minimum requirements", whereas four indicators have been given the "missing minimum requirements" score. The graph and the table below provide a detailed picture on the score for each indicator.

Bangladesh UNCT SWAP-Scorecard Results Overview – 2019



Bangladesh UNCT SWAP-Scorecard Results Overview by Indicator – 2019

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

Findings Overview by Dimension

Planning. The indicators under this dimension focus on gender-sensitivity of the Common Country Analysis and UNDAF Outcomes and Indicators. The assessment revealed a need for a stronger gender focus harmonized across thematic areas the UN Country Team has been working in. The Common Country Analysis (CCA) for UN in Bangladesh is approaching minimum requirements: overwhelming majority of its thematic sections contain gender analysis, although not all; and sex-disaggregated and/or gender sensitive data is not used consistently. The Scorecard indicator on UNDAF

Outcomes is missing minimum requirements due to the fact that gender is not visibly mainstreamed across the latter. The score on UNDAF Indicators is meeting minimum requirements: 35 per cent of the Indicators were found to be gender-specific and/or sex-disaggregated. The assessment also revealed an imbalance in concentration of gender-specific and/or sex-disaggregated Indicators across UNDAF Outcomes, with most of these Indicators contained in Outcome 3 (Prosperity) and none included in Outcome 2 (Planet).

Programming and Monitoring and Evaluation (M&E). The indicators under this dimension relate to joint programming, communications and advocacy, and UNDAF M&E. The assessment found evidence of at least half (although not all) of reviewed UN Joint Programme (JP) operational at the time of the assignment mainstreaming gender equality, and the existence of a number of JPs specifically aimed at promoting gender equality and the empowerment of women, which results in “approaching minimum requirements” score. There is also absence of a formal joint screening system to ensure gender mainstreaming in JPs. The data and evidence for the indicator on communications and advocacy proved that the UN system conducts joint events and campaigns related to GEWE, with many of them involving at least two UN agencies. The UN Communications Group Annual Work Plan includes gender-specific communications and advocacy, although not on non-traditional thematic areas, thus allowing for “meeting minimum requirements” indicator score.

As for the UNDAF M&E, the indicator score is “missing minimum requirements”, due to the fact that the gender-sensitive data is not being gathered in accordance with the UNDAF Results and Resources Framework. There are UNDAF Steering Committee meetings, however, the latter do not assess progress against UNDAF gender-specific indicators and targets. The M&E function in UN system is shared between Results Groups, Programme Management Team (PMT) and M&E Group. Most of the Groups’ and PMT members received gender-sensitive M&E training only very recently in May 2019 during the preparation to the next programming cycle.

Partnerships. The dimension area focuses on UN system’s cooperation with the government (including national women’s machinery) and civil society on gender equality and women’s empowerment issues. The indicator score on government engagement approaches minimum requirements: there is evidence on UN system’s engagement with government partners in implementation of UN programmes in accordance with UNDAF cycle, except for CCA consultations, UNDAF prioritization and M&E. A number of UN agencies have been closely working with the Ministry for Women’s and Children’s Affairs (MoWCA), gender focal points appointed within other line ministries, and the Local Consultative Group on Women’s Advancement and Gender Equality (LCG WAGE), on gender-related strategies and plans, such as the National Action Plan to Eliminate Child Marriage 2018-2030, and other. Cooperation with Government is linked to SDGs, although there is no evidence yet on UNCT’s joint contribution to substantive strengthening of the Government’s participation and engagement in gender-related SDGs localization and/or implementation.

As for the civil society organizations (CSOs) working in gender equality area, the UN system had not engaged them at CCA consultations, UNDAF prioritization and M&E, which results in “approaching minimum requirements” indicator score. Whereas a number of GEWE CSOs are partners in programmes and projects implementation, the UN

system is encouraged to jointly contribute to CSOs capacity building and participation in gender-related SDGs localization and/or implementation.

Leadership and Organizational Capacity. The dimension assesses UN Country Team's performance in leadership for GEWE, organizational culture with regard to gender-related issues, and gender parity within UN system. The indicator on leadership scored as "exceeding minimum requirements". Gender equality topic was found in most of UNCT meeting agendas within the last 12 months. Based on examined materials, the Resident Coordinator has been demonstrating leadership, including in public statements, on gender equality on behalf of UNCT, at events, campaigns, and publications. Heads of agencies are regarded by overwhelming majority of staff (86% of survey respondents) as being committed to gender equality at workplace; and the UNCT's Assessment of Results and Competencies (ARC) thoroughly incorporates gender equality.

The UN personnel survey on gender in organizational culture looked into responses in three areas: gender equality in workplace, discrimination and personal safety, and work-life balance. Overall, 77 per cent of respondents have positive perception on the survey areas, with 14 per cent neutral and 9 per cent negative, which allows for "meeting minimum requirements" score. The exceeding minimum requirement (above 80 per cent) is met across three questions, and meeting minimum requirement (65-80 per cent) – across seven other questions. The most positive perceptions are related to the UN system making adequate efforts to fulfill its mandate to achieve and to facilitate an equal representation of women and men at all levels of the organization, and heads of agencies demonstrating leadership and commitment to gender equality in the workplace. Work-life balance-related responses scored the lowest (68 and 70 per cent), although still falling under "meeting minimum requirements" score. More detailed information on the survey and responses are provided in Annex C.

The indicator on gender parity in the UN system scored as "missing minimum requirements": the UNCT does not have in place a mechanism for monitoring gender parity in staffing at all levels, and there is no parity between female and male staff at entry, mid-, and senior levels. Whereas many UN agencies look into gender parity data individually, this is the first time gender parity data has been analyzed for the UN system as a whole in the country. The upcoming Business Operations Strategy may be used to contribute to improvement of situation in the above mentioned areas.

Gender Architecture and Capacities. The dimension refers to gender coordination mechanism and gender capacities across agencies. As for the first, the indicator scores as "approaching minimum requirements", due to the fact that whereas the Gender Equality Theme Group (GETG) is co-chaired by HOAs (UNFPA and UN Women), has Terms of Reference, Annual Work Plans and Annual Reports, and is the driving force behind inter-agency processes aimed at GEWE, the Group's senior staff members (NOC/P4 and above) do not constitute at least 50 per cent of the Group, and GETG equivalent was not involved in Common Country Analysis and UNDAF prioritization process in 2015.

The indicator on gender capacities across UN agencies is scored as "approaching minimum requirements": the UN system has had a number of inter-agency gender-related capacity development events during the past year. However, there is no capacity development plan based on an inter-agency capacity assessment updated and monitored

at least once per UNDAF cycle, and no UNCT induction package for newly recruited staff that contains information on GEWE and on the country's gender context.

Budgeting. The UNCT has not conducted gender marker-related capacity building event and has not established financial target for programme allocation on GEWE; therefore, the indicator is scored as “missing minimum requirements”. Systematized calculation of UNDAF gender-targeted expenditures, for instance, through annual UNDAF Outcome-/Output-level reporting, would strengthen collective commitment to GEWE and serve as a good example for various purposes, such as resource mobilization and advocacy.

Results. The exercise revealed that the indicator for this dimension “approaches minimum requirements”, as UNCT is on track to achieve some gender results planned in UNDAF. Based on information provided in UNDAF Annual Report 2017 and UN Joint Programme documents, the UN system is contributing to a number of gender-specific results, such as improvement of maternal health, national legislation and strategies on elimination of child marriage, and reduction of sexual harassment, among other.

Detailed Findings on Scorecard Indicators

The information below provides indicator scoring criteria, according to Scorecard methodology, IAT's scores for each indicator, findings and explanation on scores and means of verification.

Dimension Area 1 – Planning

Scoring criteria: 1.1 - Common Country Analysis integrates gender analysis		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
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 SDG5; 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 SDG5; b) <u>Consistent</u> sex-disaggregated and gender sensitive data.	CCA or equivalent meets minimum requirements and includes: c) Targeted gender analysis of those furthest behind.
Indicator: CCA Integrates Gender Analysis		Score: Approaching Minimum Requirements
Findings and Explanation		
<p>a) Out of 9 key national development issues described in the Country Analysis, 8 contained gender analyses, including (although not to equal extent) that on underlying causes of gender inequality and discrimination.</p> <p>b) The Country Analysis contains sex-disaggregated and gender-sensitive data. However, the use of the data is not consistent. For instance, the section on Access to Natural Resources does not contain any data that could demonstrate difference in the situation</p>		

<p><i>of women and men with regard to equal access to water, sanitation and energy.</i></p> <p>c) <i>The document mentions the groups that are furthest behind, such as transgender (hijra), Dalits, sex workers, homeless, etc.; although there is no targeted gender analysis provided with regard to the groups.</i></p>
<p>Evidence or Means of Verification <i>Bangladesh Country Analysis 2015</i></p>

Scoring criteria: 1.2 Gender equality mainstreamed in UNDAF Outcomes

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) Gender equality and the empowerment of women is visibly mainstreamed across some outcome areas in line with SDG priorities including SDG5.	<p>a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG5.</p> <p>or</p> <p>b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG5.</p>	<p>a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG5.</p> <p>and</p> <p>b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG5.</p>

Indicator: 1.2: Gender equality mainstreamed in UNDAF Outcomes²	Score: Missing Minimum Requirements
<p>Findings and Explanation</p> <p>a) <i>As for Outcomes 1 and 2, the statements refer to ‘vulnerable individuals and groups’ without specifying the latter, in particular and including women and girls, men and boys. Outcome 3 statement makes specific reference to the need to increase opportunities for women, and other disadvantaged groups to contribute and benefit from economic progress. However, based on the analysis of further UNDAF narrative, the word “women” appears to be an “add-on” and does not constitute visible gender mainstreaming of the outcome.</i></p> <p>b) <i>The UNDAF does not have an Outcome that specifically targets gender equality in line with SDGs including SDG5.</i></p>	
<p>Evidence or Means of Verification <i>UNDAF 2017-2020</i></p>	

Scoring criteria: 1.3 UNDAF indicators measure changes on gender equality

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
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² The indicator was assessed by UN M&E focal points at UNDAF Planning Workshop, 14-15 May 2019. Detailed findings and explanation are available in Annex A.

