UN-SWAP
Gender
Equality
Scorecard

Annual Review 2022

Bostwana UN Country Team

INDEX

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1. BACKGROUND

The United Nations Country Team System-wide Action Plan (UNCT-SWAP) Gender Equality Scorecard is an accountability framework promoting improved planning, coordination, programming, and results for gender equality and women's empowerment (GEWE) at the country level by supporting Member States to achieve the Sustainable Development Goals (SDGs). The UNCT SWAP Gender Scorecard is a globally standardized rapid assessment tool for UN country-level gender mainstreaming practices.

The UNCT-SWAP provides a global accountability framework for gender mainstreaming by UNCTs. Initially adopted in 2008 and updated by the United Nations Sustainable Development Group (UNSDG) in 2018 to align with the 2030 Agenda, it aims to support the achievement and learning by UNCTs in a coherent and standardized way against **15 performance indicators**. The UNSDG endorsed the Gender Equality Scorecard in response to the UN Chief Executive Board (CEB) for Coordination 2006 Policy on GEEW ([CEB/2006/2](#)).

The Gender Equality Scorecard is aligned with UN systems to ensure a coherent accountability framework at country, regional, and HQ levels. It **assesses** the overall performance of the whole UN system. It highlights the essential role of **inter-agency collaboration** and coordination in achieving results on GEWE by concentrating on the processes of gender mainstreaming. The Scorecard aims to enhance the accountability of Heads of Agency (HoAs) to accelerate gender mainstreaming practices.

The Gender Equality Scorecard gathers tangible evidence of strengths, areas for improvements and good practices in gender mainstreaming in the United Nations Sustainable Cooperation Framework (UNSDCF) cycle and measures progress over time against a set of indicators. It is a tool that has already been tested in various countries, demonstrating **high objectivity** in determining **scores**. It explicitly defines each indicator to reduce ambiguities. It provides a platform to resolve disagreements through discussions with Inter-Agency Team (IAT) members. As a self-explanatory guiding tool for IAT members to conduct self-assessments –with or without the facilitation of an external consultant—to report against a set of performance indicators, it allows them to gather substantive knowledge about the UNCT.

The Gender Scorecard assesses results against **15 indicators under seven-dimension areas** allowing for UNCT planning, implementation, and monitoring of results. UNCT-SWAP reporting takes place one time per Cooperation Framework cycle against all 15 Performance Indicators and annually against a minimum of 5 Performance Indicators to report on progress in implementing the UNCT-SWAP Action Plan.

The UN Country Office in Botswana conducted a comprehensive SWAP-Gender Equality Scorecard in 2021 and embarked on an annual progress assessment in October 2022 to spur progress toward meeting and exceeding all UNCT-SWAP minimum performance requirements, including through the implementation of the Action Plan. UNCT-SWAP reporting follows a two-prong methodology: Comprehensive Assessments occurring at the Cooperation Framework planning stage, and Annual Progress Assessments, as highlighted in the [UNCT- SWAP Gender Equality Scorecard: Framework & Technical Guidance (page 20)](#).

As stated above, the specific objectives of the Scorecard are to assess the effectiveness of the Botswana UN Country Team in mainstreaming gender and promoting gender equality and women's rights, as well as to strengthen the action plan to improve performance over the period of the UNSDCF (2022-2026).

2. METHODOLOGY

The UNCT-SWAP Gender Equality Scorecard assesses the 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 following fifteen dimension-related indicators and minimum requirements suggested by the 2018 UNCT-SWAP Gender Equality Scorecard Framework and Technical Guidance[1].

The Gender Scorecard's rating system consists of four types of scoring:

- Missing Minimum Requirements – if an indicator fails to meet the criteria;
- Approaches Minimum Requirements – if an indicator partially meets criteria;
- Meets Minimum Requirements – if an indicator meets all criteria;
- Exceeds Minimum Requirements – if an indicator exceeds all criteria as mentioned for meeting minimum requirements.

