



UNCT SWAP GENDER EQUALITY SCORECARD

Assessment Report

Country: The Republic of Ghana

Assessment year: 2021

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Indicator	Missing minimum requirements	Approaches minimum requirements	Meets minimum requirement	Exceeds minimum requirements
1. Planning				
1.1 Common Country Assessment				
1.2 UNDAF Outcomes				
1.3 UNDAF Indicators				
2. Programming and M&E				
2.1 Joint Programmes				
2.2 Communication and Advocacy				
2.3 UNDAF M&E				
3. Partnerships				
3.1 Government Engagement				
3.2 Women's/Gender Equality CSO				
4. Leadership and Organisational Culture				
4.1 Leadership				
4.2 Organisational Culture				
4.3 Gender Parity				
5. Gender Architecture & Capacities				
5.1 Gender Coordination Mechanism				
5.2 Gender Capacities				
6. Resources				
6.1 Financial Resources				
7. Results				
7.1 Results				

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Acronyms

ARC	Assessment of Results and Competencies
AWP	Annual Work Plan
BOS	Business Operation Strategy
CCA	Common Country Assessment
CEB	Chief Executive Board for Coordination
CSO	Civil Society Organization
GBV	Gender-Based Violence
GEEW	Gender Equality and Women's Empowerment
GSS	General Service Staff
HOA	Head of Agency
IAT	Inter-Agency Team
IMS	Information Management System
IWD	International Women's Day
JP	Joint Programme
MDA	Ministries, Departments and Agencies
MMDA	Metropolitan, Municipal and District Assemblies
M&E	Monitoring and Evaluation
MoGCSP	Ministry of Gender, Children and Social Protection
OMT	Operations Management Team
RC/RCO	Resident Coordinator/Resident Coordinator Office
SDG	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SOP	Standard Operating Procedures
ToC	Theory of Change
ToR	Terms of Reference
UNCT	United Nations Country Teams
UNCG	United Nations Communications Group
UNDAF	United Nations Development Group

UNGT	United Nations Gender Team
UNSDG	United Nations Sustainable Development Group
UNSDP	United Nations Sustainable Development Partnership
UN SWAP	United Nations System-Wide Action Plan
VNR	Voluntary National Review

I. Background

The United Nations Sustainable Development Group (UNDG) introduced a system wide accountability framework 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 Policy underscores the importance of a system wide approach to accountability to operationalise the strategy of gender mainstreaming. In keeping with this the UN has developed two approaches to promote system –wide accountability. The first is the UN System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP), which focuses on the implementation of the CEB policy at entity level. The second, which is the focus of this report, is the UNCT SWAP Gender Equality Scorecard, establishes accountability of UN Country Teams (UNCTs) at country level. The UNCT Scorecard has been aligned with the UN-SWAP to establish a systemic accountability framework.

The UNCT Gender Equality Scorecard (the Scorecard) was introduced in 2008 to assess processes and institutional arrangements within UNCTs. In 2017, it was updated to cover results, and aligned with the Sustainable Development Goals (SDGs) to reflect that gender equality is integral to sustainable development. The Scorecard examines the overall performance of UNCTs rather than that of individual agencies. It is a standardised assessment designed to focus UNCTs efforts towards meeting and exceeding a set of minimum standards for GEEW. Through stringent requirements, the Scorecard aims to foster improved planning, coordination and results for GEEW.

II. Methodology

The UNCT- SWAP Gender Equality Scorecard measures joint processes, institutional arrangements and results across seven dimensions and fifteen indicators. The seven dimensions are: 1) planning; 2) programming and monitoring & evaluation; 3) partnerships; 4) leadership and organizational culture; 5) gender architecture and capacities; 6) financial resources; and 7) results.

The UNCT SWAP Scorecard exercise in Ghana was a self-assessment conducted by a multi-disciplinary team consisting of members of the UNCTs various inter-agency teams. The Ghana interagency team (IAT) has eight members including two gender experts and two senior staff. The assessment was led by the coordinators of the IAT with the support of a consultant. The UNSDG technical guide was the main reference document.

The assessment involved three stages, and a participatory approach was applied throughout the exercise.

1. Preparatory Stage: The process started with the briefing of and endorsement from the UNCT. The IAT team was established and a consultant appointed to facilitate the process. The UNSDG technical guide was reviewed and a provisional timeframe was agreed on. Work started on identifying the documents required for the desk review.
2. Assessment and Action Plan: A briefing meeting was held for all the members of the IAT on the scorecard framework and methodology. The meeting also provided the opportunity to conduct a refresher on the basics of gender mainstreaming. Four working groups and four clusters of indicators were established. Each group was assigned to work on a cluster of indicators. Effort was made to allocate at least one IAT member with expertise relevant to a group's cluster of indicators. The timelines were agreed upon and responsibilities distributed within each working group. Members worked in their groups gathering data, assigning preliminary scores and developing action plan ideas. Each working group had one facilitated session to discuss their findings and firm up the actions. Their findings were submitted to the large group to discuss and finalise the scores and action plan. The scores and action plan were then presented to the UNCT for feedback. The action plan was further developed based on their feedback.
3. Reporting: The consultant drafted and submitted the Scorecard report to the UNCT for validation and sign off before it was shared with UN Women HQ as part of global accounting.

The UNCT provided feedback to UN Women on the overall strengths and weaknesses of the Scorecard. Concern was raised about the stringent nature of the rating criteria. It was argued that rating by stringent criteria does not give the whole picture of a UNCT's performance. Additionally, the prescriptive guidance may influence UNCTs to change institutional arrangements that work well in an effort to meet the standards. It was suggested that the scorecard criteria and rating should be more flexible to allow UNCTs apply customized interventions that fit the national context and their specific requirements for maximum performance.

III. Country Context

The UNCT-SWAP Scorecard Assessment was undertaken in Ghana between January - March 2021, two years into the implementation of the 2018 -2022 United Nations Sustainable Development Partnership - Ghana (UNSDP)¹. The UNSDP reflects Ghana's national priorities and commitments to global development agenda. It is aligned to the Government's development programme, *The Coordinated Programme of Economic and Social Development Policies, 2017-*

¹ It is generally referred to as the United Nations Sustainable Development Cooperation Framework (UNSDCF) and previously United Nations Development Assistance Framework (UNDAF)

2024, which sets out strategies to harness national capacities to create economic opportunities for all. The UNSDP also embeds SDG commitments to inclusive and sustainable growth, including gender equality and the empowerment of women.

In line with the five overarching themes of the 2030 Agenda for sustainable development (Prosperity, People, Planet, Peace and Partnerships) and the national development programme, the UNSDP sets out the four-year partnership in four result areas and seven outcomes as outlined below.

UNSDP Result Area	Outcome
<i>1. Shared Prosperous Economy</i>	Outcome 1: Productive agriculture drives sustainable industrialisation, improves livelihoods and ensures a hunger and malnutrition free nation. Outcome 2: Competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth.
<i>2. Social Investment in People</i>	Outcome 3: Government of Ghana delivers equitable, quality and financially sustainable social services. Outcome 4: Marginalised and vulnerable populations demand and utilise social services
<i>3. Protected and Safe Environment</i>	Outcome 5: Environmental governance at national and local levels is effective, efficient and coherent. Outcome 6: Urban and rural community resilience is increased due to access to affordable services, knowledge and tools.
<i>4. Inclusive and Accountable Governance</i>	Outcome 7: Transparent, accountable institutions at all levels that rights of all people

The UNSDP outlines the collective effort of nineteen resident and five non-resident UN agencies to provide coordinated and effective support to the Government of Ghana in line with the UN principle of “Delivering as One”. This system is designed to deliver results as one through enhanced partnerships and coordination. There is strong commitment within the UN system in

Ghana to deliver GEEW results as observed throughout the scorecard exercise and evidenced by the outcome. However, the commitment could not translate into results that meet some of the minimum standards set by the scorecard because of resource and time constraints. The UNCT is making a concerted effort to meet competing demands with limited human and financial capacity. Moreover, the Scorecard exercise in Ghana was carried out mid-way into the implementation of the current UNDAF, while the recommended practice is to have it done at the end of an UNDAF cycle. While this may enable a more gender sensitive implementation of the UNDAF for the remaining two years, it gives a relatively shorter period of time for the UNCT to meet some of the standards. It is suggested that the findings of the Scorecard assessment be interpreted in light of these constraints.