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 SDG5.	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 SDG5.	More than one-half of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG5.
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Indicator: 1.3 UNDAF Indicators measure changes on gender equality³	Score: Meeting Minimum Requirements
<p>Findings and Explanation</p> <p><i>Of 40 UNDAF Outcome indicators, 14 (35%) track progress towards gender equality results in line with SDG priorities including SDG 5. Although minimum criteria for the Scorecard indicator is met, there is uneven presence of sex-disaggregated and/or gender-sensitive indicators in Outcomes (27% in Outcome 1, none in Outcome 2, 67% in Outcome 3), in particular:</i></p> <p><i>As for Outcome 1 (People), out of 22 indicators, 6 (i.e. 1.1d, 1.4a-1.4c, 1.5, 1.6) are disaggregated by sex, or gender specific. One may also note that the correlation between certain issues highlighted as disproportionately impacting on women and girls (e.g. access to justice (legal services), access to social protection including access to information on and quality health and nutrition services), and the indicators included in the results framework under these areas, was missing.</i></p> <p><i>In Outcome 2 (Planet), of 6 indicators, none are gender-specific or sex-disaggregated, suggesting a need for greater attention to gender mainstreaming in this area in the future.</i></p> <p><i>In Outcome 3 (Prosperity), out of 12 indicators, 8 (i.e. 3.2, 3.3c, 3.4, 3.5, 3.6, 3.7, 3.9, 3.10) are either sex-disaggregated or gender specific.</i></p> <p><i>The assessment qualified an indicator based on either a definition that includes disaggregation by sex <u>and/or</u> a definition that is gender specific, taking into account Means of Verification that were specific to gender (e.g. CEDAW reporting).</i></p>	
<p>Evidence or Means of Verification</p> <p>UNDAF 2017-2020</p>	

Dimension Area 2 – Programming and Monitoring and Evaluation

Scoring criteria: 2.1 Joint Programmes contribute to reducing gender inequalities

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.	a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment. <u>and</u>	Meets minimum requirements <u>and</u>

³ The indicator was assessed by UN M&E focal points at UNDAF Planning Workshop, 14-15 May 2019. Detailed findings and explanation are available in Annex A.

or	b) A Joint Programme on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG5.	c) A system is in place to ensure gender mainstreaming of JPs.
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Indicator: 2.1: Joint Programmes (JPs) contribute to reducing gender inequalities	Score: Approaches Minimum Requirements
Findings and Explanation <p><i>Five Joint Programmes⁴ operational at the time of the assessment have been reviewed to determine the Indicator score.⁵</i></p> <p>a) <i>Joint Programme on Local Government Initiative on Climate Change (LoGIC) does not visibly mainstream gender equality, whereas four other reviewed JPs do so (JP on Inclusive and Equitable Local Development (IELD); JP on Better Health in Bangladesh; JP on Mothers@Work; and JP on National Resilience Programme).</i></p> <p>b) <i>Besides the gender-specific joint programmes listed above, there have been a number of other JPs aimed at promoting GEWE over current UNDAF period and in line with SDG priorities, including SDG5: Global Programme to Accelerate Action to End Child Marriage; JP on Sexual and Reproductive Health (SRH), HIV and Prevention of Mother-to-Child Transmission (PMTCT); JP on Improving Maternal, Sexual and Reproductive Health and Rights; JP on Identification and Introduction of Sustainable Approaches for Pre-departure and Pre-decision Trainings in Bangladesh.</i></p> <p>c) <i>There is currently no system in place to ensure gender mainstreaming in JPs.</i></p>	
Evidence or Means of Verification <ol style="list-style-type: none"> 1. <i>JP on Local Government Initiative on Climate Change (UNCDF, UNDP), November 2016</i> 2. <i>Gender Assessment Report of LoGIC Project, July 2018</i> 3. <i>JP on Inclusive and Equitable Local Development (UNCDF, UNDP, UN Women), March 2017</i> 4. <i>JP on Better Health in Bangladesh (UNFPA, WHO), June 2018</i> 5. <i>JP on Mothers@Work (ILO, UNICEF), June 2018</i> 6. <i>JP on National Resilience Programme (UNDP, UNOPS, UN Women), May 2017</i> 7. <i>Comprehensive Programme Document on Eliminating the Practice of Child Marriage in Bangladesh (UNFPA, UNICEF), November 2015</i> 8. <i>JP on Sexual and Reproductive Health, HIV and Prevention of Mother-to-Child Transmission (UNAIDS, UNFPA, UNICEF, WHO), November 2017</i> 9. <i>JP on Improving Maternal, Sexual and Reproductive Health and Rights, Including Maternal and Newborn Health in Bangladesh (UNFPA, UNICEF). Project Implementation Plan, March 2017</i> 10. <i>JP on Identification and Introduction of Sustainable Approaches for Pre-departure and Pre-decision Trainings in Bangladesh (ILO, UN Women), May 2017</i> 	

⁴ Based on the definition provided in undg 2014 "Guidance Note on Joint Programmes".

⁵ The process of selection of Joint Programmes and detailed findings on gender mainstreaming in each programme document are available at Annex B.

Scoring criteria: 2.2 Communication and Advocacy address areas of gender inequality

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

Indicator 2.2: <i>Communication and Advocacy address areas of gender inequality</i>	Score: <i>Meeting Minimum Requirements</i>
<p>Findings and Explanation</p> <p>a) <i>Supported by the UN Communication Group (UNCG), the UN system in Bangladesh conducted joint communication activities on gender equality and women's empowerment, on a number of occasions, including 16 Days of Activism against GBV, International Women's Day (IWD) and other. For instance, in March 2019, ILO, UN Women and UNFPA jointly marked the International Women's Day by honoring three Bangladeshi women who defied traditions, challenged gender stereotypes and social barriers to become a successful community activist, an entrepreneur, and an employee in a non-traditional sector, respectively. As part of the IWD celebration, a mobile photo contest was collectively organized by UNFPA, UN Women, UNIC and UNV.</i></p> <p>b) <i>Based on the abovementioned activities, the UNCG also facilitated a number of joint advocacy campaigns on gender equality and women's empowerment, such as on elimination of GBV, using social media posts (Facebook, Twitter) and by creating joint videos featuring focal points/representatives of various UN agencies. During the 16 Days campaign, for instance, in addition to social media posts, an op-ed in the Daily Star newspaper and a YouTube video were issued. Moreover, UNFPA and the Government of Bangladesh jointly organized a solution fair, with participation of a number of UN agencies (ILO, UN Women and FAO).</i></p> <p>c) <i>UN Communications Group Annual Work Plans visibly include GEWE communication and advocacy events.</i></p> <p>d) <i>The UN system has not contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.</i></p>	
<p>Evidence or Means of Verification</p> <p>1. <i>UNCG Annual Work Plans 2018, 2019</i></p>	

2. *Op-Ed: 16 Days of Activism against GBV - A Joint Message from Ambassadors for Change in Bangladesh*
3. *Video: UNFPA Bangladesh. Solution Fair 2018. 16 Days of Activism*

Scoring criteria: 2.3 UNDAF Monitoring and Evaluation measures progress against planned gender equality results

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

Indicator: 2.3 UNDAF M&E Measures Progress against Planned Gender Equality Results	Score: Missing Minimum Requirements
<p>Findings and Explanation</p> <p>a) UNDAF Results Matrix was designed to monitor progress at country level, and does not contain indicators and annual targets for measuring UN contribution to Outcomes. Data on UNDAF indicators, including gender-sensitive ones, has not been collected by UNCT. Outcome Joint Work Plans (JWPs) are used as a M&E tool and contain individual agency-specific indicators that have not been taken verbatim from the UNDAF. Data against most JWPs indicators has been gathered in 2018 and 2019.</p> <p>b) The UNCT has not conducted UNDAF indicators-based comprehensive UNDAF reviews during the current cycle. 2017 UNDAF Annual Report provides information on gender-related interventions; however, the narrative does not refer to UNDAF Results Matrix indicators.</p> <p>c) M&E focal points received a training on gender-sensitive M&E in May 2019 in preparation to the next programming cycle.</p>	
<p>Evidence or Means of Verification</p> <ol style="list-style-type: none"> 1. 2017 UNDAF Annual Report 2. List of Participants and Agenda. UNDAF Planning Workshop, 14-15 May 2019 	

Dimension Area 3 – Partnerships

Scoring criteria: 3.1 UNCT collaborates and engages with Government on GEWE		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has collaborated with at least <u>one</u> government agency for a joint initiative that fosters gender equality within the current UNDAF cycle.	Meets two of the following: a) The UNCT has collaborated with at least <u>two</u> government agencies for a joint initiative that fosters gender equality within the current UNDAF cycle. b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. c) The UNCT has made at least <u>one</u> contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.	Meets all of the following: a) The UNCT has collaborated with at least <u>two</u> government agencies for a joint initiative that fosters gender equality within the current UNDAF cycle. b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. c) The UNCT has made at least <u>one</u> contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.
Indicator: 3.1 UNCT Collaborates and Engages with Government on Gender Equality and Women's Empowerment		Score: Approaching Minimum Requirements
Findings and Explanation <p>a) <i>The UNCT collaborated with several government partners on joint initiatives that foster gender equality within the current UNDAF cycle. Few examples include:</i></p> <p><i>Through the Joint Programme on Eliminating the Practice of Child Marriage in Bangladesh (implemented by UNFPA and UNICEF), the UN cooperates with the Ministry for Women's and Children's Affairs, the Ministry of Health and Family Welfare (MoHFW), the Ministry of Local Government, Rural Development and Co-operatives (MoLGRD), and other government entities.</i></p> <p><i>Engagement with the National Human Rights Commission in the area of prevention of sexual harassment has been ongoing since 2018 and involves a number of UN agencies and non-government actors.</i></p> <p><i>In the area of sexual and reproductive health, HIV and prevention of mother-to-child transmission, UN cooperates with the MoHFW within the framework of the Joint</i></p>		

Programme on Technical Assistance to Health Systems Strengthening (implemented by UNAIDS, UNFPA, UNICEF and WHO).

- b) *The National Women's Machinery is defined as the Ministry for Women's and Children's Affairs (MoWCA) and gender focal points appointed within each ministry. Women's Machinery had not participated in the Common Country Analysis and UNDAF prioritization. Some representatives of the machinery take part in the implementation of joint UN projects and programmes designed in accordance with UNDAF Outcomes; however, due to the fact that UNDAF reviews and evaluations have not taken place during the current cycle, there has been no involvement of government partners in UNDAF M&E.*
- c) *In the process of preparation of 2018 Bangladesh Progress Report on SDGs, UN Women and UNFPA provided technical support to a staff member of MoWCA in drafting section on gender-related issues. However, there is no evidence of UNCT's contribution to substantive strengthening of the Government's participation and engagement in gender-related SDGs localization and/or implementation during the current UNDAF cycle. There are opportunities to strengthen Government's SDGs-related participation and engagement, for instance, within the National Plan of Action to Eliminate Child Marriage 2018-2030, which contributes to SDG 5.3.*

Evidence or Means of Verification

1. *Joint Programme on Eliminating the Practice of Child Marriage in Bangladesh (implemented by UNFPA and UNICEF)*
2. *Joint Programme on Technical Assistance to Health Systems Strengthening (implemented by UNAIDS, UNFPA, UNICEF and WHO)*
3. *Interviews with UN personnel*

Scoring criteria: 3.2 UNCT collaborates and engages with Women's/Gender Equality CSO

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

	substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.	c) The UNCT has made at least <u>one</u> contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.
Indicator: 3.2 UNCT Collaborates and Engages with Women's/ Gender Equality CSOs		Score: Approaching Minimum Requirements
Findings and Explanation		
<p>a) <i>The UNCT has collaborated with gender equality and women's empowerment (GEWE) CSOs and women's rights advocates on a number of initiatives that foster gender equality and empowerment of women. Some examples include:</i></p> <ul style="list-style-type: none"> - <i>Consultations on the above-mentioned Joint Programme on Eliminating the Practice of Child Marriage in Bangladesh involved a number of local and international NGOs;</i> - <i>Cooperation with BRAC NGO within the Mothers@Work - Joint UNICEF-ILO Programme aimed at strengthening maternity rights and breastfeeding support in workplace;</i> - <i>16 Days Campaign on Activism against Gender-Based Violence.</i> <p>b) <i>GEWE CSOs had not participated in the Common Country Analysis and UNDAF prioritization. Some NGOs take part in the implementation of joint UN projects and programmes designed in accordance with UNDAF Outcomes. There have been no UNDAF reviews and evaluations during the current cycle; therefore, CSOs have not been involved in UNDAF M&E.</i></p> <p>c) <i>There is no evidence of UNCT's contribution to substantive strengthening of CSOs participation and engagement in gender-related SDGs localization and/or implementation during the current UNDAF cycle. Some UN agencies conduct SDGs localization activities in their individual capacity.</i></p>		
Evidence or Means of Verification		
<ol style="list-style-type: none"> 1. <i>Joint Programme on Eliminating the Practice of Child Marriage in Bangladesh</i> 2. <i>Joint Programme on Strengthening Maternity Rights and Breastfeeding Support in Workplace, Mothers@Work</i> 3. <i>Materials on 16 Days Campaign on Activism against Gender-Based Violence</i> 4. <i>Interviews with UN personnel</i> 		