In October 2022, the **IAT in Botswana** together with a gender equality consultant, discussed what indicators to assess as part of the annual review and chose to focus on the following:

- PI 2.3 Cooperation Framework M & E
- PI 4.1 Leadership for Gender Equality
- PI 4.3 Gender Parity
- PI 5.1 Gender Coordination Mechanism
- PI 5.2 Gender Mainstreaming Capacities
- PI 6.1 Resource Allocation & Tracking

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[1] https://unsdg.un.org/sites/default/files/UNCT-SWAP_Gender-report_Web.pdf

> **The IAT decided to** selected performance Indicators for reassessment on those areas of performance where <u>improvement is most critically needed</u> like indicators that had not met the minimum requirements in the comprehensive gender equality scorecard review of 2021, i.e., PI 4.3 Gender Parity or PI 6.1 Resource Allocation & Tracking. At the same time, the IAT considered it essential to look at other key indicators to inform the ongoing discussions about how to enhance accountability for gender mainstreaming in the new UNSDCF, i.e., PI 5.1 Gender Coordination Mechanism.
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> Performance may remain at the same level, or even regress – which is equally important to capture. Further, while some Performance Indicators lend themselves easily to annual reassessment, the Performance Indicators ratings pertaining to the Planning Dimension are likely to change only when a new Cooperation Framework is developed. Hence for this assessment, these 3 indicators, 1.1 CCA, 1.2 CF Outcomes & 1.3 CF Indicators were not selected. Botswana had already developed its UNSCDF, including a targeted gender equality outcome.

The annual review was led by the Resident Coordinator's Office and supported by an external consultant. It was a participatory exercise that involved a desk review of the following documents:

- UNCT-SWAP Gender Equality Scorecard Botswana 2021
- UNCT-SWAP Gender Equality Scorecard Technical Guidance
- UNCT-SWAP Gender Equality Scorecard annual progress reporting Guidance
- Common Country Analysis
- UNSDCF 2022–2026
- UNCT Botswana Annual Results Report 2021
- Result's Group Gender ToR
- Gender Theme Groups**:** Standards and Procedures
- UN Women Training agenda and report, Mombasa 2022
- ToR for the Monitoring, Evaluation & Learning (MEL) Group
- IAT PSEA Group Plan

Two workshops and several consultative meetings with a wide range of stakeholders included:

- Resident Coordinator and HoAs from UNFPA, UNDP, UNAIDS
- Deputy Director of UN Women SAMCO
- Former members of the GHRG
- Former Gender Equality Advisor to RCO

- Members of OMT
- Members of UNCG
- Members of the MEL group
- Member of the PSEA group
- Coordinator Joint SDG fund
- Coordinator JUTA
- Colleagues from OHCHR

Evidence of progress and challenges was drawn from the desk review, the consultations, and workshops. After the draft indicators review submission, a validation workshop was organized with IAT to discuss and verify initial findings, and each indicator was tentatively scored. Bilateral meetings for specific stakeholders to discuss the findings and preliminary scores also allowed space for feedback and consensus building. These meetings offered an opportunity to discuss the best ways forward for the action plan. The findings of the Scorecard annual review were shared with the UN Country Team, and their feedback has been incorporated into this report.

3. RESULTS

Indicator	Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
2- Programming and M&E				
2.3. UNSDCF M&E		▓		
4- Leadership and Organizational Culture				
4.1. Leadership		▓		
4.3 Gender Parity	▓			
5- Gender architecture and Capacities				
5.1. Coordination mechanism		▓		
5.2 Capacities for gender mainstreaming	▓			
6 – Resources				
6.1 Ressources	▓			

3.1 Programming and M&E

Performance Indicator review criteria 2.3 UNSDCF M&E measures progress against planned gender equality results		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets one of the following: 1. UNSDCF Results Matrix data for gender-sensitive indicators is gathered as planned. 2. UNSDCF reviews/evaluations assess progress against gender- specific results.	Meets two of the following: 1. UNSDCF Results Matrix data for gender-sensitive indicators is gathered as planned. 2. UNSCDF reviews/evaluations assess progress against gender-specific results. 3. The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNSDCF cycle.	Meets all the following: 1. UNSDCF Results Matrix data for gender-sensitive indicators is gathered as planned. 2. UNSDCF reviews/evaluations assess progress against gender-specific results. 3. The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNSDCF cycle.

