



# **UNCT-SWAP GENDER EQUALITY SCORECARD**

**United Nations Country Team  
ALGERIA**



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## List of acronyms and abbreviations

ARC	Assessment of Results and Competencies
BOS	Business Operations Strategy
CEB	Chief Executives Board
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CdCS	Cadre de Coopération Stratégique (Strategic Cooperation Framework)
CSO	Civil Society Organizations
FAO	Food and Agriculture Organization of the United Nations
GBV	Gender-based Violence
GEEW	Gender Equality and the Empowerment of Women
GTG	Gender Thematic Group
HOA	Heads of Agencies
IAT	Inter-Agency Team
ILO	International Labor Office
IOM	International Organization for Migration
JP	Joint Programme
LBOB	Leaving No-one Behind
M&E	Monitoring and Evaluation
MICS	Multiple Indicator Survey on the Situation of Women and Children
MTR	Mid-term review
OMT	Operations Management Team
RC	Resident Coordinator
RCO	Resident Coordinator Office
SDG	Sustainable Development Goals
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDDs	United Nations Department of Safety and Security
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations Refugee Agency
UNIC	United Nations Information Centers
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDG	United Nations Sustainable Development Group
UN-SWAP	UN System-Wide Action Plan for Gender Equality and Women's Empowerment
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WIPO	World Intellectual Property Organization
WFP	World Food Programme
WHO	World Health Organization

## 1. BACKGROUND

The United Nations Country Team (UNCT) performance indicators for gender equality and the empowerment of women (UNCT-SWAP gender equality scorecard) is a globally standardized assessment of the effectiveness of United Nations (UN) country level gender mainstreaming processes. This coordinated approach establishes the UNCT performance Indicators for gender equality and the empowerment of women and lays down the minimum standards for gender equality that UNCTs should achieve for a proper gender mainstreaming performance.

The UNCT-SWAP gender equality scorecard assesses how gender equality is mainstreamed by UNCT in their processes, practices, policies and programmes and also the commitment of UNCT leadership to championing gender equality and the empowerment of women.

The development of the gender scorecard was proposed by the United Nations Sustainable Development Group (UNSDG) in July 2006 and endorsed by the Principals in April 2008. The framework was further developed by the UN 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) and was endorsed by the CEB in 2012.

The scorecard methodology was revised in 2016-17 in tandem with the UN System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP). The UN-SWAP, launched in 2012, is a UN system-wide accountability framework designed to measure, monitor and drive progress towards a common set of standards, applying to all entities, departments and offices of the UN system. Thus, this methodological revision ensured closer alignment with the UN-SWAP and with the Sustainable Development Goals (SDG), recognizing the importance of gender equality and the empowerment of women to SDG achievement.

The new methodological approach for scorecard implementation, the final version of which is dated 2018, has proved to foster deeper understanding and ownership of results by UNCT, strengthen accountability of senior managers for gender equality and the empowerment of women and improve UNCT performance.

The UNCT Algeria implemented for the first time the UNCT-SWAP gender equality scorecard in October 2020.

## 2. COUNTRY CONTEXT

The current Strategic Cooperation Framework (CdCS) 2019-2021, which represents an extension of the previous cooperation framework (2016-2020), was the result of a consultative process between the UN system and the People's Democratic Republic of Algeria, following the mid-term review of the CdCS 2016-2020 and the adoption of the General Assembly Resolution on 31 May 2018 on the reform of the UN development system.

The CdCS 2019-2021 maintained the 5 cooperation outcomes initially identified as well as the 4 pillars of cooperation (priority areas) of CdCS 2016-2020, deemed to provide a relevant framework for responding to the country's development priorities. This framework is based on UN development principles such as Leaving No-one Behind (LNOB), human rights and gender equality, with a greater alignment to the Agenda 2030 and its 17 Sustainable Development Goals. The following 4 pillars (priority areas), with their respective outcomes, were retained:

- i. Economic diversification (and outcome 1);
- ii. Social development, with its two outcomes: 1) access to quality social services and 2) promotion of the status of women;
- iii. The preservation of the environment (and outcome 4);

iv. Good governance (and outcome 5).

In addition to these four major areas, two cross-cutting themes were added: youth and south-south cooperation.

The UNCT Algeria, led by the Resident Coordination Office (RCO), embarked in 2020 on the process of preparation and formulation of a new Strategic Cooperation Framework 2022-2026 with the Algerian Government, with a view to achieving sustainable development in the country. The process began with the development of a Common Country Assessment (CCA), a collective analysis of the situation of Algeria by the UN system. The CCA will be finalized before the end of 2020 and serve as basis for the subsequent development of the upcoming United Nations Sustainable Development Cooperation Framework (UNSDCF).

The UNCT is making continuous efforts to mainstream gender equality across the CCA. A thorough analysis of the causes for inequalities, exclusion and discrimination will be part of the final steps of the CCA exercise. At the time of this scorecard, UNCT had developed the first CCA draft (dated 19 October 2020).

The purpose of implementing the UNCT SWAP-scorecard before the end of the current UNDAF is to enhance gender-responsive planning and development of the upcoming UNSDCF in line with UN minimum gender standards on gender equality and the empowerment of women (GEEW), to ensure greater accountability and performance by UNCT towards gender equality, aligned with UN corporate Policy on GEEW, and to enhance gender results in the current as well as the upcoming program cycle.

An international specialist was hired to support the UNCT, through the Gender Thematic Group (GTG) and under the coordination of the RCO, in the implementation of the scorecard. The final aims of the scorecard were then to identify gaps and corrective actions for a proper UNCT performance on gender mainstreaming during the next programming cycle.