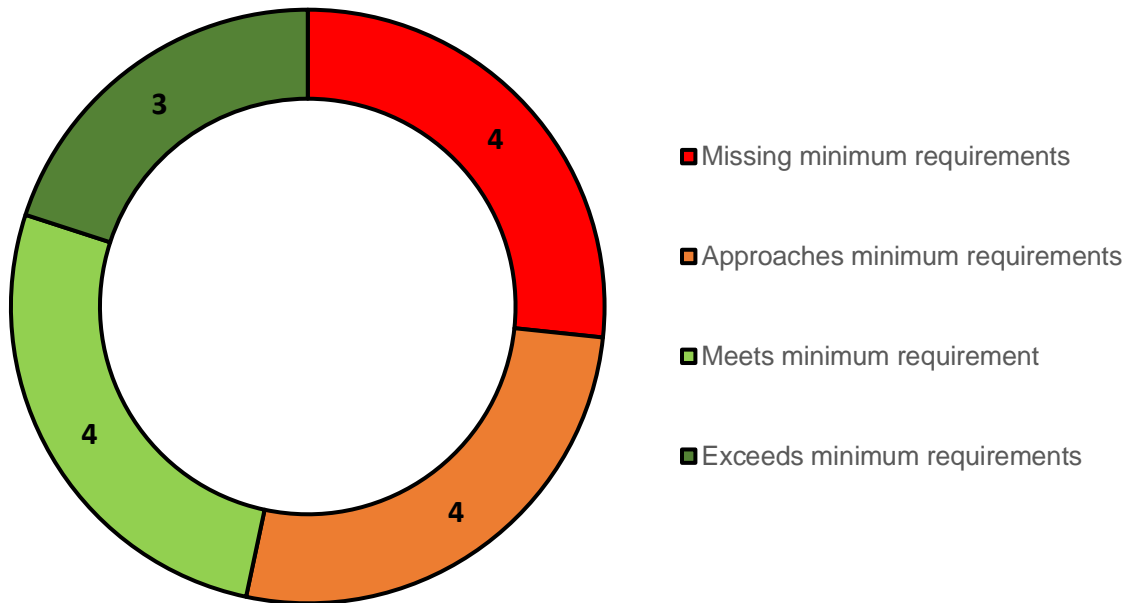
IV. Findings

The findings presented below show the scores for Ghana UNCT's performance against each indicator across the seven dimensions of the Scorecard. The scores consist of four levels of the scoring. These four levels are:

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

Each level of score has at least one criterion. Depending on the criteria a UNCT fulfils, its score for each indicator can be 'exceeds', 'meets', or 'approaches' the minimum requirements. Where a UNCT fails to meet the criteria under 'approaches the minimum requirements', then the score for that indicator is 'missing the minimum requirements.' Meeting the minimum requirements is the starting point from which UNCTs are required to work towards exceeding the minimum requirements. Overall results indicate that the UNCT in Ghana met the minimum requirements for four indicators; exceeded the minimum requirements for three of the indicators; approached the minimum requirements for four indicators and missed the minimum requirements for four indicators. Detailed analysis and findings for each indicator can be found further below in the next section of the report (Findings by Indicator).

Ghana UNCT Scorecard Results Overview



Overview of Ghana UNCT SWAP Scorecard Results by Indicator

Indicator	Missing minimum requirements	Approaches minimum requirements	Meets minimum requirement	Exceeds minimum requirements
8. Planning				
1.1 Common Country Assessment				
1.2 UNDAF Outcomes				
1.3 UNDAF Indicators				
9. Programming and M&E				
2.1 Joint Programmes				
2.2 Communication and Advocacy				
2.3 UNDAF M&E				
10. Partnerships				
3.1 Government Engagement				
3.2 Women's/Gender Equality CSO				
11. Leadership and Organisational Culture				
4.1 Leadership				
4.2 Organisational Culture				
4.3 Gender Parity				
12. Gender Architecture & Capacities				
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Overview of Findings by Dimension Area

1. Planning

There are three indicators in this dimension all measuring the extent to which gender equality has been integrated in three different phases of UNDAF planning: the common country analysis; the UNDAF outcomes; and the UNDAF indicators. The scorecard assessment results for this dimension reveal that systematic gender analysis in the CCA was lacking, reducing the level of gender integration in other aspects of planning. The CCA failed to fully articulate the context for

gender equality including the dynamics of power relations between men and women, their access to and control over resources, opportunities and constraints, the root causes of gender inequalities, and the UNCT's comparative advantage to address these issues. Consequently, it could not provide holistic policy and programming direction to the UNSDP and its result matrix. This could be attributed mainly to the fact that UNCT Gender Team (UNGT) was not adequately engaged in the CCA process to ensure effective incorporation of gender analysis. Hence, the UNCT only approached the minimum requirements for the indicator on the CCA. The UNCT's performance under the second indicator in this dimension has approached the minimum requirements. There is improved gender planning in the UNDSP with the integration of gender analysis and gender mainstreamed outcomes in some result areas. However, gender mainstreaming across all outcome areas or a GEEW focused outcome is required to meet the minimum requirements. The indicator against which the UNCT met the minimum requirements in the planning dimension relates to UNDAF indicators. Performance under this indicator met the minimum requirements with 16 out of 42 (38%) indicators able to track gender related changes either quantitatively or qualitatively (the range for the minimum standard being 33 -50%).

2. Programming and M&E

There are three indicators under the Programming and M&E dimension measuring the integration of gender equality principles in UNCT's common programming system: namely, joint programmes (JP), joint communication and advocacy; and joint M&E. The UNCT in Ghana met the minimum standards for two out of the three indicators. The minimum requirements for joint programs (JP) were met due to the presence of four joint programmes that have visibly mainstreamed gender equality and two GEEW focused JPs. To exceed the minimum requirements, the UNCT needs to put in place a control system for gender mainstreaming in JPs. It is important to introduce a control system to ensure that gender mainstreaming is independent of the commitment of individual agencies or staff members or, donor requirements. A control system includes a checklist, guideline and/or screening mechanism such as a thematic group tasked with reviewing draft JP documents. Assessment of UNCT's performance against the indicator on communication and advocacy shows evidence of use of joint UN communication platforms to promote gender equality. The UNCT met the minimum standards for the indicator on joint communication and advocacy due to the presence of jointly run advocacy campaigns and integration of GEEW communication in the work-plan of the inter-agency communication group. The UNCT's JP on 'Addressing the Gaps in Ghana's Pandemic Response for the Most Vulnerable' has a campaign component named 'Let your voice be heard' which is an anti-stigma campaign aimed at creating an enabling environment for increased reporting of SGBV. It also has two JPs with an advocacy component on girls' agency and empowerment. For instance, UNICEF and UNFPA have jointly supported a TV show named 'Girlz-Girlz Power' since 2018 with the aim of empowering young girls through education on rights, leadership skills and promotion of a positive environment for their

development. UNCT's performance could not exceed the minimum requirements for gender communication and advocacy due to the absence of communication or advocacy on a non-traditional thematic area of GEEW.

The indicator on UNDAF M&E was scored as 'missed minimum requirements' as none of the criteria were met. Currently, data is monitored at JP output level and there is no system in place for continuous flow of information for a system-wide monitoring. UNDAF reviews/evaluations are yet to be conducted. The M&E group has not received training on gender sensitive M&E. While it is early for impact evaluation (only two years into its implementation), a periodic review could have been conducted to assess progress against planned results. The findings reveal that there are greater issues affecting interagency M&E. First, the UNCT does not have the necessary information management system to perform real time monitoring. This hinders early identification of obstacles to progress and opportunities for accelerating achievement of results. In addition, informed adjustments to the UNDAF theory of change can only be made with system wide monitoring. Second, the UNCT in Ghana relies on national partners' M&E for outcome level result but the national M&E system lacks the resources and technical capacity to produce robust data in the required frequency. Though some UN agencies provide support to strengthen national M&E, a concerted effort is required to support national initiatives to establish a functional M&E system. Third, the inter-agency M&E group lacks the required human resources and technical skills to support inter-agency gender sensitive M&E. It is expected that this challenge will be substantially addressed once the UNCT starts using the UNINFO (the rollout has started). Considering that regular monitoring and reviews are important to assess progress in the achievement of UNSDP gender results, several action plans have been suggested to strengthen performance in this area.

3. Partnerships

This dimension examines the level of UNCTs' coordinated engagement with government and GEEW CSOs to achieve gender results. Findings show strong UNCT focus on building partnerships both with government and CSOs to promote GEEW in Ghana. The team's performance exceeded minimum requirements for joint collaboration and engagement with the government. The UNCT engages several MDAs and MMDAs in JPs. Some examples include: Accelerating the Attainment of SDGs in Ghana JP, which involves partnership with at least nine government coordinating agencies and WASH in DPCs in Northern Ghana, a JP being implemented in collaboration with two government agencies. Additionally, the National Women's Machinery, the Ministry of Gender, Children and Social Protection (MoGCSP) was consulted in key UNDAF processes including the CCA and is a key partner in the implementation and monitoring of the UNSDP. The UNCT has also played a major role in strengthening the Government's effort to implement gender related SDGs. A few examples include technical and financial support provided to Government's consultation for the drafting of the VNR Report (2019)

and most recently to the Beijing +25 report as well as to MOGCSP's National Summit to Review the implementation of gender SDGs and assess its performance (2020).