Dimension Area 4 - Leadership and Organizational Culture

Scoring criteria: 4.1 UNCT leadership is committed to championing gender equality

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets 2 of the following:	Meets 3 of the following:	Meets all 4 of the following:

<p>a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;</p> <p>b) RC demonstrates public championing of gender equality during the last 12 months;</p> <p>c) Heads of Agencies are seen by personnel as committed to gender equality in the workplace during the last 12 months;</p> <p>d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs in the last 12 months.</p>	<p>a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;</p> <p>b) RC demonstrates public championing of gender equality during the last 12 months;</p> <p>c) Heads of Agencies are seen by personnel as committed to gender equality in the workplace during the last 12 months;</p> <p>d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs in the last 12 months.</p>	<p>a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;</p> <p>b) RC demonstrates public championing of gender equality during the last 12 months;</p> <p>c) Heads of Agencies are seen by personnel as committed to gender equality in the workplace during the last 12 months;</p> <p>d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs in the last 12 months.</p>
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Indicator: 4.1 UNCT leadership is committed to championing gender equality	Score: Exceeding minimum requirements
<p>Findings and Explanation</p> <p>a) Gender equality has been a regular topic of discussion in UNCT meetings during the last 12 months. UNCT meetings are held each month. Prevention of sexual harassment and abuse of authority (PSHAA) has been a standing agenda at UNCT meetings. Moreover, 5 excerpts of meeting minutes (3 from 2018, and 2 from 2019) contain reference to UNCT members discussing various gender-related issues, such as gender awareness capacity needs assessment, HeforShe proposal, approval of GETG annual priorities, and UNCT-SWAP Gender Equality Scorecard exercise.</p> <p>b) The RC has demonstrated public championing of gender equality during the last 12 months. Out of 6 RC's speeches examined, all refer to gender equality and women's empowerment issues, such as women's sexual and reproductive health and rights, women's role in disaster risk management and humanitarian situations, promotion of women's entrepreneurship, implementations of the Universal Periodic Review and CEDAW recommendations, gender parity in education, and the importance of the national strategies on elimination of child marriage and violence against women and girls.</p> <p>c) 86% of survey respondents believe that Heads of Agencies are committed to gender equality in the workplace.</p> <p>d) Gender equality is reflected in 4 out of 5 dimensions (Development, Human Rights, Humanitarian, Political) in the Assessment of Results and Competencies (ARC) of UNCTs</p>	

<i>in the last 12 months.</i>
Evidence or Means of Verification <ol style="list-style-type: none"> 1. <i>Organizational Culture Survey</i> 2. <i>Assessment of Results and Competencies of UNCT</i> 3. <i>Copies of RC's speeches, May 2018 - May 2019</i> 4. <i>Excerpts from UNCT minutes, May 2018 – May 2019</i>

Scoring criteria: 4.2 Organizational culture fully supports promotion of gender equality and the empowerment of women

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

Indicator: <i>4.2 Organizational culture fully supports promotion of gender equality and the empowerment of women</i>	Score: <i>Meeting minimum requirements</i>
Findings and Explanation <p><i>The survey link was sent to all UN personnel in Bangladesh, with 10 days allocated for provision of responses. Overall, results are positive (“strongly agree” and “agree” answers account to 77% on average; “neutral” – 14%; “disagree” and “strongly disagree” – 9%). Exceeding minimum requirement (above 80% of positive scores) has been met with regard to three questions (Q6 - “UN system in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels” (highest score - 87%); Q7 - “Heads of Agencies in this UNCT demonstrate leadership and commitment to gender equality in the workplace (86%)”; and Q8 - “UN personnel in this country demonstrate commitment to gender equality in the workplace”(80%)). Responses to other seven questions have met minimum requirements, with positive scores above 65%.</i></p> <p><i>Question that reads as “The package of flexible work arrangements supports personnel to achieve adequate work-life balance” received the lowest positive rating (Q14; 68%)”. Other questions that scored lower than the other read as “Heads of Agencies support to staff to establish an adequate relationship between work life and home life” (Q15; 70%); and “the UN system in this country has adequate procedures in place to protect my personal safety and security” (Q12; 72%).</i></p>	
Evidence or Means of Verification <ol style="list-style-type: none"> 1. <i>Organizational survey (553 responses of 2638 personnel)</i> 	

Scoring criteria: 4.3 Gender parity in staffing is achieved

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has in place a mechanism for monitoring gender	Approaches minimum requirements and	Meets minimum requirements and

parity in staffing that is regularly used to monitor parity levels for General Service staff and all professional levels.	b) The UNCT can demonstrate positive trends towards parity commitments.	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.
Indicator: 4.3 Gender parity in staffing is achieved		Score: Missing minimum requirements
Findings and Explanation <i>a) The UNCT does not have a mechanism to monitor gender parity in staffing, while some UN agencies keep track of gender representation at individual level. The HR data collected for the Scorecard exercise may serve as a baseline for similar regular activity at UNCT level, whereby a mechanism is established (e.g. within Operations Management Group) to collect, monitor and report on gender parity across the UN system.</i> <i>b) The Scorecard exercise found that women comprise 29 per cent (226 out of 779) of General Service Staff (G1-G7), 43 per cent (242 out of 566) of mid-level staff (NOA, NOB, P1-P3), and 40 per cent (83 out of 210) of senior level staff (NOC/P4 and above). With gender parity being defined as +or- three percentage points (47-53 per cent), there is absence of gender parity across the three categories (refer to Annex D for details).</i> <i>c) The UNCT has not yet developed a Business Operations Strategy (BOS), although is aiming to develop it soon. The BOS shall include gender-specific actions and indicators.</i>		
Evidence or Means of Verification <i>HR data submitted by UNODC, UNIDO, UNICEF, UNFPA, UNDSS, UNDP, UNCDF, UNAIDS, UN Women, ILO, WHO, UNESCO, IOM, UN Habitat, UNHCR, UNIC, FAO, WFP, UNV, IFAD, UNOPS, RCO</i>		

Dimension Area 5 - Gender Architecture and Capacities

Scoring criteria: 5.1 Gender coordination mechanism is empowered to influence the UNCT for GEWE

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets 2 of the following:	Meets 3 of the following:	Meets all 4 of the following:
a) A coordination mechanism for gender equality exists and is chaired by a HOA; b) The group has a TOR and an approved annual work plan;	a) A coordination mechanism for gender equality exists and is chaired by a HOA; b) The group has a TOR and an approved annual work plan;	a) A coordination mechanism for gender equality exists and 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

c) Members include at least 50% senior staff (P4 and above; NOC and above);	c) Members include at least 50% senior staff (P4 and above; NOC and above);	(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.	d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.	d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.

Indicator: 5.1 Gender Coordination Mechanism is Empowered to Influence the UNCT for GEWE	Score: Approaching Minimum Requirements
Findings and Explanation <p>a) The Gender Equality Theme Group (GETG) is chaired by the heads of UN Women and UNFPA, and meets at least once per quarter and ad hoc.</p> <p>b) GETG has ToR and AWP which describes the Group's priority areas, activities, indicators, and budget estimations. In 2019, a GETG AWP planning workshop involved representatives from the UN Programme Management Team (PMT) to ensure stronger alignment between GETG AWP and PMT priorities.</p> <p>c) GETG is comprised of representatives of 18 UN agencies. 9 out of 19 members that regularly attend Group meetings are senior staff (NOC/P4 and above), which constitutes 32 per cent of GETG members.</p> <p>d) GETG equivalent – previous UNDAF Pillar 7 Group, was not involved in the Common Country Analysis, UNDAF prioritization and Results Framework design. GETG contributes to UNDAF monitoring by providing inputs to UNDAF Annual Reports. There have been no UNDAF reviews or evaluations during the current UNDAF cycle.</p>	
Evidence or Means of Verification <ol style="list-style-type: none"> 1. GETG ToR, AWP 2. GETG membership list 3. UNDAF Annual Report 2017 	

Scoring criteria: 5.2 UNCT has adequate capacities developed for gender mainstreaming

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.	Meets two of the following 3: a) At least one substantive inter-agency gender capacity development activity	a) At least one substantive inter-agency gender capacity development activity for UN personnel

	for UN personnel has been carried out during the past year.	has been carried out during the past year.
b)	A capacity development plan based on and inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.	b) A capacity development plan based on and inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.
c)	UNCT induction material includes GEWE and related development challenges of the country.	c) UNCT induction material includes GEWE and related development challenges of the country.

Indicator: 5.2 UNCT has Adequate Capacities Developed for Gender Mainstreaming	Score: Approaching Minimum Requirements
Findings and Explanation <p>a) <i>There have been a number of substantive gender inter-agency capacity development activities for UN personnel during the last 12 months: (1) HeForShe training (September 2018); (2) Gender in Humanitarian Action (GiHA) Training for National Food Security Cluster (24-25 April 2019); (3) Joint Child Protection – Gender-Based Violence Task Force Training Initiative (2018); (4) UNDAF Capacity Development Workshop on Human Rights and Gender Equality (14-15 May 2019).</i></p> <p>b) <i>There has been no UN system-wide capacity assessment on gender-related knowledge during the current UNDAF cycle. An inter-agency capacity needs assessment on Prevention of Sexual Harassment, Harassment and Abuse of Authority (PSHHA) was conducted in 2018 and resulted in a UNCT Action Plan for PSHHA in the Workplace, which is not a capacity building plan per se. The Plan was part of GETG Annual Work Plan, presented to UNCT and endorsed. Implementation of the Plan is being monitored by GETG.</i></p> <p>c) <i>There is no induction package for new UNCT members.</i></p>	
Evidence or Means of Verification <ol style="list-style-type: none"> <i>HeForShe training list of participants</i> <i>GiHA Concept Note, agenda, list of participants, training report</i> <i>Agenda of the UNDAF Capacity Development Workshop on Human Rights and Gender Equality</i> <i>Concept Note and list of participants on the Joint Child Protection – Gender-Based Violence Task Force Training Initiative</i> 	

Dimension Area 6 - Resources

Scoring criteria: 6.1 Adequate resources for gender mainstreaming are allocated and tracked

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

Indicator 6.1: Adequate resources for gender mainstreaming are allocated and tracked

Score: Missing Minimum Requirements

Findings and Explanation

- a) The UNCT has not carried out capacity building events on the gender marker over the current UNDAF cycle. An orientation session on gender marker for UNDAF M&E and Results Groups has been included in UN Gender Theme Group's Bi-annual Work Plan 2018-2019.
- b) and c) The UNCT has not established, met or exceeded a financial target for program allocation for GEWE.