INDICATOR 2.3 | UNDAF MONITORING AND EVALUATION MEASURES PROGRESS AGAINST PLANNED GENDER EQUALITY RESULTS
Score: **Approaches Minimums Standards**

Findings and evidence

At the time of the assessment, there was no evidence of data gathered for gender-sensitive indicators in the Results Matrix, including sex-disaggregated data for 2022, because quarterly reporting had not been carried out and data will be consolidated at the annual reporting. The 2021 UNCT Annual Results Report reflects some progress on GEWE, particularly around policy change on gender-based violence (GBV). In addition, for the current UNSDCF (2022-2026), the agreed MEL plan includes GEWE-specific activities on sex-disaggregated data to inform progress on results indicators and gender assessments, as well as capacity building. In this current UNSDF cycle, there are intentions for more investments in institutional learning and opportunities for staff to build their knowledge and skills for effective gender mainstreaming, including statistics regarding GEWE and sex-disaggregated data and support to the institutionalization of gender-responsive budgeting.

Data is uploaded to the UN Sustainable Development Group Data Portal, which showcases information on UN teams' work for the SDGs in 162 countries and territories. The UNSDCF

data gets reported in UN Info, a digital platform used by UN Country teams to boost transparency and accountability for development coordination, managed by the UN Development Coordination Office (DCO). Botswana UNCT has a colleague from the RCO and a member of the MEL group responsible for keeping track of the data on UN Info. However, at the time of the assessment, data for gender-sensitive indicators are not visible on the platform, so information is not kept up to date. There has not been training on gender for the MEL Group in 2022-- training is planned within the UNSDCF cycle.

Means of verification:
UNCT Annual Results Report 2021
Results Framework and the MEL Plan of UNSDCF (2022-2026)
Session UN info platform to spot-check updates on gender-sensitive indicators

3.2 Leadership and organizational culture

Performance Indicator review 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: **a)** Gender equality is a regular topic of discussion in HOA meetings during the last 12 months; **b)** RC demonstrates public championing of gender equality during the last 12 months; **c)** HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; **d)** Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months. .	Meets 3 of the following: a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months; b) RC demonstrates public championing of gender equality during the last 12 months; c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.	Meets **all 4** of the following: **a)** Gender equality is a regular topic of discussion in HOA meetings during the last 12 months; **b)** RC demonstrates public championing of gender equality during the last 12 months; **c)** HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; **d)** Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.

INDICATOR 4.1 | UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY
Score: **Approaches Minimums Standards**
Findings and evidence

 Gender equality is a standalone outcome in the new UNSDCF; accountability for GEWE as a targeted area of focus is ensured at the highest level of the UNCT. However, at the time of the assessment, there was no evidence of GEWE as a regular topic of discussion in HoAs meetings during the last months. Regular updates on the cross-cutting coordination mechanism on gender equality are no longer part of the UNCT meeting's agenda as the Gender and Human Rights Group (GHRG) is no longer activated, and new structures to coordinate cross-cutting themes are being discussed. UNFPA as the co-chair of the Results Groups One or Results Group on Gender (RGG), updates developments at the highest level. Indeed, the Ministry of Youth, Sports, Culture, and Gender co-chairs the group. At the time of the annual review, a document reflects a monthly UNCT update on gender equality for the month of October.

The RC has demonstrated public championing of gender equality in 2022. From January to November 2022, the RCO delivered a public statement on International Women's Day (IWD), focusing on climate and environment and the upcoming 16 days of activism to eliminate Violence Against Women (VAW). In addition, the RCO is launching the series UN Talks to spark conversations and action amongst stakeholders like CSOs, including women's rights organizations, the government, and the private sector around pressing development issues. One of the areas of focus of UN talks is GBV with the backdrop of the 25th of November, the international day on eliminating VAW and the 16 days of activism.

Under the leadership of the RC and with UNCT support, an Inter-Agency Team on Prevention of Sexual Abuse and Exploitation (PSEA) was created in 2021 to enhance UNCT's accountability and results on PSEA, in line with UN policies and the UN- SG strategy. However, during consultations, not all senior staff knew about the existence of this group and its mandate. Even if this is not the object of assessment for this indicator, it is important to highlight the RC has promoted gender equality internally through informal talks with the staff.