UNCT also scored 'exceeds minimum requirements' for collaboration and engagement with women's and gender equality CSOs. The UNCT collaborates with GEEW CSOs on several JPs. Specific examples are UNCT's collaboration with GEEW CSOs in two joint programs, namely; UNFPA-UNICEF JP on 'Empowering Adolescent Girls through Improved Access to Comprehensive Sexuality Education and Rights Based Quality Sexual and Reproductive Health Services in Ghana', and UNFPA-UNICEF Global Program to End Child Marriage. GEEW CSOs such as WiLDAF Ghana and a leading coalition called Network for Women's Rights in Ghana took part in key UNDAF processes. UNCT's support to GEEW CSOs engagement in gender related SDGs implementation include consultation with several gender CSOs on COVID 19 and SGBV prior to developing its Socio-Economic Response and Recovery Plan (2020-2021).

4. Leadership and Organizational Culture

The three indicators under this dimension examine the consistency and visibility of UNCT's senior managers' commitment to gender equality, and the extent to which the work environment fosters gender equality. The UNCT in Ghana exceeded the minimum requirements for leadership's commitment to championing gender equality. Findings indicate that GEEW has been discussed in all HOA meetings since 2018 either as a stand-alone or mainstreamed topic. Additionally, the current and previous RCs have championed gender equality as evidenced by their speeches, op-eds and participation in key gender events. This was buttressed by the staff survey results in which 81% of the 286 personnel who answered the relevant question believe that HOA are committed to GEEW. Finally, UNCT's leadership has demonstrated accountability for GE by providing feedback on their performance against Human Rights Goals including GEEW through the Assessment of Results and Competencies (ARC).

Survey results also show that the UNCT has met minimum requirements for the indicator on gender and organizational culture. The survey measures personnel perception of organizational culture with regards to gender equality across three dimensions: gender equality in the workplace; discrimination and personal safety; and work-life balance. The UNCT met the minimum requirements both as an average across the 10 survey questions, and individually for every question. Overall positive rating for all the dimensions was 77%. The positive rating for the work-life balance dimension was slightly lower (72%) compared with that of gender equality (82%) and workplace discrimination (77%).² Findings on gender parity showed that the UNCT missed the minimum requirements. Though some agencies monitor gender parity in staffing, it is not done at the UNCT level and therefore, the trend for gender parity could not be analyzed. However, consolidated personnel data disaggregated by sex and career grade gathered from 18 individual

² See Annex B for detailed analysis of the survey results as well as gender differences in perception.

agencies indicates gender parity is yet to be achieved. Women make 44% of General Service Staff and just 40% of senior staff (both for international and national staff). Data collected for this Scorecard exercise can serve as the baseline for future monitoring.

5. Gender Architecture and Capacities

There are two indicators under this dimension assessing the capacity of the interagency gender group to influence the UNCT and, that of personnel to mainstream gender. UNCT's performance against the indicator for empowerment of its gender architecture was rated approaching the minimum requirements, having met two of its four criteria. UNCT's coordination mechanism for gender equality, the UN Gender Team, has been chaired by a HOA for the past three years. The current chairperson is the head of UNOPS. UNGT has a TOR and annual work plan endorsed by the UNCT. The requirement that at least 50% of the Group's members be senior staff (P4 or NOC and above) could not be met as few members of the group are senior staff. The third criterion was not fulfilled since the group could not make substantive contribution to the initial key stages of the UNDAF including the CCA and strategic prioritization (2016 -2017). Though members were given training in gender mainstreaming and subsequently appointed as gender focal points for the various thematic groups, their engagement was not systemic. This is one of the factors for the UNCT's low performance against indicators measuring gender integration in the CCA and UNDAF outcomes. UNGT engagement improved since implementation of the current program cycle began when it received funding from a basket source. It actively contributed to the UN in Ghana COVID -19 Socio-Economic Response and Recovery Plan (SERRP). Currently, the group relies on ad-hoc funding from individual agencies limiting its ability to proactively carry out its mandate.

The UNCT missed the minimum requirements for the indicator on gender capacities as it has not fulfilled any of the criteria therein. There has been no substantive inter-agency gender capacity building in the past year. The UNCT does not have a capacity development plan nor an induction package for staff. It has therefore been recommended that the UNCT carries out a comprehensive interagency capacity needs assessment to develop a comprehensive plan to continually strengthen gender capacities across the UN system in Ghana.

6. Resources

This indicator measures UNCT's allocation and tracking of financial resources for GEEW programs. UNCT's low performance against this indicator ('missed minimum requirements') is due to its constraints to set a financial target for gender equality and track actual allocation and use of financial resources. It is expected that performance will greatly improve with the operationalization of the UN INFO in the next quarter. As part of the roll out of the UN INFO, the gender marker will be applied to each UNDAF activities (sub-outputs) and M&E staff will be trained on how to use it. With this system in place, the UNCT will be able to monitor current financial allocation for GEEW based on which it can set a realistic financial target for the next cooperation

framework. It would also be able to track actual investments for gender equality both in gender mainstreamed and gender targeted interventions.

7. Results

This indicator measures UNCT's performance in relation to actual results at outcome level. UNCT's score of 'approaches minimum requirement' is a reflection of the progress it has made towards some gender equality results. Progress is obvious in the UNCT's initiative to establish gender and child responsive SDG budgeting as part of efforts to accelerate the attainment of SDGs in Ghana. The national Social Accountability template has been updated and digitalised reflecting SDG budget codes for women and children and, furthering transparency and accountability. There is also progress in the area of adolescent girls' empowerment with most of the immediate outcomes of the UNICEF-UNFPA led JP achieved. This indicates progress against a key outcome indicator of the UNSDP results matrix (Indicator 3.7).

However, it is difficult to draw firm conclusions due to two factors: 1) Results are tracked on outputs for program reporting rather than UNDAF outcomes; 2) There are no reviews or annual reports at UNCT level to give a clear picture of progress towards results set out in the UNSDP. These challenges can be traced back to constraints in M&E and resource allocation. Continuous UNDAF monitoring will enable timely and effective decision making geared towards the achievement of UNDAF results. Moreover, UNCT needs to track financial allocations to ensure adequate allocation and efficient utilization of resources for GEEW results. It is expected that implementation of the actions recommended to strengthen the UNCT M&E and financial allocation for GEEW will contribute to putting the UNCT on track to achieve planned results.

UNCT SWAP Scorecard Findings by Indicator

Indicator 1.1 Common Country Assessment	Score Approaching Minimum Requirements
<p>Findings and Explanation</p> <p>The CCA includes some elements of the criteria under this indicator. There is gender analysis and sex disaggregated data in one of the sectors of the CCA. However, this falls short of the requirements under ‘approaches minimum requirement’. Although the CCA was drafted shortly after the SDGs came into effect, it refers to the importance of sustained and inclusive development.</p> <p>a) Gender analysis is included in less than 50% of the sectors. Under the sector on the material situation of Ghana’s population, there is gender analysis of poverty and unemployment. Additionally, gendered issues that cut across education and employment, and poverty and nutrition have been highlighted. Underlying causes of gender inequalities in education were identified but not systematically discussed. The remaining sectors: political and conflict analysis; macroeconomic analysis; environment and natural resources; and policy and legislation lack gender analysis.</p> <p>b) There is some use of sex-disaggregated data and gender sensitive data. Disaggregated data was provided in education (access and completion rate), employment (employment by sector and unemployment), and poverty and inequality. Limited gender specific data was provided in policy and legislation. The correlation between mother’s education and child mortality, MMR and contraceptive use was alluded to. However, no disaggregation for sectors like environment, water and sanitation, and political and conflict analysis. Data gaps have been noted in general terms, but no explanation has been provided for the lack of gender-sensitive data.</p> <p>Finally, the CCA has not identified any strategy to address gender inequalities or harness women’s agency. Discussions on UN Ghana’s comparative advantage also failed to include advantages to promote gender equality and women’s empowerment.</p> <p>c) There is no in-depth targeted analysis of poor and most marginalised groups.</p>	
<p>Evidence or Means of Verification</p> <p>Ghana Common Country Assessment (2016)</p>	

Indicator 1.2 UNDAF Outcomes	Score Approaches minimum requirements
<p>Findings and Explanation</p> <p>The 2018 -2022 United Nations Sustainable Development Partnership has 7 outcomes under four areas of strategic results.</p> <ul style="list-style-type: none"> a) Gender is visibly mainstreamed across some outcome areas in line with the ToC and SDG priorities including SDG 5. Though none of the strategic intent and outcome statements contain gender sensitive language, discussions of most outcome areas (except outcome 5 and Outcome 6) include in-depth gender analysis with clear link between gender inequalities and the strategy to be applied to address them. There is no gender equality articulation in Outcome 5 and Outcome 6. While these two outcome areas have gender related outputs in the result matrix, the link to outcome level result is missing. In all the other outcome areas, however, the clear connection between outcomes and gender equality and women's empowerment and alignment with SDGs with full alignment to SDG5 is remarkable. b) There is no outcome in the UNDAF that is dedicated to gender equality and women's empowerment. 	
<p>Evidence or Means of Verification</p> <p>Ghana United Nations Sustainable Development Partnership (2018 -2022)</p>	