Evidence or Means of Verification

1. Interview with RC Office
2. UN Gender Equality Theme Group's Bi-annual Work Plan 2018-2019

Dimension Area 7 - Results

Scoring criteria: 7.1 UN Programmes make a significant contribution to gender equality in the country

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has achieved or is on track to achieve some GEWE results as planned in the UNDAF outcomes in line with SDG priorities including SDG5	a) The UNCT has achieved or is on track to achieve all GEWE results as planned in the UNDAF outcomes in line with SDG priorities including SDG5	Meets minimum requirements and b) At least one outcome level UNDAF result has contributed to transformative change in relation to GEWE.

Indicator: 7.1 UN Programmes Make a Significant Contribution to Gender Equality in the Country

Score: Approaching Minimum Requirements

Findings and Explanation

- a) *The progress against UNDAF indicators has not been collected on annual basis, whereas the UNCT produces annual UNDAF reports. It is challenging, therefore, to determine the linkage between the progress reported in the annual reports and UNDAF Outcome indicators. As noted in the findings and explanation with regard to Indicator 2.3. (UNDAF M&E), the UNCT developed Joint Annual Work Plans (JAWPs) that contain individual agency-specific indicators relevant to common programming areas. Broadly, with regard to UNDAF Outcomes, 2017 UNDAF annual report and progress described in 2018 Joint Annual Work Plan notes, for instance, UNCT's support in operationalizing CEDAW Concluding Observations; in ending child marriage and conducting GBV-related activities; launch of gender-responsive National Resilience Programme; formulation of Gender Programme on Social Security, among other.*

Progress against some planned gender results can be observed with regard to joint UN programmes that focus on GEWE, for instance, support to launching the study on the Context of Child Marriage and its Implications in Bangladesh; clinical service trainings for field workers, and other.

- b) *The work on the elimination of child marriage initiated by a wide range of stakeholders, including UN, has potential to contribute to transformative change in relation to gender equality and the empowerment of women in future.*

Evidence or Means of Verification

1. *2017 UNDAF Annual Results Report*
2. *2018, 2019 Outcome 1, 2 and 3 Joint Annual Work Plans*
3. *Study on the Context of Child Marriage and its Implications in Bangladesh. University of Dhaka, 2017*
4. *Photo materials. Joint UN Programme on SRH, HIV and PMTCT*

VI. Follow-up Action Plan

Based on opinions collected at IAT workshops, interviews and briefings, an **Action Plan** to improve UNCT performance in gender mainstreaming practices across Scorecard dimensions, with action points, realistic timelines, indicative resources required, and responsibilities, has been drafted and is presented in the table below.

The Action Plan has to be further refined through discussions of the GETG and PMT, and endorsed by UNCT which should commit to implementation of endorsed action points. The finalized Action Plan should be on UNCT agenda at least every six months until all actions are implemented. The information on the implementation of the Action Plan and UNCT's role in it are part of the annual global report on the progress of the implementation of the UNCT-SWAP Gender Equality Scorecard indicators.

UNCT SWAP Gender Equality Scorecard Action Plan (Endorsed by UNCT)

Action	Responsibility	Required Resources and Source	Timing	Explanation and Links to SWAP-Scorecard Assessment
1. Planning				
1.1. Ensure that all CCA sectors contain (1) gender analysis, (2) sex-disaggregated data, (3) underlying causes of gender inequality and discrimination in line with SDG priorities, including SDG 5, and (4) a targeted gender analysis of those furthest behind.	PMT: Consistently highlight the importance of integrating a gender analysis in the CCA while coordinating preparation of CCA background papers and CCA GETG: <ul style="list-style-type: none"> - Prepare of gender equality background paper - Prepare a checklist for mainstreaming gender in the CCA based on UNDG Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level, section 3.⁶ - Quality assurance review of other CCA background papers and CCA. 	Staff time	Q3 2019 during CCA development phase	The action would provide the foundation for gender sensitive planning and programming, leading to stronger gender results. It would also allow UNCT to meet and exceed minimum requirements for Indicator 1.1 on a gender-responsive CCA.
1.2. Ensure that all Outcomes of the next UNSDCF have gender equality mainstreamed and/or one Outcome specifically targets	UNCT: Maintain commitment to developing a gender-responsive Theory of Change and Outcomes drawing on gender analysis in the CCA.	Staff time	Q4 2019 during UNSDCF design stage	Having gender-equality mainstreamed in all Outcomes or having one Outcome specifically targets gender equality is necessary to meet minimum requirements of

gender equality in line with UNSDCF Theory of Change;	<p>PMT: Ensure that PMT members and key agency staff engaged in UNSDCF prioritization are familiar with guidance on Gender Mainstreaming in UNDAF Development provided in Section 5 of UNDG Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level.</p> <p>GETG: Key members participate in strategic prioritization meetings and working groups developing the UNSDCF Results Framework to provide inputs.</p>			UNCT-SWAP Gender Scorecard. If both are fulfilled, UNCT will be able to exceed minimum requirements of the Scorecard indicator 1.2.
1.3 At least 50% or more outcome and output indicators of the new UNSDCF measure changes in gender equality in line with SDG priorities, including SDG 5. The indicators should be spread across all Outcomes.	<p>PMT: Ensure that PMT members and key agency staff engaged in UNSDCF prioritization are familiar with guidance on Gender Mainstreaming in UNDAF Results Monitoring, Reporting and Evaluation provided in Section 8 of UNDG Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level.</p>	Staff time	Q4 2019 during UNSDCF design stage	The action would ensure change in gender equality as a result of UNSDCF implementation is tracked. It will contribute to exceeding minimum requirements of Gender Scorecard indicator 1.3.

⁶ Resource Book is available at <https://undg.org/document/resource-book-for-mainstreaming-gender-in-un-common-programming-at-the-country-level/>

	GETG: Key members participate in strategic prioritization meetings and working groups developing the UNSDCF Results Framework to provide inputs.			
2. Programming and M&E				
2.1. Introduce a checklist to support gender mainstreaming in Joint Programmes (e.g. existence of gender analysis, gender-sensitive and sex-disaggregated indicators). The checklist shall be used by UN agencies developing a JP and submitted for GETG review together with the draft programme document.	<p>UNCT: formally introduce the checklist and gender review mechanism for JPs.</p> <p>GETG: support the checklist development and JP proposal screening. If applicable, revise GETG ToR to include JPs screening for gender-sensitivity</p>	Staff time	Q1 2020	The action would render UNCT's integrated response to complex development challenges more gender-sensitive and would allow for "exceed minimum requirements" score for indicator 2.1.
2.2 Develop a joint programme to promote gender equality and women's empowerment in line with SDG priorities	GETG: Lead the development of the JP following UNSDCF prioritization and Outcome development.	Staff time, consultant	Q1-Q2 2020	The action is necessary for the UNCT to contribute to reducing gender inequalities and is a minimum requirement for Gender Scorecard indicator 2.1.
2.3 Data for gender equality indicators of UNDAF/UNSDCF are collected as planned in the Results and Resources Matrix and progress against gender-	PMT: Ensure that monitoring and reporting guidance to results group require reporting on progress against gender equality results	Staff time	Q4 2019 onwards	Minimum requirements for gender sensitive monitoring and evaluation (Scorecard Indicator 2.3) will be met through these actions. Without

specific results are regularly reported as part of UNDAF/UNSDCF review	<p>Results Groups: Collect data on gender-related indicators in accordance with UNDAF/UNSDCF Results and Resources Matrix and report on progress on gender-specific results.</p> <p>GETG: Provide feedback on UNDAF/UNSDCF progress reports.</p>			these actions, it will also not be possible to assess whether UN programmes are making significant contribution to gender equality in the country (Indicator 7.1 of the Scorecard) either.
3. Partnerships				
3.1. Involve the Ministry of Women and Children's Affairs (MOWCA) and CSOs working on gender equality issues in all UNDAF/UNSDCF processes (CCA, prioritization, design of Results Matrix, implementation, annual reviews, evaluation).	<p>PMT: Ensure representation of gender-equality focused CSOs and advocates and MOWCA in the UNDAF/UNSDCF consultation processes.</p> <p>GETG: nominate representatives of gender-equality focused CSOs and advocates, including representatives from marginalized groups, for UNDAF/UNSDCF consultation processes. Provide relevant information to government and CSO representatives beforehand to support their effective participation in the consultations.</p>	Staff time	Q3 2019 onwards	This action would allow for better performance on scorecard indicators 3.1 and 3.2. To ensure that no one is left behind, UN system should engage a broad range of non-state actors, particularly those who may be marginalized on the basis of intersection of sex or gender and other identities and characteristics (e.g. ethnicity, religion, disability, age, etc.).
3.2 UNCT to consider supporting a multi-stakeholder forum that brings	GETG: Lead in developing a proposal for the multi-stakeholder forum and consult MOWCA and	Staff time	Q1 2020	This action would strengthen partnerships and stakeholder participation that will foster

together government and CSOs to annually review gender related SDGs localization and/or implementation	CSO representatives on co-organization of such a forum. UNCT: Commit to contributing resources and participating in the forum			gender equality. It will help the UNCT improve its scoring of indicators 3.1 and 3.2 from “approaching minimum requirements” to “meet minimum requirements”.
4. Organizational Culture and Gender Parity				
4.2.a Continue to implement the UNCT Action Plan for Prevention of Sexual Harassment and Abuse or Authority and recommendations of the staff survey conducted in 2018.	UNCT: Implement agreed actions to be taken at agency level, and review implementation of the Action Plan every quarter. OMT/GETG: implement assigned actions in the Action Plan	Staff time, budgetary contribution from agencies may be necessary to implement certain actions of the workplan.	Every quarter	As an organization that leads by example, the UN must strive for culture that promotes gender equality and women empowerment.
4.2.b. Run a staff survey to understand the elements/needs that addresses the work-life balance, and design actions accordingly.	OMT: design and implement the survey and develop follow-up actions. UNCT: commit to support the address issues identified in the survey and follow-up actions.	OMT HR Sub Committee; agency-wise dedicated budget	As decided by UNCT (e.g. in a year’s time)	Work-life balance was an area that the UNCT scored relatively poorly in the staff survey conducted as part of the Gender Scorecard exercise. This action would contribute to improvement of personnel perception of organizational environment for gender equality (Indicator 4.2)
4.3a Develop a strategy for gender parity in staffing based on findings of HR data	OMT: Review survey results and develop a strategy to achieve gender parity	OMT HR Sub Committee	Q1 2020	The scorecard exercise found that there is an absence of gender parity across all three categories of staff (GS, mid-

collected as part of the Gender Scorecard exercise. ⁷	UNCT: Review and endorse gender parity strategy and take action to implement the strategy			level, senior level). Taking these actions would demonstrate positive trends towards gender parity which are necessary to meet minimum requirements for Indicator 4.3.
4.3b Review implementation of the Gender Parity strategy and collect agencies' HR data on an annual basis.	UN agencies: Provide data; OMT: Analyze data; UNCT: Review implementation of Gender Parity strategy and staffing trends and take appropriate action	Staff time; agencies' HR data	As decided by UNCT (e.g. in a year's time)	
4.3c Ensure that the Business Operations Strategy (BOS) contains gender-specific actions and indicators, such as joint strategy on addressing work-life balance issues; best practices on attracting candidates from underrepresented groups; monitoring disaggregated data on male-, and female-led vendors, etc.	OMT: to lead the BOS development under UNCT overall guidance	Staff time; consultancy fee	By end of 2020	Respective actions would lead to "exceeding minimum requirements" score.
5. Gender Architecture and Capacities				

⁷ Country teams can work toward gender parity by breaking down cultural barriers and stereotypes that foster workplace inequality. Examples include: requiring an equal number of male and female candidates for shortlists; ensuring equal representation of men and women on interview panels; extending deadlines when few members of the under-represented sex apply; retaining the under-represented sex on rosters for extended periods of time; and giving preference to the candidate from the under-represented sex when candidates are equally qualified.