This performance indicator was not assessed against) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months. The survey had not been rolled out in 2022 and there was a very tight timeframe at the time of the assessment to roll it out. On another note, there was no evidence provided on gender equality reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.

Means of verification:
Update Reporting Inter-agency Group: Gender equality 2022

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UN Talks concept note on GBV.
IWD RC Speech.
UN Botswana tweeter feed

Performance Indicator review criteria 4.3 Gender Parity in staffing is achieved		
Approches 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.

INDICATOR 4.3 | GENDER PARITY IN STAFFING IS ACHIEVED
Score: Missing minimum requirements
Findings and evidence

At the time of the annual review, the UNCT did not have a mechanism for monitoring gender parity in staffing that is regularly used to monitor parity levels for General Service staff and all professional levels. Having said this, UN Agencies collect gender parity data, which was shared with the IAT. There were some gaps and missing information from three different agencies on 11 staff members. Moreover, some of the data did not correspond to the categories of the Gender Equality Scorecard. Therefore the table below reflects only the data that reflected the categories of the tables, general staff service and professionals.

- The overall UN team in Botswana at the time of the assessment is made of 84 women and 80 men, with 68 national women and 16 international, 62 national men, and 18 internationals. Good gender balance in overall numbers. Below are more details on vertical and horizontal parity to see where women and men are.

General Service and General Staff Category	Number of Women in Staff Category	Number of Men in Staff Category
G1	1	
G2		6
G3		5
G4	4	2
G5		1
G6		1

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G7	2	2
NOA	5	1
NOB		1
NOC	6	4
NOD		
Total	18	23

International Professional Staff Category	Number of Women Staff in Category	Number of Men in Staff Category
P2	1	
P3	1	1
P4	6	2
P5	2	4
D1		2
Total	10	9

Means of verification:
UN Staff list consolidated by OMT for the UN-SWAP Gender Scorecard Annual Review

3.3 Gender Architecture and Capacities

Performance Indicator review criteria **5.1 Gender Coordination Mechanism is empowered to influence the UNCT for gender equality and empowerment of women**		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets **2** of the following **a)** A coordination mechanism for gender equality is chaired by a HOA **b)** The group has a TOR and an approved annual work plan; **c)** Members include at least 50% senior staff (P4 and above; NOC and above); **d)** The group has made substantive input into the UNDAF including the country analysis, strategic prioritiza-tion, results framework and M&E.	Meets **3** of the following **a)** A coordination mechanism for gender equality is chaired by a HOA **b)** The group has a TOR and an approved annual work plan; **c)** Members include at least 50% senior staff (P4 and above; NOC and above); **d)** The group has made substantive input into the UNDAF including the country analysis, strategic prioritiza-tion, results framework and M&E.	Meets **all 4** of the following **a)** A coordination mechanism for gen- der 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 prioritiza-tion, results framework and M&E.

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INDICATOR 5.1 | GENDER COORDINATION MECHANISM IS EMPOWERED TO INFLUENCE THE UNCT FOR GEEW
Score: Missing minimum requirements
Findings and evidence

Based on the Economic and Social Council (ECOSOC), the Gender Thematic Group (GTG) is defined as an interagency coordination group that "provide(s) strategic support and advice to United Nations country teams in enhancing their gender mainstreaming efforts. " At the time of the comprehensive Gender Equality Scorecard review carried out in Botswana in 2021, there was a functional coordination mechanism for gender equality in the form of a Gender and Human Rights Group (GHRG), chaired by UNFPA's HoA. The GHRG was central to positive scores on mainstreaming GEWE in the CCA, 2020; the UNSDCF (2022-2026) and documenting results in the Final Summative Evaluation of the Botswana-UN UNSDF 2017-2021. The GHRG also played a role in policy engagements with the Government of Botswana in line with human rights instruments, such as CEDAW. At the time of the 2021 assessment, the UN RCO had a gender equality advisor who was part of the group. Having a group and a full-time colleague played a crucial role in facilitating engagement across the board for GEWE during the development of the UNSCDF. UN Women SAMCO, as well as colleagues from OHCHR, amongst others, pointed out the relevance and importance of this group for GEWE.