Indicator 1.3 UNDAF Indicators	Score Meets Minimum Requirements
<p>Findings and Explanation</p> <p>Between one-third and one-half (33 -50 percent) of UNDSDP outcome indicators track progress towards gender equality results in line with SDG priorities including SDG 5. Specifically, three of the SDG 5 indicators (Indicators 5.2.1, 5.2.2. & 5.3.1) have been specifically included in the UNSDP.</p> <p>Out of a total of 42 outcome indicators, 16 (38%) are gender sensitive. The gender analysis found that there is similar level of gender sensitivity in Result Area 1 (41%), Result Area 2 (54%) and Result Area 4 (44%). Result Area 1 has 5 out of 12 (41%) gender sensitive indicators (the majority being for outcome area 2); Result Area 2 has 54% (7 out of 13) gender sensitive indicators and; Result Area 4 has 44% (4 out 9) gender sensitive indicators. Even though Result area 3 (outcome 5 and 6) lack gender sensitive outcome indicators, each outcome area has one gender sensitive output indicator. However, without outcome indicators it would be difficult to establish relationships between outcomes and gender equality and women's empowerment.</p> <p>This analysis included outcome indicators that are disaggregated by sex or gender specific.</p>	
<p>Evidence or Means of Verification</p> <p>United Nations Sustainable Development Partnership -Ghana (2018 -2022)</p>	

Indicator 2.1 Joint Programs	Score Meets Minimum Requirements
<p>Findings and Explanation</p> <p>a) Currently there are six joint programmes. Two JPs are gender equality and women's empowerment focused and four have visibly mainstreamed gender with sex-disaggregated and/or gender sensitive indicators, and a gender strategy. JPs that have integrated gender equality and women's empowerment are: 1) WHO, UNICEF, UNFPA, WFP, FAO and IFRC Joint response to COVID 19; 2) MPFT Addressing Gaps in Ghana's Pandemic Response; and 3) UN Habitat UNDP, WHO & UNICEF JP on WASH in DPCs in Northern Ghana; and 4) Accelerating Achievement of SDGs in Ghana.</p> <p>b) Two joint programs targeting gender equality are operational in line with SDG priorities including SDG 5. The UNICEF-UNFPA JP on Empowering Adolescent Girls through Improved Access to CSE and Rights Based SRHS and UNICEF-UNFPA Global Program to End Child Marriage have adopted a transformative approach to gender equality.</p> <p>c) There is considerable effort from the RCO to ensure that gender equality issues are addressed in JPs. However, this has not been integrated into the UNCT work practice. UNCT does not have a systemic screening process or a gender checklist to ensure the quality of gender mainstreaming across JPs.</p>	
<p>Evidence or Means of Verification</p> <p>Documents of the following JP:</p> <ul style="list-style-type: none"> • WHO, UNICEF, UNFPA, WFP, FAO and IFRC Joint response to COVID 19; • MPFT Addressing Gaps in Ghana's Pandemic Response; • UN Habitat UNDP, WHO & UNICEF JP on WASH in DPCs in Northern Ghana; • Accelerating Achievement of SDGs in Ghana; • UNICEF-UNFPA Empowering Adolescent Girls through Improved Access to CSE and Rights Based SRHS; and • UNICEF-UNFPA Global Program to End Child Marriage/Ghana 	

Indicator 2.2 Communication and Advocacy Addresses Areas of Gender Inequality	Score Meets minimum requirement
<p>Findings and Explanation</p> <p>(a) There is evidence of several joint communication activities to promote the realisation of GEEW. The UNCT JP on 'Addressing the Gaps in Ghana's Pandemic Response for the Most Vulnerable' has a campaign component on gender-based violence. "Let your voice count" is an anti-stigma campaign launched on social media against the rise in SGBV during the COVID 19 pandemic. Additionally, the UNCT marks key GEEW related occasions (IWD, 16 Days of Activism Against Gender Based Violence) on a yearly basis using mainstream and social media as well as by taking part in national events. This is also included as an outcome level result in the UNCT Communication Strategy (2018 - 2022). Evidence of joint communication activities include, a UNCT press release to mark the 2020 16 Days of Activism against GBV, which highlights increase in SGBV against women as one impact of COVID 19 and reiterating UN's commitment to support national efforts to address SGBV.</p> <p>(b) Joint advocacy and GEEW campaigns and events form part of some JPs. One example is the JP on Empowering Adolescent Girls through Improved Access to CSE and Rights Based SRHS, which has an advocacy campaign on sexual and reproductive rights issues. The campaign was launched in 2019 by UNFPA and UNICEF. It advocates for greater attention to SRHR and targets varied constituencies including community leaders, members of parliament and CSOs. Advocacy is a strategy applied by UNICEF-UNFPA Global Program to End Child Marriage by fostering social behaviour change towards investment in girls. The Girlz-Girlz Power TV show helped increase public awareness on various issues affecting the development of adolescent girls, including child marriage, violence and exploitation of children, and harmful practices. Awareness has turned into positive action as communities have started challenging harmful practices and abuse of children. The show was aired on national TV station from 2018 until the end of 2020. It attracted high viewership.</p> <p>(c) The UN Communication Group has an annual work plan. The annual work plan indicates that the group will provide communication support to the UN Gender Team in the planning and implementation of events relating to IWD and 16 Days Activism Against Gender Based violence.</p>	
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • UNCT Inter-Agency Communication Strategy (2018 -2022) • UNCG Annual Work Plan (2020) & JP documents as referenced above 	

Indicator 2.3 UNDAF Monitoring and Evaluation	Score Missing minimum requirement
<p>Findings and Explanation</p> <p>a) The UNDAF Results Matrix includes gender sensitive indicators and sex disaggregated indicators. JP outputs are tracked and reported on regularly. This, however, has not fed into a higher level of monitoring at the UNSDP level. This could have stemmed from the absence of a system-wide information management system. The UNCT is taking steps to tackle this challenge by rolling out the UN INFO. The UN INFO will improve joint monitoring and evaluation of programs by facilitating real time monitoring. In addition to this the interagency M&E group lacks adequate human resources to undertake gender sensitive M&E. Key decisions need to be made at UNCT level to boost the human resource capacity and M&E skills of the group for improved performance.</p> <p>b) The UNCT has not conducted reviews or evaluations of the current UNDAF. This could be due to the timing of the scorecard assessment, which was carried out two years into the implementation of the UNDAF. Decision has been made to conduct the mid-term review of the UNDAF in the 2nd quarter of 2021.</p> <p>c) The UNCT has an M&E group. The group is yet to receive training on gender sensitive M&E.</p>	
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • UNSDP Ghana (2018 -2022) Results Matrix • UNCT Scorecard Working session discussions for Group 2, February 26, 2021. • Reports of the Joint Programs as referenced above 	

Indicator 3.1 Government Engagement	Score Exceeds minimum requirement
<p>Findings and Explanation</p> <p>a) The UNCT has collaborated with at least two government agencies within the current UNDAF cycle on a joint initiative that advances GEEW. Few examples are: Joint Humanitarian Response to COVID 19 in Ghana (4 government agencies and 6 UN agencies); Accelerating the Implementation of SDGs in Ghana (9 government offices and 4 UN Agencies) and WASH in DPC in Northern Ghana (4 UN Agencies and 2 government agencies)</p> <p>b) The Ghana women's machinery, Ministry of Gender, Children and Social Protection (MoGCSP), participated in UNDAF development process. The draft document was presented to an inter-ministerial committee of which MoGCSP was part and their input was incorporated in the final UNDAF document. MoGCSP was also consulted in other key UNDAF processes, including the CCA and strategic prioritisation. MoGCSP is a key implementing partner of the UNDAF.</p> <p>c) The UNCT provided technical and financial support to the government towards the drafting processes of the Voluntary National Review Report on the Implementation of the SDGs (2019). Additionally, the UNCT Supported MOGCSP National Summit to Review the implementation of SDGs and assess its performance (2020). The UNCT also provided capacity building training for MOGCSP on gender and climate and, the National Peace Council on gender mainstreaming.</p>	
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • Common Country Analysis- Ghana (2016) • Ministry of Gender, Children and Social Protection National Summit (2020) Key Outcomes • JP Reports as referenced above. 	

Indicator 3.2 Women's/Gender Equality CSO	Score Exceeds minimum requirement
<p>Findings and Explanation</p> <p>a) GEEW CSOs are partners of the UNCT for at least two joint initiatives that address gender inequality. These CSOs are engaged in the implementation of GEEW programmes such as the UNICEF/UNFPA joint programme on Child Marriage and SRH. Additionally, the Ghana Civil Society Organisations Platform on the SDGs partnered with the UNCT to publish a pamphlet on the SDGs titled 'The Sustainable Development Goals (SDGs) in Ghana, why they matter and how we can help'.</p> <p>b) GEEW CSO and national gender experts participated in key UNDAF consultations. The Ghana wing of a Pan-African women's rights CSO known as Women in Law and Development in Africa- Ghana and academics from Gender Planning Consults took part in consultations for the CCA and their contribution was reflected in the document. A major national coalition of GEEW CSOs called The Network for Women's Rights in Ghana was part of the CSO consultation forum in developing the current UNSDCF.</p> <p>c) The UNCT involved several GEEW CSOs in consultations on COVID 19 and SGBV. The outcome of this consultation formed part of the UNCT's Socio-Economic Response and Recovery Plan (2020-2021) in line with the SDGs particularly UN's ongoing initiative to minimise the negative impact of the pandemic on gender equality gains.</p>	
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • Ghana Common Country Analysis (2016) • Civil Society Organisations Shadow Report on the Voluntary National Review (2019) • JP document on the UNFPA-UNICEF Programme to End Child Marriage. • Ghana Socio-Economic Response and Recovery Plan Consultation Meeting list of participants. 	