5.1a. Involve GETG in all UNDAF/UNSDCF processes including, but not limited to development of CCA, UNSDCF prioritization, design of results matrix, implementation, monitoring and evaluation, as a group.	UNCT/PMT: Involve GETG in all UNDAF/UNSDCF processes from onset.			The gender coordination mechanism should include as many as possible staff members that have expertise and decision-making powers to maximize effectiveness (NOC/P4 and above, as per the Scorecard guidance). This action, as well as measures on involving GETG in all UNDAF/UNSDCF processes and establishing a pooled fund for GETG AWP implementation, would allow for “meeting or exceeding minimum requirements” score for indicator 5.1.
5.1b. UN agencies should nominate staff who have decision-making authority (ideally, above NOC/P4 level according to Gender Scorecard criteria), also taking into account GETG’s gender balance.	HOAs: Appoint sufficiently senior staff with decision making authority to be GETG members.	Staff time	Q3 2019 and beyond	
5.1c. GETG should have multi-annual pooled budget with contributions of UN agencies to enable more efficient coordination of GETG activities and more tangible results.	UNCT: consider establishing pooled fund for GETG AWP. GETG: develop an AWP with budget requirement		2020	

5.2a. Conduct a system-wide gender equality capacity assessment ⁸ including assessment of GETG member capacities, and design a capacity building plan that follows UNDAF/UNSDCF cycle.	<p>UNCT: Ensure participation of staff in the capacity assessment. Review and endorse the capacity building plan.</p> <p>GETG: Organize the gender equality capacity assessment and design a capacity building plan based on assessment findings.</p>	Consultant cost to be shared by agencies	2020	For UN to work collaboratively to enhance gender mainstreaming, all its personnel, especially in the field, should receive training on gender-related knowledge. This action is necessary to “meet minimum requirements” on indicator 5.2. Designation of senior managers who are not assigned GETG roles (e.g. OMT chair), for responsibilities on gender-related capacity building and follow-up is also highly encouraged in order to strengthen shared accountability.
5.2b. Establish a multi-year pooled budget with contributions of agencies for GETG to implement the gender-equality capacity building plan	UNCT: consider establishing pooled fund for gender-equality capacity building plan	Staff time	2020	
5.2c. Ensure minimum gender awareness and gender mainstreaming capacity among UN staff by continuing to ensure completion of mandatory online gender training “I Know Gender”. ⁹	UNCT: Ensure all staff complete the online training	Staff time;	Ongoing	

⁸ See UN Women Training Center 2016 for detailed guidance on how to conduct a gender equality capacity assessment <https://trainingcentre.unwomen.org/mod/data/view.php?id=1&rid=5>. Also see UNDP 2008. http://content-ext.undp.org/aplaws_publications/1670209/UNDP%20Capacity%20Assessment%20Users%20Guide.pdf

⁹ UNCT agreed to make “I Know Gender” the mandatory gender training course for UNCT Bangladesh in May 2018.

6. Resources				
6.1. Organize training of PMT, Results Groups and GETG on the UNCT gender equality marker (GEM) ¹⁰ at the beginning of the new UNSDCF cycle.	<p>UNCT: Adopt UN INFO, endorse gender marker training and ensure participation of key staff, and make resources available to organize the training</p> <p>PMT/Results Groups/GETG: Participate in the training</p> <p>GETG: Support the above groups by identifying resource persons/trainers and organizing the training.</p>	Staff time trainer and budget for training (UNCT contribution)	Q1 2021	Gender-related resource tracking and targeting helps to ensure adequate financial resources are dedicated to GEWE programming. This action would allow improvement of the UNCT performance from “missing minimum requirements” to “meeting minimum requirements” for Indicator 6.1.
6.2. Apply the GEM to Results Group Joint Workplans (JWP) ¹¹ for UNSDCF implementation to track budgetary allocation and expenditures for GEWE and set annual budgetary target for GEWE expenditures for the whole UNSDCF	<p>UNCT: Use the GEM to assess the adequacy of gender related investments in the UNSDCF and to determine if any corrective intervention is required to respond to national gender equality priorities.</p> <p>PMT and Results Groups: Ensure that the GEM is applied to the JWP.</p>	Staff time	2021 JWP and beyond	

¹⁰ The UNCT GEM has been developed for application in UNCTs in which the UNSDCF will include the following components: a) an annual Common Budgetary Framework (CBF); b) Joint Work Plans; and c) an UNSDCF interagency monitoring and evaluation process (supported by UN INFO). UNCT GEMS are embedded in UN INFO and are applied at the Key Activity level to the UNSDCF JWPs and annual CBFs. Use of UN INFO by UNCT in Bangladesh will be a prerequisite for adoption of GEMS.

	<p>GETG: provide technical backstopping to the Results Groups, and support quality assurance on the GEM's application. Help assess trends and possible gaps in UNCT's investment on GEWE within the UNSDCF and identify relevant capacity development needs for the UNCT. Help ensure that the GEM Coding process promotes a dialogue within the UNSDCF Results Groups to contribute towards the UNCT's overall capacity development on GEWE and gender mainstreaming processes.</p>			
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Annexes

Annex A - Assessment of indicators 1.2 and 1.3¹²

Pillar on 'People'- Outcome 1- *By 2020, relevant State institutions, together with their respective partners, develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.*

The outcome statement refers to 'vulnerable individuals and groups' but does not specifically speak to gender equality and/or the empowerment of women and girls. Per the guidance on assessment of this indicator, though outcome statements sometimes include women as part of a "vulnerable" group or add on a phrase such as "with reference to women", this does not constitute *visible mainstreaming*. This threshold is only met, where there is a clear connection between the outcome and gender equality and the empowerment of women.

Additionally, the narrative did not sufficiently unpack the concept of who these 'vulnerable' individuals and groups are i.e. speak to the heterogenous composition of these individuals/groups, though it does flag certain concerns e.g. gender parity in education, financial inclusion of women, the need to address access to services by women and girls through targeted social policies and programmes, and gender mainstreaming (twin track approach), and also the kind of information that is provided- and quality of services (in health and nutrition).

The narrative states that UNCT is driven by a clearly defined normative agenda that addresses equality, non-discrimination, empowerment etc. here, CEDAW, CRC and UPR are referred to under footnote 6. The UN response is indicated as founded on equal rights particularly for women and girls in a number of areas (ending violence against women and girls, malnutrition, improving certain services (health, access to justice, social safety nets etc.). However, no sex disaggregated or gender specific data is included with this analysis, nor is there a discussion on specific more vulnerable groups of women and girls.

Out of 22 indicators, only 6 (i.e. 1.1d, 1.4a-1.4c, 1.5, 1.6) were disaggregated by sex, or gender specific. It was noted also that the correlation between certain issues highlighted as disproportionately impacting on women and girls (e.g. access to justice (legal services), access to social protection including access to information on and quality health and nutrition services), and the indicators included in the results framework under this indicator, was missing.

Pillar on 'Planet' i.e. Outcome 2: *By 2020, relevant State institutions, together with their respective partners, enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.*

¹² Assessment was undertaken by UN M&E focal points at UNDAF Planning Workshop in Dhaka, 14-15 May 2019.

Outcome statement refers to vulnerable groups but again does not specifically speak to gender equality and/or the empowerment of women and girls. Again, the scoring guidance applies here.

The narrative refers to the 'population'. 'Household' level vulnerabilities - especially female headed households, are also referenced when it comes to disasters. The UN refers to various conventions, treaties and protocols that have been ratified by the government of Bangladesh and the link between environmental sustainability and other developmental challenges, but these are not identified/elaborated, nor is any sex-disaggregated or gender-specific data given.

Of the 6 indicators, none are gender-specific or sex-disaggregated.

Pillar on 'Prosperity i.e. Outcome 3: *By 2020, relevant State institutions, together with their respective partners, increase opportunities, especially for women and disadvantaged groups to contribute to and benefit from economic progress.*

The Outcome statement makes specific reference to the need to increase opportunities for women, and other disadvantaged groups to contribute and benefit from economic progress. However, per the guidance on scoring this indicator, women are an 'add-on' rather than gender equality and the empowerment of women being seen to be necessary to the attainment of the outcome.

The narrative refers to ultra-poor women and their households, and women who are underpaid i.e. working in the garment sector. The UN program is said to be designed to instill the normative values of human rights, equality, non-discrimination, equity and participation. The CEDAW, CRC and UPR recommendations are referred to in footnote 11.

On the indicators, out of 12, eight (i.e. 3.2, 3.3c), 3.4, 3.5, 3.6, 3.7, 3.9, 3.10) are either sex-disaggregated or gender specific.

Findings:

Overall scoring based on the above for indicator 1.2 is missing minimum indicators- based on the guidance.

On indicator 1.3, overall scoring is based on a review of the outcome indicators- and of a total of 40 indicators, 14 were either gender specific or sex disaggregated -which is equivalent to 35 percent. In line with the guidance on scoring indicator 1.3, this means that the UNDAF meets minimum standards.

Annex B – Assessment of Joint Programme Documents

A list of 11 joint programmes (below) was made available for IAT. Taking into account the guidance and to ensure representation of programmes across UNDAF Outcomes, the IAT selected 5 programmes (≈50 per cent out of the list of 11; highlighted in green) operational at the time of the assessment.

#	Title	Focus Area	UNDAF Out-comes	Start Year	End Year	UN participating agency
1	Inclusive and Equitable Local Development (IELD)	Women's Economic Empowerment	3	2017	2019	UNWOMEN, UNDP, UNCDF
2	Local Government Initiative on Climate Change (LOGIC)	Climate change adaptation	2	2017	2021	UNDP, UNCDF
3	Reducing Emission from Deforestation and Forest Degradation (National REDD Programme)	Climate change mitigation	2	2008	2019	UNDP, FAO
4	National Resilience Programme (NRP)	Disaster Management and Resilience	2	2017	2020	UNDP, UNOPS, UMWOMEN
5	Identification and Introduction of Sustainable Approaches for Pre-departure and Pre-decision Trainings in Bangladesh	Women's Economic Empowerment	2	2017	2018	UN Women, ILO
6	Global Programme to Accelerate Action to End Child Marriage	Ending child marriage: multi-sector CP, Education, Nutrition, WASH, Health	1	2016	2019	UNICEF, UNFPA

7	Joint Programme on SRH, HIV and PMTCT (Preventing mother-to-child transmission)	Comprehensive and integrated SRH, HIV and PMTCT service programme for the brothel based female sex workers	1	2018	2018	UNAIDS, UNFPA, UNICEF, WHO
8	Strengthening of Sex Workers' Network (SWN)	Enhanced capacity of SWN of Bangladesh to facilitate social inclusion and facilitate the opportunity for sex workers and their children for healthier living	1,3	2018	2019	UNICEF, UNAIDS
9	Improving Maternal and Sexual and Reproductive Health & Rights	Health	1	2017	2020	UNICEF, UNFPA
10	Better Health in Bangladesh: Health System Strengthening Technical Assistance	Maternal and Sexual and Reproductive Health	1	2018	2022	UNFPA, WHO
11	Mothers@Work : National Programme to Strengthen Maternity Rights and Protect Breastfeeding in the Workplaces	Maternity protection and Breastfeeding	1, 3	2018	2019	UNICEF, ILO

The programme documents' situation analyses, programme priorities and results frameworks were reviewed from the gender lens. IAT members analyses on each programme document are provided in the table below.