At the time of the annual review, there was no GTG nor a dedicated gender equality advisor or officer. This is a significant gap that needs attention. Having said this, the new UNSDCF has a standalone outcome on GEWE, focusing on women's political participation, GBV, and economic empowerment (WEE). There is a dedicated RGG or Results group One with general terms of reference that may need to be further developed, co-chaired by the HoA of UNFPA and the Ministry of Youth, Sports, Culture, and Gender (MYSCG).

For the above reason, it was challenging to score this performance indicator, given that the RGG or RG1 has mainly results-based management programmatic mandate but no mandate to coordinate gender mainstreaming efforts and coherence across the other four outcome areas of the UNSDCF. In summary, the recommendations for action of this report suggest two possible modalities as advised by UN Women guidance on Gender Theme Groups in a scenario where there is a specific gender equality outcome in the UNSDCF and to avoid duplication[2].

Performance Indicator review 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 interagency gender capacity	Meets **2** of the following 3:	Meets **all** of the following:

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[2] https://unsdg.un.org/sites/default/files/2022-01/UNSDG-GTG-Standards-and-Procedures.pdf

development activity for UN personnel has been carried out during the past year.	**a)** At least one substantive interagency 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 assess- ment 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.	**a)** At least one substantive interagency 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 assess- ment 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.

INDICATOR 5.2 | UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING **Score**: **Approaches Minimums Standards**
Findings and evidence

At the time of the assessment, there had not been at least one substantive interagency gender capacity development activity for UN personnel has been carried out during 2022. Two colleagues from the IAT group participated in Mombasa, Kenya in the regional UN Women training on the UNCT SWAP 2.0, Gender Equality Scorecard, and the UNCT Gender Equality Marker (GEM). Unfortunately, to meet the criteria, there should have been at least one capacity development initiative to build gender equality competencies of UN personnel involving at least two agencies. On another note, the induction package for UN staff includes training by the UNDSS, including gender equality-specific courses (''I know Gender'') and others targeting PSEA. Individual agencies also have gender equality-specific training modules in their induction plans and packages, which includes GEWE commitments and related development challenges in Botswana, in line with agencies' mandates, strategies, and program documents. Several agencies also have gender-specific orientations for new staff, including UNDP, UNFPA, UNICEF.

Evidence or Means of Verification
Agenda- Training on the UNCT-System-wide Action Plan (SWAP) 2.0 and Gender Equality Scorecard & The UNCT Gender Equality Marker (GEM)
Trip Report- Training on the UNCT-System-wide Action Plan (SWAP) 2.0 and Gender Equality & Women Empowerment (GEWE) Scorecard & The UNCT Gender Equality Marker (GEM)

3.4 Resources

Performance Indicator review criteria 6.1 Adequate resources for gender mainstreaming are located and tracked		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
Meets the following **a)** The UNCT has carried out at least one capacity building event on the gender marker[31] over the current UNDAF cycle.	Approaches minimum requirements **and** **b)** The UNCT has established and met a financial target for program allocation for Gender Equality and the Empowerment of Women.	Meets minimum requirements **and** **c)** The UNCT has established and exceeded a financial target for pro- gram allocation for Gender Equality and the Empowerment of Women.

INDICATOR 6.1 | ADEQUATE RESOURCES FOR GENDER MAINSTREAMING ARE ALLOCATED AND TRACKED
Score: **Missing Minimums Standards**
Findings and evidence

At the time of the annual review, the UNCT needed a mechanism for setting and tracking financial targets for program allocations to GEWE, tracking and reporting completed financial year resources. The UNCT does have a forecast of available resources and an overall forecast to contribute to SDGs, including SDG5. Inter-agency capacity building on accurate reporting of activities against the GEM is essential, as well as setting and tracking a target for outcome one and gender mainstreaming across all the UNSCDF outcomes. The target for resource allocations to GEWE needs to be included in the UN Joint Partnership and Resources Mobilization Strategy.