Indicator 4.1 Leadership	Score Exceeds Minimum Requirements
<p>Findings and Explanation</p> <p>a) GEEW is meaningfully discussed in all of the HOA meetings reviewed (2018 -2020). The discussions related to the reports of inter-agency working groups on GEEW interventions, joint programmes or trainings. Though GEEW is not a separate agenda item in all the meetings, it was discussed substantively across other topics of discussions.</p> <p>b) The RC has demonstrated leadership and public championing of GEEW. 5 out of 12 speeches given by the RC during the past 12 months refer to gender equality. For instance, at a televised event to mark the World Population Day the RC discussed in detail measures that need to be taken to tackle gender inequalities in line with the SDG principle of leaving no one behind. The importance of keeping the 3 Zeros promise (maternal death, SGBV & Harmful practices) was highlighted. The RC reiterated UNCT's commitment to work with government and CSOs to meet this promise. At another event – the launch of the Africa Green Regional Policy Dialogue – the RC reminded all of commitments to growth that is inclusive, green and gender responsive. Other events where the RC made substantive reference to GEEW include World Habitat Day; SDG financing Launch and Holocaust Remembrance Day. The RC also took part in a national walk organised by the Ministry of Gender, Children and Social Protection to commemorate 16 Days Activism Against Gender Based Violence and increase public awareness.</p> <p>c) Results from the survey on gender and organisational culture showed that 81% of staff believe that HOAs are committed to gender equality in the workplace.</p> <p>d) Gender equality and women's empowerment is an integral part of the 2020 ARC. The Human Rights category of the five ARC goals explicitly incorporates GEEW and the RC and UNCT report on performance in this area. The RC and UNCT in Ghana have demonstrated accountability to GEEW through regular submission of feedback on their performance in this area.</p>	
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • UNCT HOA Meeting agendas for the past 12 months. • UNCT HOA meeting minutes for the past 12 months. • RC speeches and op-ed available for the past 12 months. • UN GHANA - RC and UNCT (resident and non-resident) Performance Results 2020 	

Indicator 4.2 Organisational Culture	Score Meets Minimum Requirements
<p>Findings and Explanation</p> <p>The survey was sent by the RC to all HOAs with instructions to distribute to all personnel. Results scored an overall positive rating of 77% (6 negative and 17 neutral). The minimum requirement (65%) is met as an average across the 10 survey questions relating to gender equality, discrimination and work-life balance. Additionally, the minimum requirement was met for all the questions individually.</p> <p>The score for the question on UNCT's commitment to achieve equal representation of men and women in the workplace at levels was the highest at 82%. The scores for the questions relating to the commitment of HOA and personnel to gender equality as well as the adequacy of the measures to protect personnel's safety were also high with 81% each. Work- life balance scores were lower on average than other dimensions with an average of 72% positive responses.</p> <p>Detailed information can be found in Annex C.</p>	
<p>Evidence or Means of Verification</p> <p>Results of the survey of staff perception of organisational environment for gender equality (305 responses obtained of 963 personnel; confidence interval of 7.5)</p>	

Indicator 4.3 Gender Parity	Score Missed minimum requirement
<p>Findings and Explanation</p> <p>a) The UNCT has an interagency HR team but it is yet to put in place a mechanism for monitoring representation of men and women. However, some agencies monitor gender parity in their organisation which enabled the collection of data for this exercise. Consolidated data collected for the scorecard exercise may serve as a baseline for future monitoring.</p> <p>b) The assessment found that out of a total of 551 staff for agencies that submitted data, 43% are women and 57% men. Women comprise only 40% of senior staff both for national and international staff (NOC & above and P4 & above). For General Service Staff, women comprise 44%. Based on the definition of gender parity as within the range of 47-53%, gender parity is yet to be achieved. Trends towards achieving gender parity could not be assessed as the data is not available.</p> <p>c) The BOS does not integrate gender focused interventions. There is no mention of discrimination, work-life balance or gender parity.</p>	
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> Consolidated, sex disaggregated staffing data for 18 agencies (FAO, ILO, IOM, RCO, UN Habitat, UNAIDS, UNCDF, UNDP, UNDSS, UNESCO, UNFPA, UNHCR, UNICEF, UNIC, UNIDO, UNDOC, UNOPS, UNU, WFP, WHO) BOS Ghana (2018 -2022) 	

Indicator 5.1 Gender Coordination Mechanism is Empowered to Influence the UNCT for GEEW	Score Approaches minimum requirement
<p>Findings and Explanation</p> <p>a) Since 2018, the United Nations Gender Team (UNGT) in Ghana has been chaired by a HOA, and the current chair is the Head of UNOPS. Until, 2020 the Group met on monthly basis.</p> <p>b) The UNGT has a work plan that has been approved by the UNCT. The work plan has allocated budget and division of responsibility. The UNGT ToR is aligned with the current UNDAF and mandates the group to provide overall guidance to the UNCT to promote gender equality in Ghana. Until recently, the UNGT was funded by the RCO. However, this funding arrangement ceased under the UN reform agenda and subsequent separation of RCO from UNDP. Currently, the group relies on ad-hoc funding from individual agencies which constrains planning and effectiveness.</p> <p>c) Only three out of the 16 members of the UNGT are senior staff (less than 50%).</p> <p>d) Although the UNGT members were equipped with the relevant skills to mainstream gender in UNDAF processes and allocated to the various thematic groups of the UNDAF, they could not make substantive contributions. The feedback from members then was that gender issues were not given priority as evidenced by invitations to working sessions being sent 'at the last minute' and failing to incorporate their contributions in outcome documents. This could have stemmed from the tendency to give gender mainstreaming lower priority than other thematic issues – such as poverty and good governance.</p>	
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • UNGT 2019 Work Plan (in use) • UNGT Membership list • Findings from Initial Feedback Workshop for Group 1, 26 February 2021 	

Indicator 5.2 Gender Capacities	Score Missing minimum requirement
Findings and Explanation <p>a) There has been no jointly carried out gender capacity development activity for UN personnel during the past year. UN Women and UN OHCHR carried out substantive training for the UNGT in 2018. Some agencies such as UNICEF and WHO conducted gender capacity building for their staff at agency level.</p> <p>b) The UNCT does not have a capacity development plan. A gender audit conducted by UN Women in 2015 showed that only 35% of staff had knowledge of gender mainstreaming and the majority of this lacked the practical skills to apply it to programming. The audit also showed that the majority of staff members preferred face-to-face training than the mandatory online training. Based on these findings, the UNGT was tasked to lead a system-wide capacity development starting with the UNCT Results Group. This could not be implemented, however, due to budget constraints.</p> <p>c) The only induction package that the UNCT offers is on staff security. There was discussion at UNGT level to review UNDSS induction material to include a module on prevention of sexual harassment at the workplace, but no concrete plan was made. Some agencies such as the UNDP provide orientation on gender equality as part of staff induction.</p>	
Evidence or Means of Verification <ul style="list-style-type: none"> • UNGT Minutes of the Meeting, 25 July 2019 • Discussions at the Initial Feedback Workshop for Group 1, 26 February 2021 • UN Ghana Participatory Gender Audit Report (April –September 2015) 	

Indicator 6.1 Financial Resources	Score Missing minimum requirement
Findings and Explanation <p>a) The UNCT has not carried out a capacity building event on the gender marker.</p> <p>b) The UNCT has not established a target for resource allocations to GEEW. However, at agency level UNDP has set a target of 10% of its budget allocated to GEEW. The UNCT has not put in place a mechanism to track resources allocated to GEEW across UNDAF outcomes. It is expected that with the introduction of the UN INFO and the gender marker, financial monitoring will improve.</p>	
Evidence or Means of Verification <p>Discussion at the Initial Feedback Workshop for Group 1, 26 February 2021.</p>	