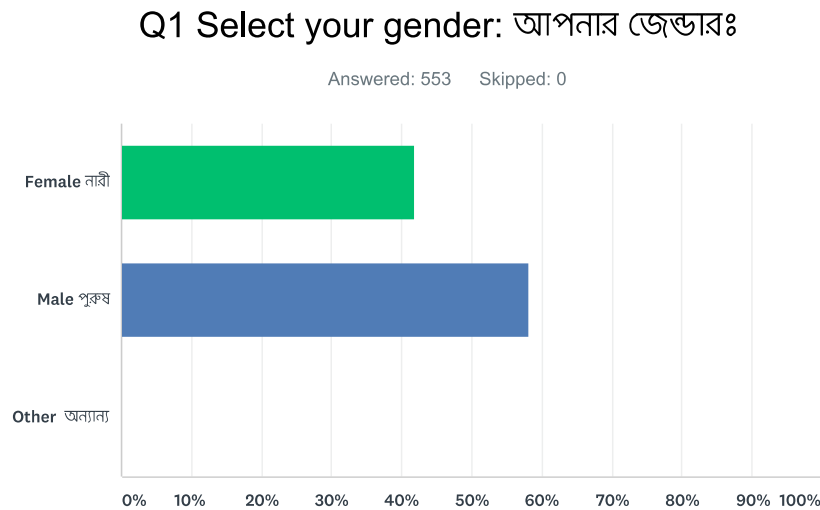
#	Title	Analysis	Overall Assessment
1	JP on Local Government Initiative on Climate Change (LoGIC)	a) None of the Outcomes/Outputs explicitly mentioned gender issues. b) Only 1 out of 4 Outcome level indicators (25%) and 1 out of 7 Output level indicators (14%) were gender sensitive. Thus, overall 18% indicators were gender sensitive.	Gender is not visibly mainstreamed in the programme document.

		<p>c) Project narrative heavily focused on climate change and resilience issues, without noting gender issues. Only 'Cross-cutting concerns' and 'Practiced means of adaptive livelihoods in Bangladesh' chapters highlighted gender dimensions.</p> <p>d) There were nearly 24% female staffs in the Project Management Unit (PMU) including the head of office (5 out of 21).</p> <p>e) Number of frameworks, assessments, manuals and tools developed or conducted by the project were gender sensitive.</p>	
2	Inclusive and Equitable Local Development (IELD)	<p>a) Gender is significantly assessed in the situational analysis.</p> <p>b) Women economic empowerment is the main focus of the four outlined outputs.</p> <p>c) The interventions mentioned in the document are focusing on strengthening of women's capacities.</p> <p>d) Six out of the nine output indicators focus on women and gender equality.</p>	Gender is visibly mainstreamed in the programme document.
3	Better Health in Bangladesh	<p>a) Situational analysis captures national context of maternal health, using the statistics, which seems to be a good basis of project design. Existing challenges relevant to maternal health and family planning are considered well in programming.</p> <p>b) UN agencies' comparative advantages in health system strengthening are well highlighted, which may serve as a strong justification of Joint programming in this thematic area.</p> <p>c) More than 40% of indicators (10 indicators out of 24) in results framework are gender-relevant, while many others are also indirectly relate to gender.</p>	Gender is visibly mainstreamed in the programme document.
4	National Resilience Programme (NRP)	<p>a) Situation analysis contains information on gender-specific disaster risk management challenges.</p> <p>b) Programme justification refers to women and girls as the most disadvantaged groups in disaster and climate change situations, and provides detailed analysis.</p> <p>c) Lessons learnt include considerations on gender-responsiveness.</p> <p>d) All 5 Outputs are gender-sensitive.</p> <p>e) 16 out of 28 Indicators (57%) are gender-sensitive and/or sex-disaggregated.</p>	Gender is visibly mainstreamed in the programme document.
5	Mothers@Work: National Programme to Strengthen Maternity Rights and Protect Breastfeeding in the Workplaces	<p>a) The Joint Work Plan explicitly focuses on improving living and working conditions of women workers and their children.</p> <p>b) All 3 Outputs are gender-targeted; all 6 Indicators are gender-sensitive and/or sex-disaggregated.</p>	Gender is visibly mainstreamed in the programme document.

Annex C - Organizational Culture Staff Survey Results

Organizational Culture Staff Survey (in English and Bengali) was open from 22 May till 4 June 2019 and collected 553 responses (231 by female staff and 322 – by male staff) through Survey Monkey website. With estimated number of UN personnel around 2638, confidence interval of the sample is 3.6, thus making the sample considerably representative.

Below graphs provide data on submitted responses.¹³

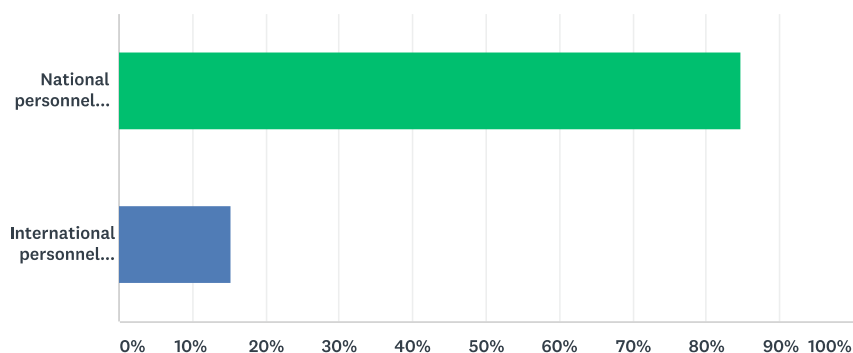


ANSWER CHOICES	RESPONSES	
Female নারী	41.77%	231
Male পুরুষ	58.23%	322
Other অন্যান্য	0.00%	0
TOTAL		553

¹³ The survey also provides sex-disaggregated responses. For details, please contact UN Women Office in Bangladesh.

Q2 Select below:একটি বাছাই করুনঃ

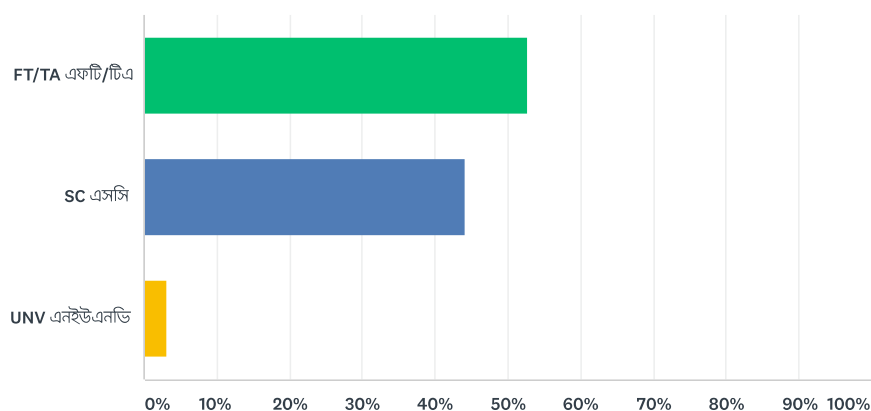
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ANSWER CHOICES	RESPONSES	
National personnel জাতীয় (ন্যাশনাল) কর্মী	84.63%	468
International personnel আন্তর্জাতিক (ইন্টারন্যাশনাল) কর্মী	15.37%	85
TOTAL		553

Q3 Contract modality: কন্ট্রাক্ট এর ধরন

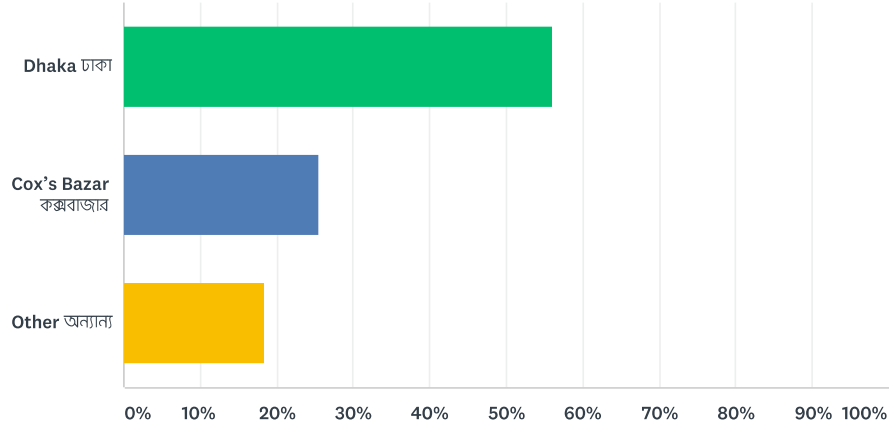
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ANSWER CHOICES	RESPONSES	
FT/TA একটি/টিএ	52.76%	287
SC এসসি	44.12%	240
UNV এনইউএনডি	3.13%	17
TOTAL		544

Q4 Location of office: অফিস লোকেশন

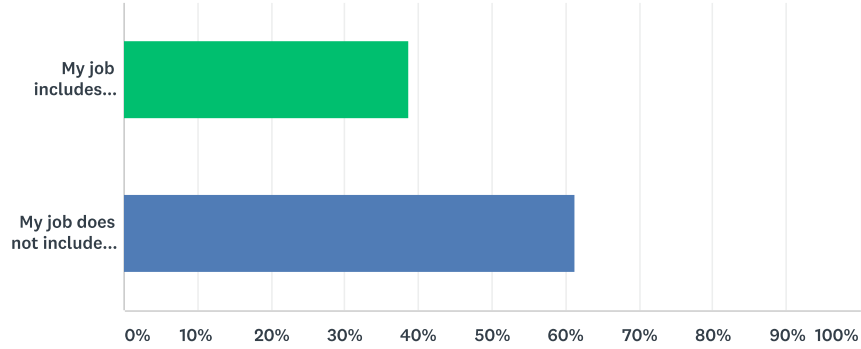
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ANSWER CHOICES	RESPONSES	
Dhaka ঢাকা	55.98%	309
Cox's Bazar কক্সবাজার	25.54%	141
Other অন্যান্য	18.48%	102
TOTAL		552