List Means of Verification
Trip report and agenda UN- SWAP 2.0 and Gender Scorecard & GEM UN Women Training Slide UN's work tagged to SDGs and funding gap 2022
Online interviews with the IAT
Results of consultation with OMT
UNCT Results report 2021

4. RECOMMENDATIONS FOR ACTION

ACTION	TIMING	EXPLANATION AND LINKS TO SWAP SCORECARD ASSESSMENT
1. Planning		
1.1: Common Country Assessment **1.1.1** Support UNCT to deepen gender analysis in the updated Common Country Assessment (CCA) 2023 gender in climate change and economic opportunities; introducing **care work analysis** in both themes	2023 but also through the UNSCDF cycle	Gender analysis should include care analysis because it affects policies, including social protection polices, social norms as well as women's agency and decision making in programs and governance process, public policies. It is also a target of SDG5 as seen 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
1.2: UNSDCF Outcomes Develop a system, which includes fast tracking-tools, to facilitate the CF Results Groups to ensure accountability gender mainstreaming in their JWP and in UN joint programs.	2023	The use of the GEM and Scorecard are a good step forward to strengthen inter-agency work, but they need to be complemented with a gender mainstreaming tool or checklist to make sure there is accountability for GM across all the outcome areas. UN Women SAMCO may have tools that can be easily adapted so there is no need to create anything or duplicate efforts.
1.2.2 When developing the 2023 work plans, include explicit language in the activities to target gender equality and women's empowerment in all outcomes where gender equality is not the focus.	Planning cycle/s	Activities sometimes include women as part of a "vulnerable" group or *add on*. Visible mainstreaming means that there is a clear connection between the sub-output and GEWE , rather than women being seen as an *add-on*. It is sometimes challenging to tell the difference between a sub-output where there is visible mainstreaming of gender anda sub-output which is dedicated to GEWE. A rule of thumb is that for visible mainstreaming gender will make up one part of the sub-

ACTION	TIMING	EXPLANATION AND LINKS TO SWAP SCORECARD ASSESSMENT
		output (i.e. sub-output that focuses on human rights and gender equality, or the environment and gender equality), while for a dedicated sub-output the whole activity will focus on gender equality i.e., adolescent girl's awareness raising on SRHR.
1.3: UNSDCF Indicators a) Undertake a technical training initiative for the MEL group on integrating a gender dimension in M&E at least once during the UNSDCF (2022- 2026); including - Gender analysis - Integrating a gender perspective in program design and MEL system - Project Implementation data collection and analysis - Reporting and lessons learned	2023	MEL group will beneficiate from either gender training or refresher gender training to make sure disaggregated data and analysis are accurate to inform programming and learning as well as to give visibility to results.
2. Programming and M&E		
2.1: Joint Programs 2.1.1 Conduct a mapping of opportunities for JPs on gender equality and potential donors & partners 2.1.2 Foster partnership with the government and WROs to develop JPs on gender equality within the UNSDCF cycle, with a focus on preventing/responding to GBV 2.1.3 Develop a system to ensure gender mainstreaming in all JPs. 2.1.4 Ensure JPs to address GBV have a social norm change component	Planning cycle/s	During consultations for the annual review of the selected indicators, it was often commented that shifting the social norms that perpetuate and reproduce GBV is a key priority. Changing harmful norms takes generations, yet a new framework allows building on previous work and strengthening this component which is essential together with strengthening essential services for victims and survivors and improving policies.
2.2: Communications and Advocacy **2.2.1** UNCT contributes collaboratively to at least one joint advocacy campaign on GEWE a year 2.2.2 Provide technical support to UNCG on mainstreaming GEWE in the One-UN Communication Strategy and Work Plans, through	2023 and planning cycle	The new UNSCDF is a good opportunity to go beyond communicating for IWD and 16 days of activism against VAW. Under the umbrella of the UNSCDF there can be opportunities to include influencing/campaign work in JPs.