Indicator 7.1 Results	Score Approaches minimum requirement
<p>Findings and Explanation</p> <p>The UNCT has achieved or is on track to achieve some gender equality and women's empowerment results as planned in the UNDAF outcomes in line with SDG priorities including SDG5. The 2018 -2022 UNDAF has four result areas: (1) Shared Prosperous Economy; (2) Social investment in people; (3) Protected and safe environment; and (4) Inclusive and accountable governance. Though there is no outcome dedicated to gender equality and women's empowerment, there is a gender focus at output level. Some GEEW focused outputs include: under result area 1 and as part of outcome 2, support to women owned informal business to transition to formality through enhanced skills and access to finance; result area 2 under outcome 3, enhancing access, retention and learning for boys and girls in education, and under outcome 4 enhancing women's access to family planning; result area 3 as part of outcome 5, gender mainstreaming toolkit for the NDC; and result area 4 as part of outcome 7, women's protection from SGBV through strengthening institutional capacity and enhancing women's participation and representation in decision making.</p> <p>Progress has been made towards gender sensitive budgeting for the SDGs as captured by the progress report on the JP on Accelerating Achievement of SDGs in Ghana. In this regard, the national Social Accountability template has been updated and digitalised to reflect the provisions in the Public Financial Management (PFM) law and enhance tracking and accountability. The SDG budget codes for women and children have also been introduced. The UNCT has achieved or is on track to achieve most of the immediate outcomes for the JP on Empowering Young Girls through CSE and Improved SRH services as evidenced by the JP report.</p> <p>However, progress could only be gauged at JP output level for several reasons. First, monitoring and reporting at UNCT level is constrained by lack of M&E capacity. Secondly, due to the fact that the UNCT does not gather data for UNDAF outcomes, progress can only be tracked at output level. Thirdly, the scorecard exercise was undertaken two years into the implementation of its UNDAF when outcome level results are less likely to be achieved. The prioritisation M&E through capacity building for the M&E group, introduction of effective IMS, and improved transparency and accountability will allow real time monitoring and decision-making supporting progress towards UNSDP results.</p>	
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • JP on Accelerating Achievement of SDGs in Ghana Progress Report (2020) • UNICEF-UNFPA Empowering Adolescent Girls through Improved Access to CSE and Rights Based SRHS Progress Reports (2018 and 2019) 	

V. Action Plan

The action plan was drawn up through a consultative process. Action plan points were suggested by the working groups to address the gaps identified by the Scorecard assessment. These were deliberated by the large group and drafted for presentation to the UNCT. The UNCT discussed the draft plan at an ad-hoc UNCT meeting and gave constructive feedback. The discussion centred on areas where the UNCT's performance was low, in particular on how to strengthen UNGT and the interagency M&E group to carry out their mandate more effectively, as well as on measures to improve work-life balance. The final draft was submitted to a second UNCT meeting for further feedback and endorsement.

The action plan includes timelines, the resources required to improve performance and responsibility for follow-up for each of the indicators. It also links each action to the Scorecard assessment explaining how it will address the gaps. Considerable discussion went into ensuring that the actions were realistic taking into account the assessment results, the national context as well as the UNCT's capacities. The final action plan is a balance struck between these realities and the UNCT's responsibility to work collectively to meet the minimum requirements as well as exceed them. Detailed action plan can be found below.

UNCT Action Plan for Strengthened and Coordinated Performance on GEEW

Action	Responsibility	Required Resources and Source	Timing	Explanation and links to SWAP-Scorecard Assessment
Dimension 1. Planning				
1.1 Comprehensive gender analysis (including sex disaggregated and gender specific data) must be a deliverable in the TOR for the next CCA	UNCT to give UNGT mandate; UNGT to oversee and certify gender analysis in final CCA document	UNGT staff time -consultancy services	Q2 2021	<ul style="list-style-type: none"> Gender analysis included in one sector. Some use of sex-disaggregated and gender specific data Strategy <ul style="list-style-type: none"> Mandate UNGT to supervise gender analysis throughout the CCA process
1.2. Ensure that gender is mainstreamed in all outcomes and there is at least one gender focused outcome in the next UNSDCF to improve GEEW results. Adopt a transformative approach in at least one UNSDCF outcome area.	-UNCT endorsement -UNGT for technical input - Peer support (UN Women/UNFPA/ UNICEF)	-UNGT members staff time -UN Women to allocate resource person	Q3, 2021	Approach minimum requirement <ul style="list-style-type: none"> Gender was visibly mainstreamed in 5 out of 7 outcome areas. There is no GEEW focused outcome. Strategy: <ul style="list-style-type: none"> Develop a checklist and easy to use tools to guide GM throughout the UNSDCF. Involve UNGT at each stage of UNSDCF beginning with the roadmap and leverage peer support (UN Women and UNFPA) to ensure GEEW is not side-lined.
1.3 Include gender sensitive indicators both at output and outcome level in all outcome areas of the UNSDCF to ensure gender sensitive tracking of results.	M&E group	Interagency M&E members' staff time	Q3, Q4, 2021	Meets minimum requirements <ul style="list-style-type: none"> 16 out of 42 (38%) outcome indicators are gender sensitive. Mainstreaming gender in all outcome areas will prompt more outcome indicators. Strategy Prepare results framework in line with UNDAF requirements

Dimension 2. Programming and M&E				
2.1 Institutionalise gender analysis of JPs in planning stages using effective tools and strategies for accountability	<ul style="list-style-type: none"> • UNCT/RCO • technical support from UNGT 	<ul style="list-style-type: none"> • UNGT members' staff time • Consultancy-y services 		Meets minimum requirement <ul style="list-style-type: none"> • 4 out of 6 JPs have mainstreamed gender and 2 are GEEW focused. Strategy <ul style="list-style-type: none"> • Develop practical and user-friendly gender mainstreaming tool for staff for proposal development, implementation, monitoring & reporting on JP. • Develop traffic light system for accountability for gender mainstreaming in JPs including JP SOP
2.2 Incorporate sustained campaign on GEEW in the next UNCG work plan for non-traditional thematic areas in line with the UNSDP.	UNCG	(2021 for three months)		Meets minimum requirement <ul style="list-style-type: none"> • UNCT has contributed to several joint communication activities and advocacy. • Gender related UNCG activities tend to focus more on traditional thematic areas. • Some JPs have GEEW advocacy component. • Strategy - leverage common communication platform for maximum impact.
2.3 Review progress towards UNSDP outcome results twice a year: mid-year with UN M&E WG and end year with UNCT and Government for results reporting and tracking of UNSDP progress.	<ul style="list-style-type: none"> • Interagency M&E Group. • RCO and UNCT for funding and progress review. 	-Pooled funding for training of M&E group/agencies to contribute or sponsor their focal person/merge gender training with UNSDCF	Q2-Q4, 2021	Missed minimum requirements <ul style="list-style-type: none"> • Gender sensitive data gathered for JP at output level. These need to be tracked through JWP to feed into a UNSDP level of M&E. • UNSDP review is due to be conducted.

		training on core principles		<ul style="list-style-type: none"> • More support needed from management to enhance M&E group's capacity and sustain commitment. <p>Strategy:</p> <ul style="list-style-type: none"> • Roll out the UN INFO including the gender marker for regular flow of data and analysis for timely decision making • Develop and deliver gender sensitive M&E training for the M&E group per cycle (once at the start of implementation, and at MTR if there is change in membership) using pooled funding. • Institutionalise regular reporting of the M&E group to UNCT to increase transparency and accountability
Dimension 3. Partnerships				
3.2 Ensure more structured coordination with government for information and strategy exchange.	UNCT	Staff time, conferences, workshops, capacity development	Ongoing	<p>Exceeded minimum requirements.</p> <ul style="list-style-type: none"> • UNCT works with several government agencies on joint initiatives to advance GEEW (e.g., World Bank Joint Humanitarian Response; Accelerating the Implementation of SDGs in Ghana and; WASH in DPCs in Northern Ghana. • MoGCSP participated in key UNDAF processes. • UNCT provides financial and technical support to government engagement in SDG implementation (e.g. drafting of the VNR Report (2019). MoGCSP National Summit to Review the implementation of SDGs and; capacity building for the Ministry of Gender on gender and climate and, the National Peace

				<p>Council on gender mainstreaming.</p> <ul style="list-style-type: none"> • MOGCSP coordination with UNGT may need to be regularised and strengthened to facilitate joint planning and more structured support.
3.2. Strengthen existing relationships with GEEW CSOs and build new ones.	UNCT- UNHCR, UNICEF, WFP, UNFPA	Staff time, conferences, workshops, capacity development.	Ongoing	<p>Exceeds minimum requirements</p> <ul style="list-style-type: none"> • GEEW CSOs are engaged in several joint GEEW programmes. • They were also engaged in CCA and UNDAF processes. • UNCT has contributed to strengthening CSO engagement in GE SDGs (e.g., outcome of consultation with GEEW CSOs on COVID 19 response and SGBV informed UNCT's Socio-Economic Response and Recovery Plan (2020-2021)).
Dimension 4. Leadership and Organisational Culture				
4.1. Sustain leadership's commitment by continuing to address GE issues at HOA meetings, championing gender events and providing feedback through ARC.	RC/UNCT	Staff time of RC/UNCT and supporting staff	Ongoing	<p>Exceeds the minimum requirements</p> <ul style="list-style-type: none"> • GEEW is a regular topic at HOA meetings. • 5 out of 12 (1/3) of RC speeches reviewed refer to GEEW. RC championed important GEEW events including a national walk to commemorate 16 Days Activism against GBV. • Staff survey result of 81% positive response confirms leadership's commitment. • The RC and UNCT provided feedback on their performance in the area of GEEW through the ARC.
4.2. Introduce flexible working arrangements in consultation with HR	UNCT- HOAs, HR Staff, Staff Supervisors	Staff time	Q2, 2021 onwards	Meet minimum requirements