Q5 Select below: একটি বাছাই করুন

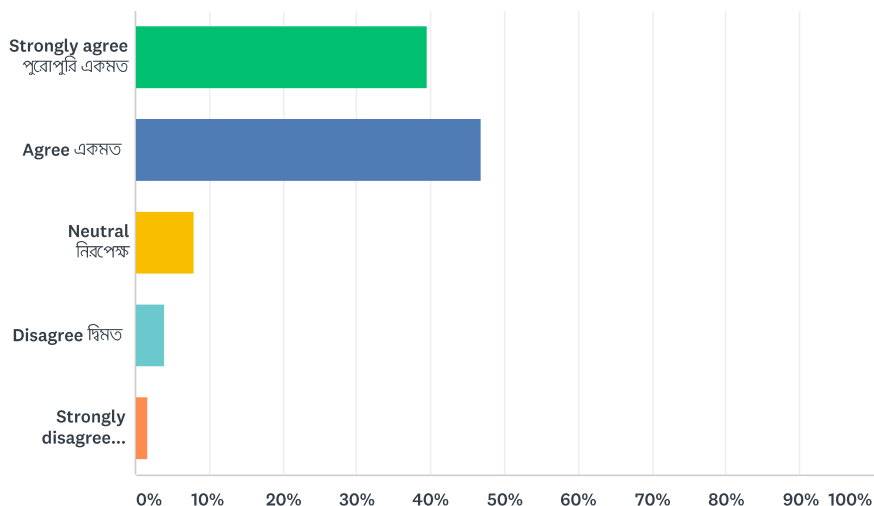
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ANSWER CHOICES	RESPONSES	
My job includes personnel supervisory functions আমার চাকরির দায়িত্বে আমি সুপারভাইজারের ভূমিকা পালন করি।	38.70%	214
My job does not include personnel supervisory functions আমার চাকরির দায়িত্বে আমি সুপারভাইজারের ভূমিকা পালন করিনা।	61.30%	339
TOTAL		553

Q6 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. আমি বিশ্বাস করি বাংলাদেশে জাতিসংঘ সংস্থাসমূহ সকল পর্যায়ে নারী পুরুষের সমান অংশগ্রহণ নিশ্চিত করার জন্য যথেষ্ট কাজ করে যাচ্ছে।

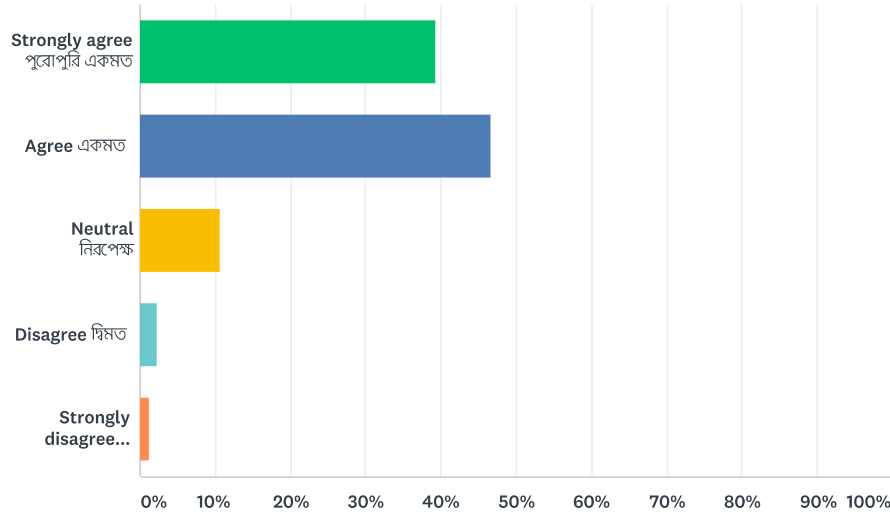
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ANSWER CHOICES	RESPONSES	
Strongly agree পূরোপুরি একমত	39.56%	214
Agree একমত	46.95%	254
Neutral নিরপেক্ষ	7.95%	43
Disagree দ্বিমত	3.88%	21
Strongly disagree পূরোপুরি দ্বিমত	1.66%	9
TOTAL		541

Q7 Heads of Agencies in this UNCT demonstrate leadership and commitment to gender equality in the workplace. জাতিসংঘ সংস্থা প্রধানরা কর্মক্ষেত্রে জেষ্ঠ্য সমতা নিশ্চিত করতে প্রতিশ্রুতিবদ্ধ এবং যথাযথ নেতৃত্ব দিয়ে যাচ্ছেন।

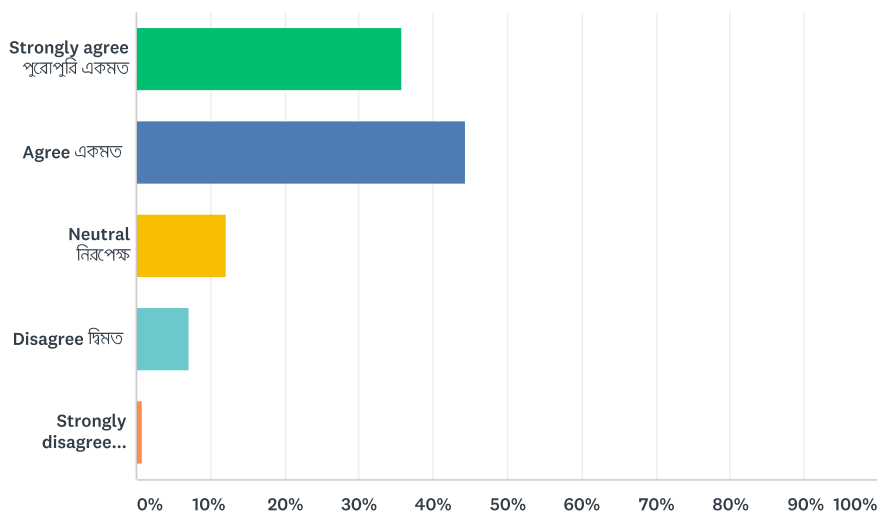
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ANSWER CHOICES	RESPONSES
Strongly agree পূরোপূরি একমত	39.33% 212
Agree একমত	46.57% 251
Neutral নিরপেক্ষ	10.58% 57
Disagree দ্বিমত	2.23% 12
Strongly disagree পূরোপূরি দ্বিমত	1.30% 7
TOTAL	539

Q8 UN personnel in this country demonstrate commitment to gender equality in the workplace. জাতিসংঘ সংস্থার কর্মীরা কর্মস্থলে জেন্ডার সমতা নিশ্চিত করতে প্রতিশ্রুতিবদ্ধ

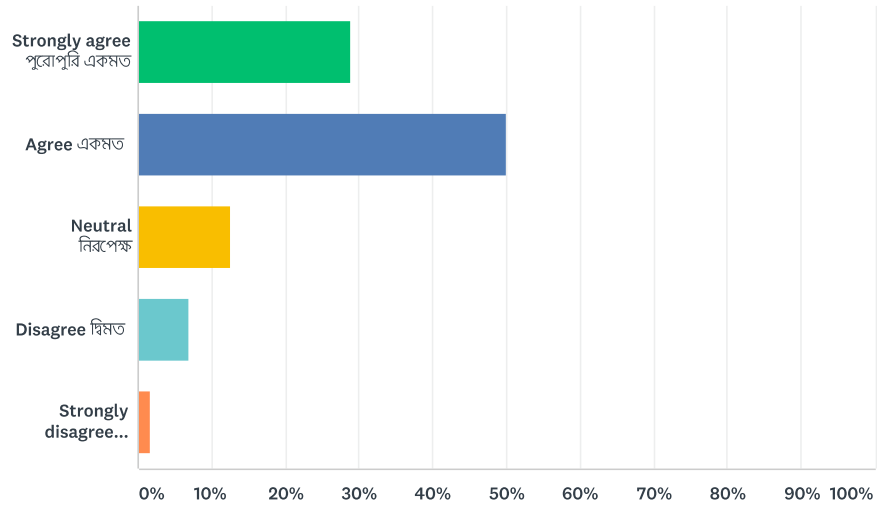
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ANSWER CHOICES	RESPONSES	
Strongly agree পূরোপূরি একমত	35.69%	192
Agree একমত	44.42%	239
Neutral নিরপেক্ষ	12.08%	65
Disagree দ্বিমত	7.06%	38
Strongly disagree পূরোপূরি দ্বিমত	0.74%	4
TOTAL		538

Q9 The UN system in this country adequately facilitates the equal participation of personnel irrespective of sex, gender or sexual orientation at all levels of the organization. সেক্স, জেন্ডার পরিচয় (জেন্ডার আইডেন্টিটি), যৌনতা (সেক্সুয়াল অরিয়েন্টেশন) নির্বিশেষে জাতিসংঘ সংস্থাসমূহ সকল পর্যায়ে কর্মীদের অংশগ্রহণ নিশ্চিত করতে যথেষ্ট সুযোগ করে দেয়।

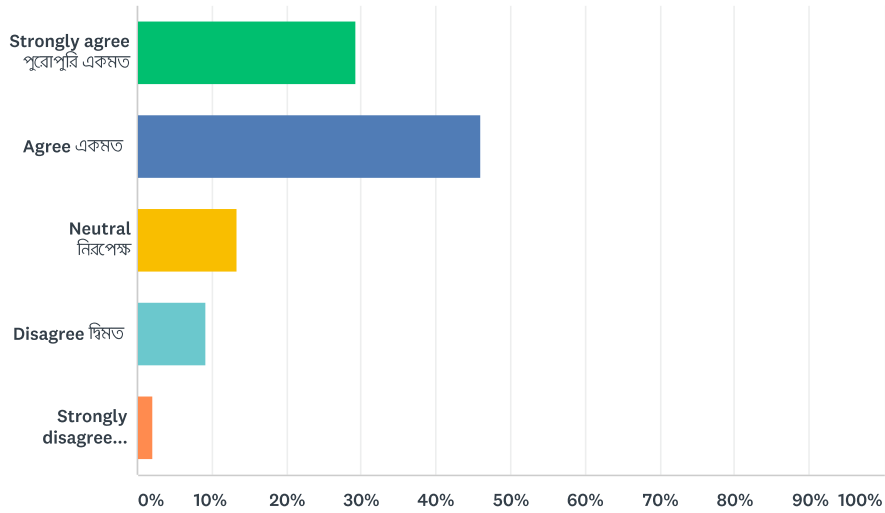
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ANSWER CHOICES	RESPONSES	
Strongly agree পূরোপুরি একমত	28.89%	156
Agree একমত	50.00%	270
Neutral নিরপেক্ষ	12.59%	68
Disagree দ্বিমত	6.85%	37
Strongly disagree পূরোপুরি দ্বিমত	1.67%	9
TOTAL		540

Q10 UN personnel in this country team are treated equally irrespective of their sex, gender identity and sexual orientation; religious beliefs and practices and social hierarchies. **সেই, জেন্ডার পরিচয় (জেন্ডার আইডেন্টিটি), যৌনতা (সেক্সুয়াল অরিয়েন্টেশন); ধর্মীয় বিশ্বাস ও চর্চা; এবং সামাজিক অবস্থান নির্বিশেষে জাতিসংঘ সংস্থায় কর্মরত সকল কর্মীকে সমানভাবে মর্যাদা দেয়া হয়।**