ACTION	TIMING	EXPLANATION AND LINKS TO SWAP SCORECARD ASSESSMENT
targeted training, checklists, challenging gender stereotypes, and thematic discussions 2.2.3 Ensure the UNCG Work Plan visibly includes GEEW communication and advocacy. 2.2.4 Identify and work with women's rights advocates to enhance the visibility of the UN's work on GEWE		
2.3. Cooperation Framework M&E 2.3.1 Ensure the systematic use of sex-disaggregated data in strategic planning and reporting 2.3.2 Support The use of sex-disaggregated data in policy engagement and public events RCO 2.3.3 Ensure UNSDCF Results Matrix data for gender equality indicators and gender-sensitive indicators are gathered as planned 2.3.4 Ensure UNSDCF reviews/ evaluations apply the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of the evaluation 2.3.5 Conduct one standalone evaluation to assess performance on gender mainstreaming during the UNSDCF cycle	2.3.1. 2.3.3. program cycle 2.3.4	The highlighted actions contribute to exceeding the requirements of the gender scorecard as they enhance accountability.
3. Partnerships		
3.1: Engagement Government **3.1.1** Engage relevant government departments to report on SDG implementation, Beijing +30 and UPR 3.1.2 Focus on CEDAW in line with Result of outcome 1 of the UNSCDF **3.1.3** Convene regular spaces of policy dialogue between WROs, the GoV, UN 3.1.4 Engagement with Gov. to ratify the Maputo Protocol	Program cycle	UNCT in Botswana is on the right track with regards to the Gender Scorecard for this indicator. Engagement and reporting to the committee in line with CEDAW-result under Outcome 1 of the UNSCDF

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3.2: Engagement GEEW CSO **3.2.1** Facilitate the participation of WROs and women's rights advocates in the structures, mechanisms, and processes of the UNSDCF (2022-2026), including in the formulation of and reporting against JWPs **3.2.2** Support tailored technical support to WROs based on their needs, including support on women's rights funding, and convene spaces to improve networking between GEWE CSOs, particularly WROs so they can form alliances at the national, regional, and global levels 3.2.3 Support the establishment of a network of CSOs working on Gender equality	Program cycle kickstarting in 2023 in planning.	UNCT already collaborates with GEWE CSOs, some are men's groups as partners for GE, which is excellent. However, women's rights organizations and advocates should be the priority to strengthen these organizations and their constituencies—women and girls, often women and girls in a situation of vulnerability. Important not to conflate LGBTI CSOs with WROs as they do different work, even if there are some intersections. Women's participation and engagement in SDGs localization or implementation is vital.
4. Leadership and organizational Culture		
4.1: Leadership **4.1.1.** Ensure gender equality is a fixed item of discussion in HOA meetings. 4.1.2 RC makes at least two public statements a year on GEWE not only as a means to an end but also as an end in itself; 4.1.3 Roll out organizational culture and gender equality survey. 4.1.4 RC proactively promotes improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded **4.1.5** Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs	Each year of program cycle 4.1.3 Q4 yearly	A fixed item of discussion means substantive discussion about gender equality (i.e., related to CEDAW reporting; programming and JPs; strategic partners; relevant topics such as SDG 5, Beijing, UPR.). There should be evidence of decision-making and follow through, rather than general information sharing.
4.2: Organizational Culture 4.2.1 Roll out the culture and gender equality survey to 'take the temperature' of staff's perceptions of HoAs championing GEWE. 4.2.2 Provide technical support to OMT on mainstreaming gender in the BOS and CBF; 4.2.3 Support OMT to provide an annual update to UNCT on gender	4.1.3 Q4 yearly 4.1.6 Program cycle	To exceed the scorecard indicator survey results of personnel perception of organizational environment for promotion of gender equality should be over 80 percent. The online survey has been designed to assess UNCT perceptions of organizational culture. See Annex 5 for the complete survey in the UN SWAP Gender Scorecard Guidance.