and staff in accordance with Secretary-General's bulletin ST/SGB/2019/3 @ UN HR Portal).				<ul style="list-style-type: none"> • Overall positive rating of 77% (6% negative and 17% neutral). • Minimum requirement (65%) is met as an average across the 10 survey questions relating to gender equality, discrimination and work-life balance, and also individually. • Work-life balance scores were on average lower. Survey comments in this area relate to short maternity leave, heavy workload and pandemic work-life balance
4.3. Establish monitoring system to track system wide gender parity and report annually to UNCT for discussion & action in line with the Secretary-General's System-wide Strategy on Gender Parity and the Guideline for Field Specific Environment. Consolidated data from the scorecard exercise can serve as a baseline.	UNCT for endorsement and OMT/interagency HR team to monitor data and report to UNCT	Staff time of interagency HR members	Q2	Missed minimum requirements <ul style="list-style-type: none"> • Gender parity data is monitored by agencies. Needs to be done at UNCT level • Total staff women (43%) and men (57%). Senior level (40%) & (60%) both for international & national; and GSS: women (44%) and men (56%). Defining gender parity as within the range of 47-53% (SG System-Wide strategy), it has not been achieved yet. • The BOS is not gender sensitive. • Strategy- Monitoring and reporting on gender parity data will enable focused interventions to address gaps (set target for gender parity in the next BOS
Dimension 5. Gender Architecture and Capacities				
Strengthen UNGT's operations by establishing pooled funding at UNCT level. Funding dependent on UNGT presenting a strategic workplan that is aligned to the UNSDP. UNGT to report to UNCT	UNCT	UNGT Annual Budget (TBA)	Q4 2021	Approaches minimum requirement. <ul style="list-style-type: none"> • The UNGT is chaired by a HOA. • The group has an approved work-plan. • Less than 50% of members are senior staff and the group could not make substantive input.

annually on activities and expenditures.				<ul style="list-style-type: none"> Strategy- Though less than 50% of the group members are senior staff, it is a high functioning group evidenced by submission of workplan, and adherence to TOR. Funding dependent on agency mandate. Basket fund will allow the group to execute its work-plan more effectively. Secured funding in advance of work planning enables more coherent and holistic planning that incorporates innovative approaches.
5.2				<p>Missed minimum requirements</p> <ul style="list-style-type: none"> A substantive interagency gender training required. Capacity development plan can be developed based on an inter-agency capacity assessment.
<ul style="list-style-type: none"> Develop and implement an interagency gender capacity development plan based on an inter-agency capacity assessment 	UNGT with financial support from UNCT	Training related cost: consulting fee to conduct assessment and deliver training. -UNGT staff time	Q4, 2021	
<ul style="list-style-type: none"> Set up brief introductory meetings for all new staff relating to the country's GEEW commitments and related development challenges 	UNGT members to organise these meetings through agency focal persons in collaboration with OMT	UNGT staff time	Ongoing	Until the UNCT develops an induction package, the suggested action will provide a less cumbersome alternative solution
Dimension 6. Resources				
6.1 Monitor UN system's financial allocation for GEEW using UN INFO and incorporate in mid-year reviews for UNCT. UNCT to use this data as baseline for setting achievable financial target for GEEW.	Results Group TAs with support from RCO	Training related cost (consultancy fee to conduct assessment and deliver training) -UNCT members' staff time	Q2, 2021	<p>Missed minimum requirements</p> <ul style="list-style-type: none"> Financial target for GEEW needs to be established and met. Training on the gender marker required. <p>Strategy</p> <ul style="list-style-type: none"> The UNCT is rolling out the UN INFO including the gender marker.

		-Results' Group members' staff time		<p>Monitoring and reporting on this data will assist with establishing and meeting financial targets for GEEW for the next UNSDCF.</p> <ul style="list-style-type: none"> Organise and deliver training on the gender marker for all program staff to ensure adequate resource allocation
Dimension 7. Results				
7.1 Ensure stringent implementation of the action plan for indicator 2.3 (UNDAF M&E) and 6.1 (resources) for improved GEEW results.	Interagency M&E Group/Results Groups/UNCT	Staff time	Q2, 2021 ongoing	<p>Approached minimum requirements</p> <ul style="list-style-type: none"> UNCT on track to achieve some gender equality and women's empowerment results (e.g. (1) Accelerating Achievement of SDGs JP has achieved gender marker score of 2.3 out of 3. (2) Most of the immediate outcomes of the UNFPA –UNICEF JP on girls' empowerment are on track or achieved. Actions suggested under indicator 2.3 such as capacity building for the M&E group, real time monitoring and regular reporting to UNCT will enhance performance in M&E and reporting and positively impact results.

Annex A. UNCT-SWAP Gender Equality Scorecard Indicators

DIMENSION 1. PLANNING

INDICATOR 1.1 | COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>CCA or equivalent includes:</p> <p>a) Gender analysis across the majority of sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5.</p> <p>and</p> <p>b) Some sex-disaggregated and gender sensitive data.</p>	<p>CCA or equivalent includes:</p> <p>a) Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5.</p> <p>and</p> <p>b) Consistent sex-disaggregated and gender sensitive data.</p>	<p>CCA or equivalent meets minimum requirements and includes</p> <p>c) Targeted gender analysis of those furthest behind.</p>

INDICATOR 1.2 | GENDER EQUALITY MAINSTREAMED IN UNDAF OUTCOMES

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) Gender equality and the empowerment of women is visibly mainstreamed across some outcome areas in line with SDG priorities including SDG 5.</p>	<p>a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5.</p> <p>or</p> <p>b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.</p>	<p>a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5.</p> <p>and</p> <p>b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.</p>

INDICATOR 1.3 | UNDAF INDICATORS MEASURE CHANGES ON GENDER EQUALITY

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

DIMENSION 2. PROGRAMMING AND MONITORING AND EVALUATION

INDICATOR 2.1 | JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES

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

INDICATOR 2.2 | COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

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

INDICATOR 2.3 | UNDAF MONITORING AND EVALUATION MEASURES PROGRESS AGAINST PLANNED GENDER
EQUALITY RESULTS

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets one of the following:</p> <p>a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned.</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 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 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>

DIMENSION 3. PARTNERSHIP

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has collaborated with at least one government agency on a joint initiative that fosters gender equality within the current UNDAF cycle.</p>	<p>Meets two of the following:</p> <p>a) The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle.</p> <p>b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.</p>	<p>Meets all of the following:</p> <p>a) The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle.</p> <p>b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.</p>

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

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

Dimension 4. Leadership and Organisational Culture

INDICATOR 4.1 | UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets 2 of the following:</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) HOAs 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 during the last 12 months.</p>	<p>Meets 3 of the following:</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) HOAs 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 during the last 12 months.</p>	<p>Meets all 4 of the following:</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) HOAs 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 during the last 12 months.</p>

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

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

INDICATOR 4.3 | GENDER PARITY IN STAFFING IS ACHIEVED

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has in place a mechanism for monitoring gender parity in staffing that is regularly used to monitor parity levels for General Service staff and all professional levels.	Approaches minimum requirements and b) The UNCT can demonstrate positive trends towards achieving parity commitments.	Meets minimum requirements and c) The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

Dimension 5. Gender Capacities and Architecture

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets 2 of the following</p> <ul style="list-style-type: none"> a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan; c) Members include at least 50% senior staff (P4 and above; NOC and above); d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<p>Meets 3 of the following</p> <ul style="list-style-type: none"> a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan; c) Members include at least 50% senior staff (P4 and above; NOC and above); d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<p>Meets all 4 of the following</p> <ul style="list-style-type: none"> a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan; c) Members include at least 50% senior staff (P4 and above; NOC and above); d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.

INDICATOR 5.2 | UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<ul style="list-style-type: none"> a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year. 	<p>Meets 2 of the following 3:</p> <ul style="list-style-type: none"> a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year. b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track. c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country. 	<p>Meets all of the following:</p> <ul style="list-style-type: none"> a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year. b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track. c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.