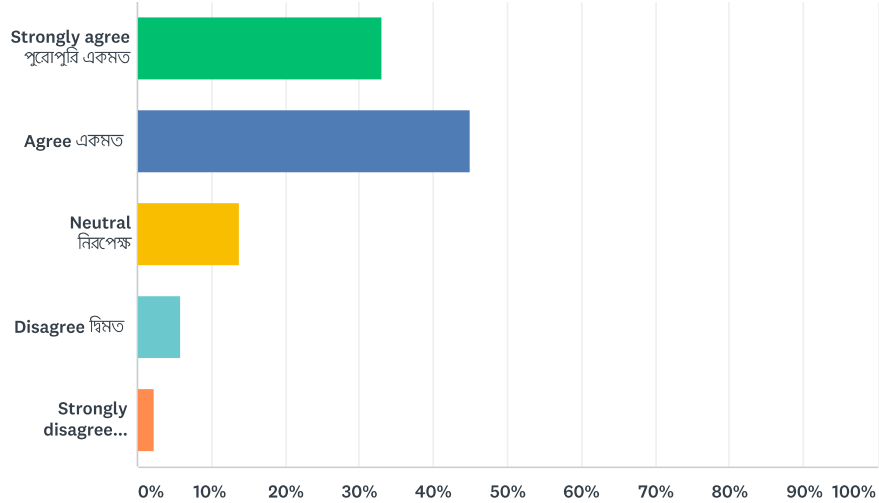
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ANSWER CHOICES	RESPONSES	
Strongly agree পূরোপূরি একমত	29.26%	158
Agree একমত	46.11%	249
Neutral নিরপেক্ষ	13.33%	72
Disagree দ্বিমত	9.26%	50
Strongly disagree পূরোপূরি দ্বিমত	2.04%	11
TOTAL		540

Q11 The UN system in this country has adequate procedures in place to prevent and address sexual harassment, exploitation and abuse of authority. যৌন হয়রানী, যৌন নিপীড়ন, এবং ক্ষমতার অপব্যবহার প্রতিরোধে জাতিসংঘ সংস্থাগুলোতে যথাযথ ব্যবস্থা রয়েছে।

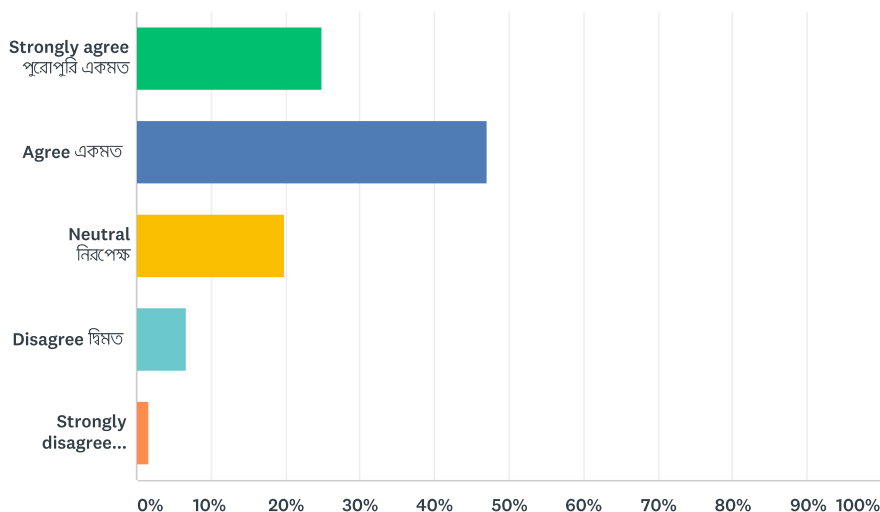
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ANSWER CHOICES	RESPONSES	
Strongly agree পূরোপুরি একমত	32.96%	177
Agree একমত	45.07%	242
Neutral নিরপেক্ষ	13.78%	74
Disagree দ্বিমত	5.96%	32
Strongly disagree পূরোপুরি দ্বিমত	2.23%	12
TOTAL		537

Q12 The UN system in this country has adequate procedures in place to protect my personal safety and security. আমার ব্যক্তিগত সুরক্ষা ও নিরাপত্তা নিশ্চিত করতে জাতিসংঘ সংস্থাগুলোতে যথাযথ ব্যবস্থা রয়েছে।

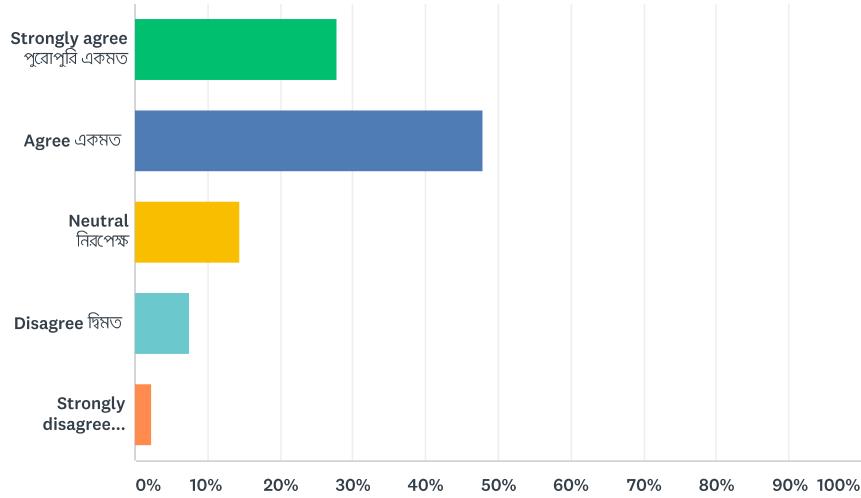
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ANSWER CHOICES	RESPONSES	
Strongly agree পুরোপুরি একমত	24.81%	134
Agree একমত	47.04%	254
Neutral নিরপেক্ষ	19.81%	107
Disagree দ্বিমত	6.67%	36
Strongly disagree পুরোপুরি দ্বিমত	1.67%	9
TOTAL		540

Q13 The package of entitlements (e.g. maternity, paternity, breastfeeding) is being implemented to support staff and personnel to achieve adequate work-life balance. ব্যক্তিগত ও পেশাগত জীবনের ভারসাম্য (ব্যালেন্স) নিশ্চিত করতে জাতিসংঘ কর্মীদের এন্টাইটেলমেন্ট প্যাকেজ (মাতৃস্বকালীন, পিতৃস্বকালীন ছুটি, স্তন্যপান করানো)গুলো বাস্তবায়ন করা হচ্ছে।

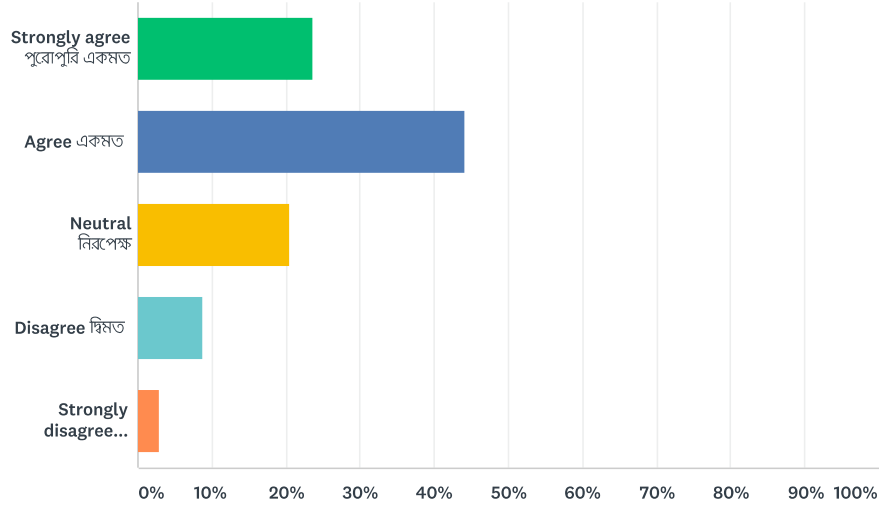
Answered: 539 Skipped: 14



ANSWER CHOICES	RESPONSES	
Strongly agree পূরোপুরি একমত	27.83%	150
Agree একমত	47.87%	258
Neutral নিরপেক্ষ	14.47%	78
Disagree খিমত	7.61%	41
Strongly disagree পূরোপুরি খিমত	2.23%	12
TOTAL		539

Q14 The package of flexible work arrangements supports personnel to achieve adequate work-life balance. সাম্প্রদ্যে কাজ করার জন্য সুযোগ সুবিধা (ফ্লেক্সিবল প্যাকেজ) জাতিসংঘ কর্মীদের ব্যক্তিগত ও পেশাগত জীবনের সামঞ্জস্য রাখতে সাহায্য করে ।

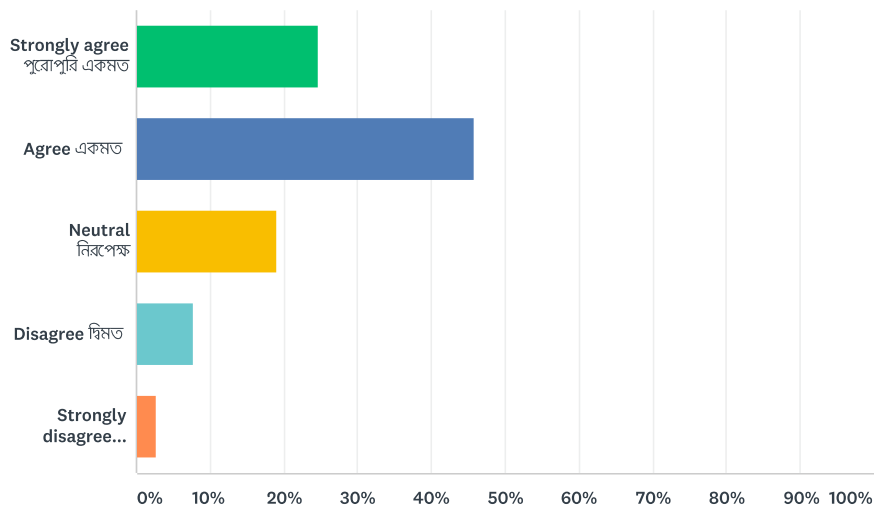
Answered: 539 Skipped: 14



ANSWER CHOICES	RESPONSES	
Strongly agree পূরোপূরি একমত	23.56%	127
Agree একমত	44.16%	238
Neutral নিরপেক্ষ	20.59%	111
Disagree দ্বিমত	8.72%	47
Strongly disagree পূরোপূরি দ্বিমত	2.97%	16
TOTAL		539

Q15 Heads of Agencies are supportive of staff to establish an adequate relationship between work life and home life. ব্যক্তিগত ও পেশাগত জীবনের সামঞ্জস্য রাখতে জাতিসংঘ সংস্থা প্রধানরা যথেষ্ট সহায়তা প্রদান করেন।

Answered: 540 Skipped: 13



ANSWER CHOICES	RESPONSES	
Strongly agree পুরোপুরি একমত	24.63%	133
Agree একমত	45.74%	247
Neutral নিরপেক্ষ	19.07%	103
Disagree দ্বিমত	7.78%	42
Strongly disagree পুরোপুরি দ্বিমত	2.78%	15
TOTAL		540

Annex D - Human Resources Data

Human resources data was collected from 21 UN entities and RC Office. Due to different grade systems, some data (i.e. UG category, interns and consultants) was not included into the categories aggregated in the table. The IAT analyzed the categories highlighted in green and female/male representation in the total number of staff. Rows with data in *Italic* present additional information not included in the IAT analysis.

Category	Female	Male	Women's representation
G1-G7	226	553	29%
NOA/NOB, P1-P3	242	324	43%
NOC/P4 and above	83	127	40%
<i>Nat. UNV</i>	22	20	52%
<i>SB1-SB5</i>	206	693	22%
<i>LICA 4-7 (UNOPS)</i>	16	56	22%
<i>Int'l UNV</i>	11	9	55%
Total¹⁴	821	1817	31%

¹⁴ The total includes some data not listed in the table (i.e. categories that cannot be attributed to those generally established in UN).