parity on HR, Procurement, and Common Budget Services in the context of the implementation of the UNSDCF 4.2.4 Support UNCT investments in disability-friendly office spaces, breakaway rooms and green spaces that enable staff to engage in informal discussions 4.2.5 Integrate spot-checks on work-life balance and workplace harassment in UNCT visits to field offices and back-to-office reports. 4.2.6 Support UNCT to implement UN corporate standards and accountability mechanisms for the prevention of sexual harassment (SH) and sexual exploitation and abuse (SEA) in place .		The UN System Coordination Division of UN Women (genderscorecard. helpdesk@unwomen.org) shares the hyperlink for the online survey and next steps PSEA is not part of the Gender Scorecard as a standalone indicator, and it is essential not to conflate gender equality with safeguarding though there are apparent intersections. Indeed, PSEA training at interagency level to have a coherent understanding of PSEA is vital. The PSEA group has a substantial role to play.
4.3: Gender Parity **4.3.1** Drawing on existing agencies' mechanisms, develop/adapt an online tool to support OMT to track and report to UNCT on gender parity among staff for General Service staff and all professional levels. 4.3.2 Support the RC to integrate and track results on gender parity in the performance reviews of HR managers and HoAs 4.3.3 Organize an annual capacity building session for HR managers on gender parity in recruitment, performance reviews, opportunities for networking, and promotion.	2023	To exceed requirements UNCT needs to demonstrate positive trends towards achieving parity commitments and the BOS include gender equality-specific actions and indicators in at least one Business Operation Area. To approach minimum requirements, UNCT should have 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.
5. Gender Architecture and Capacities		
5.1: Gender Coordination Mechanism 5.1.1 Highly recommend establishing a GTG using one of the two models	2023	The key purpose of a gender coordination mechanism is to strengthen UN performance and coherence on GEWE; enhance UN coordination; and share information and experiences.

A combined GTG and RGG With combined responsibilities must be reflected clearly in the TOR. The combined group has responsibilities for gender mainstreaming across all RGs, and technical advice to the Gender Equality Outcome. **A GTG and a separate RGG** With distinct functions of each clearly delineated in the respective TORs. RGG has RBM responsibilities, and only exercises these in respect of the Gender Equality Outcome – it does not have gender mainstreaming responsibilities across other Results Groups. The GTG, on the other hand, provides support and advice to all RGs, including the RGG, and does not engage in project or program RBM.		GTGs are not universal, and in Botswana, the RGG or RG1 performs a significant part of gender equality coordination—outcome 1. Therefore, the score was shifted to 'approaches minimum requirements' rather than 'missing minimum requirements'. Having said this, and after consultations, the UNCT need to ensure coordination and gender mainstreaming as well as coordination of RGG or RG1 on gender equality targeted work.
5.2: Capacity Development **5.2.1** Develop an interagency capacity assessment using UN Women's capacity assessment tool **5.2.2** Develop and implement a capacity development plan based on the assessment during the UNSDCF cycle 5.2.3 All newly recruited staff receive a mandatory gender equality training package. See UN System-wide training courses on the UN Women Training for Gender Equality Community of Practice (CoP) platform. Introductory Online Gender Course "I Know Gender"	Program cycle 2023 Training on SWAP and GEM	To exceed the requirements at least one substantive inter-agency gender capacity development activity for UN personnel should be carried out a year. A capacity development plan based on an inter-agency capacity assessment should be established or updated at least once per UNSDCF with targets are on track. UNCT induction material should include gender equality and the empowerment of women commitments and related development challenges in Botswana, and ideally the region.
6. Resources		
6.1: Resource Tracking and Allocation a) The UNCT undertakes a capacity-building event for all inter-agency working groups on the Gender Marker during the drafting process of formulating JWPs and the BOS and at least one refresher capacity-	Training 2023 Resources planning cycle	Both highlighted actions contribute to meeting or exceeding the scorecard requirements. Setting a target may be a sensitive issue as it involves conversations with agencies that often 'compete for resources'. Again, this indicator is essential because GEWE is usually

building event on the GEM over the current UNSDCF cycle. b) The UNCT establishes and meets a financial target for program allocation for GEWE, including outcome one and all other four outcomes		underfunded, and the UN has made itself accountable to show it is putting the resources where commitments are on GEWE.
7. Results		
7.1: Results 7.1.1 Support the UNCT to network and showcase innovative practices on GEWE at international platforms (e.g., the Commission on the Status of Women (CSW) and the UN High-level Political Forum on SDGs). 7.1.2 Ensure UNCT is on track to achieve all GEWE results as planned in the UNSDCF outcome in line with the priorities of SDG 5.7.1.3 Ensure at least one outcome level UNDAF result contributes or has contributed to transforming the social norms that underpin the violation of women's and girl's rights, and GBV	Program cycle Planning cycle Final UNSDCF Results report	Critical contribution to the country to see some changes in the norms that underpin gender inequality which eventually have a sustainable impact on the lives of women and girls as well as men and boys.

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