DIMENSION 6. RESOURCES

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

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

Dimension 7. Results

INDICATOR 7.1 | UN PROGRAMMES MAKE A SIGNIFICANT CONTRIBUTION TO GENDER EQUALITY IN THE COUNTRY

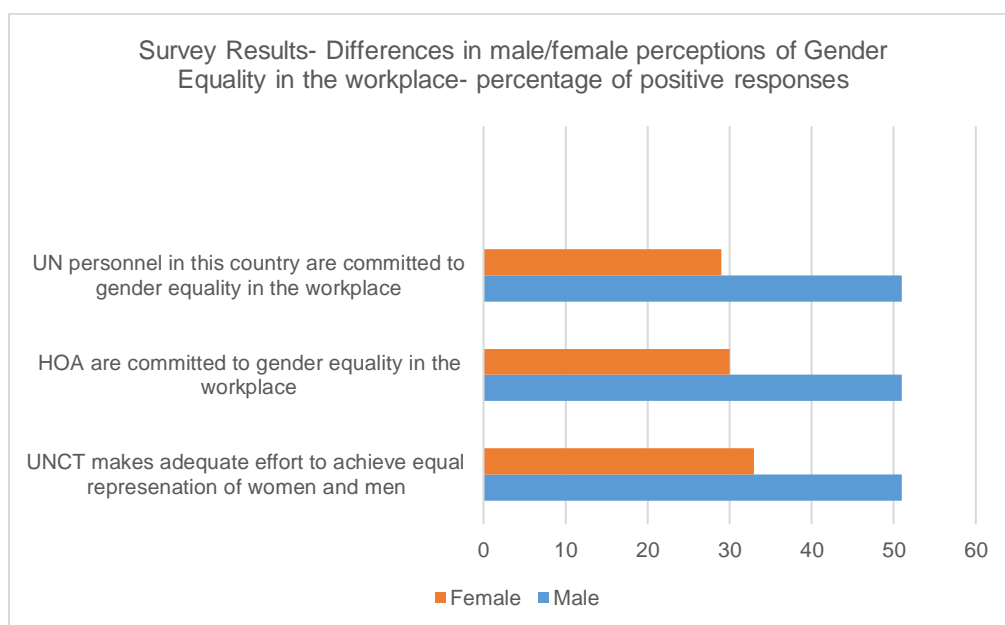
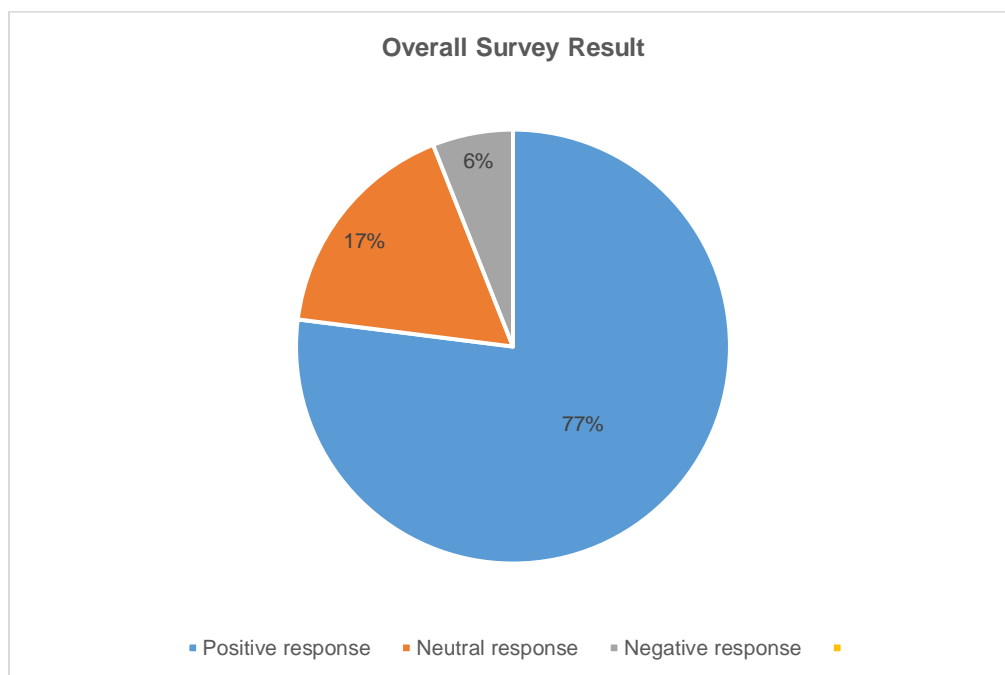
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UNCT has achieved or is on track to achieve some gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.</p>	<p>a) The UNCT has achieved or is on track to achieve all gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.</p>	<p>Meets minimum requirements and</p> <p>b) At least one outcome level UNDAF result has contributed to transformative change in relation to gender equality and the empowerment of women.</p>

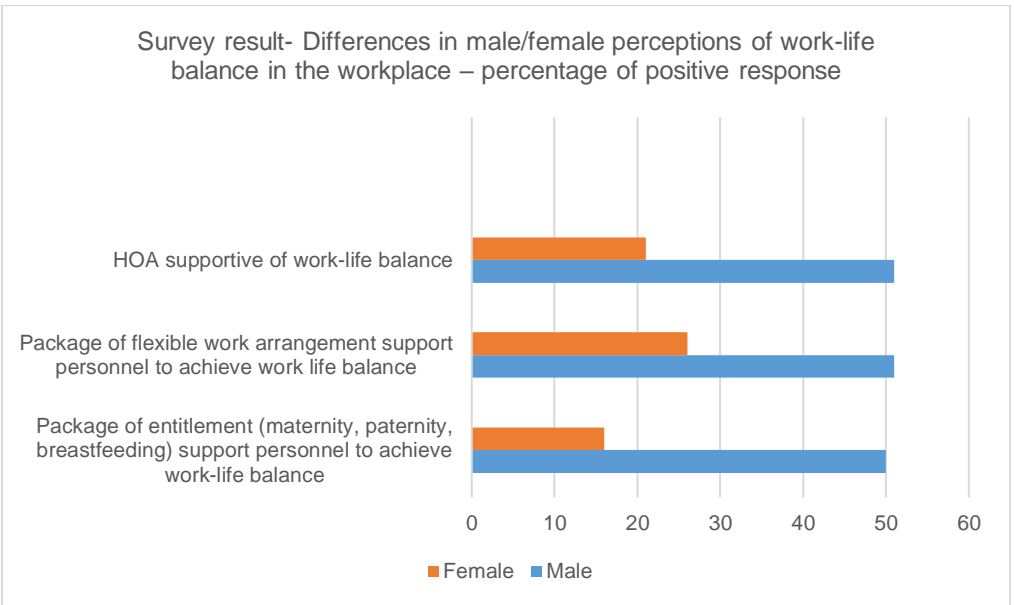
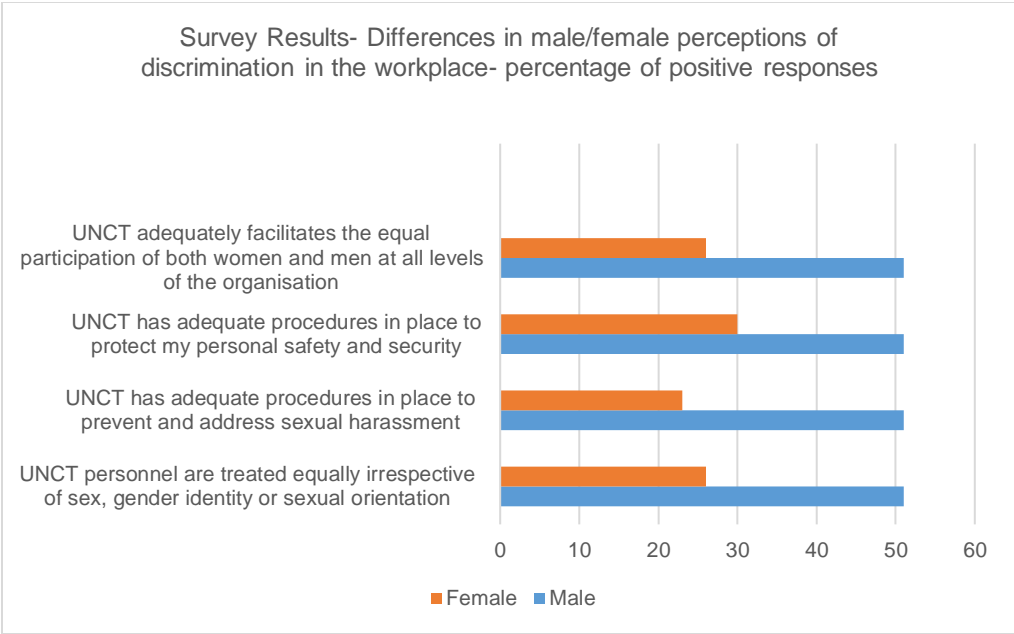
Annex B. Organisational Culture Staff Survey Results, Ghana (2021)

No of survey participants: 305 but total number of responses were 286

Female participants: 140 (49%)

Male: 146 (51%)





Annex C. UNCT Gender Parity Data, Ghana (2021)

Consolidated Staff Data from 18 UN Agencies in Ghana		
General Staff and National Staff Category	Number of Women Staff in Category	Number of Men Staff in Category
G1	2	5
G2	5	54
G3	8	21
G4	26	13
G5	45	35
G6	41	32
G7	7	9
NOA	7	6
NOB	34	49
NOC	19	29
NOD	1	1
Total	195	254
International Professional Staff Category	Number of Women Staff in Category	Number of Men Staff in Category
P1	3	0
P2	6	3
P3	12	20
P4	12	20
P5	9	9
P6	0	0
D1	2	6
D2	0	0
Total	44	58

Category	Total Number	Female Staff	Male Staff	Female staff (%)	Male Staff (%)
G1 –G7	303	134	169	44%	56%
NOC -NOD	50	20	30	40%	60%
P4 –D2	58	23	35	40%	60%
NOC -NOD, P4 – D2	108	43	65	40%	60%