### 3. METHODOLOGY

The UNCT-SWAP gender equality scorecard provides an assessment of how UNCT is mainstreaming gender equality and what the UN system as a whole is contributing to GEEW in the country. It includes an evaluation and scoring against 15 indicators across 7 dimension areas, addressing key GEEW components, as follows:

1. Planning;
2. Programming and monitoring and evaluation;
3. Partnerships;
4. Leadership and organizational culture;
5. Gender architecture and capacities;
6. Resources;
7. Results.

Each dimension area includes performance indicators that establish the minimum criteria that UNCT must meet or exceed to fulfil its mandate on GEEW.

The methodology for the implementation of the UNCT-SWAP gender equality scorecard involves a self-assessment driven by an Inter-Agency Team (IAT), a group that must be formed at the beginning of the exercise. This team enables interagency stakeholders to work collaboratively to measure UNCT's performance against minimum GEEW requirements. The exercise is carried out in a highly participatory manner, promoting internal dialogue and a common understanding of indicators' requirements. This methodology also contemplates the displacement of an

international consultant to the country to guide the in-country self-assessment, providing support and assistance to the assessment team (IAT) and facilitating the working sessions.

In 2020, the RCO in Algeria recruited the services of an international consultant to support the UNCT-SWAP gender equality scorecard. The overall scorecard process was coordinated by the RCO through its gender focal point.

However, in 2020, the world experienced a unique health situation due to the COVID-19 pandemic. This pandemic involved serious restrictions of movements between countries, confinement measures, quarantine requirements for travelers, safety distance between people and other strict measures in most countries to prevent infections. At the time of implementation of the UNCT-SWAP gender scorecard, in October-November 2020, the borders of Algeria remained closed. In addition, face-to-face meetings were discouraged and online meetings and telecommuting were advised for work purposes.

As a result, the international consultant did not travel to Algeria for the in-country self-assessment and the scorecard exercise was undertaken remotely. The scorecard methodology was adapted to online modalities.

The implementation of this scorecard was carried out in a strategically appropriate period for the results of the exercise to feed into the planning process of the upcoming UNSDCF 2022-2026, namely CCA, strategic prioritization and results framework, implementation and monitoring and evaluation (M&E).

The process conducted in Algeria was as follows:

## Phase 1: preparation

### **Formation of the IAT:**

The first stage of the scorecard exercise involves the nomination by UNCT of IAT members. This task was accomplished with the support of the scorecard coordinator. Seven members were nominated although one of them could not finally participate in the exercise. The members devoted a great deal of time to the scorecard exercise and actively participated in meetings, making significant contributions to the evaluation of indicators and to the action plan. The group was comprised of representatives of key agencies and different sectors covered by the scorecard, such as communication, M&E, the GTG and the RCO. No member from the Operations Management Team (OMT) / human resources departments of UN agencies could be part of the IAT but some other members liaised/linked with the OMT for scorecard purposes.

### **Survey of personnel perception of organizational environment for the promotion of gender equality:**

A hyperlink for the online survey was obtained from the scorecard helpdesk of the Coordination Division of UN Women and the content was translated into French. The scorecard coordinator sent out an invitation to UN personnel with the hyperlink to the survey. The survey was open until exceeding the minimum number of responses required to ensure the validity of results. For UNCT Algeria, this minimum number was 105, given that as of July 2020, staff number was 271. The survey was open for 12 days. In total, the survey reached 134 responses. The results of the survey were used for the assessment of indicator 4.2 "Organizational culture fully supports promotion of gender equality and the empowerment of women". A breakdown of survey responses can be found in annex A.

### **Collection of sex-disaggregated data of UN staff:**

The scorecard coordinator distributed a gender parity table template to the human resources departments of UN agencies. The table requested quantitative data on the number of women and men in the different professional categories, both national and expatriate. All agencies

completed and filled out the table template. An excel sheet was then created for the consolidation of all sex-disaggregated UN staffing data. These data were used for the assessment of indicator 4.3 “Gender parity in staffing is achieved”.

#### **Background document review:**

The consultant reviewed the following documents: UNCT-SWAP technical guidance and framework; UNCT gender scorecard reports for other countries; Inclusive, equitable and sustainable development challenges analysis (current CCA), UN system Algeria, March 2015; Risk analysis within the framework of the CCA Algeria, 19 October 2020 (draft); New UNSDG UNSDCF guidance; Results report UN Algeria 2019; current Strategic Cooperation Framework (CdCS) 2019-2021; Mid-term review of CdCS 2016-2020, January 2019; UNCT joint work-plan 2021 for the result groups; Terms of reference (TOR) and work-plan of GTG; Internal note: gender equality and the impact of COVID-19, Jun 2020; Joint communication plan 2020; UNSDG resources books and guides, and National level documents developed by Algeria Government.

### **Phase II: in-country self-assessment**

#### **Initial briefing session:**

An initial online briefing session with the IAT as a whole was held on 20 October via Zoom. During the meeting, the working schedule was agreed upon, the expectations on the team were clarified, the basis for IAT work coordination was provided and IAT members were assigned to indicators. Six evaluation groups were formed. They were demanded to familiarize themselves with the scorecard guidebook and in particular with the guidance regarding the indicators of their responsibility. They were also demanded to gather data and means of verification against the indicators of their responsibility and provide preliminary assessments. A timeframe was given. Some members were assigned to multiple evaluation groups.

It was agreed to discuss the assessment of indicators 1.1, 1.2 and 1.3 in a meeting with the whole group on 25 October, since the draft of the upcoming CCA was being discussed at the same time as the scorecard. This way, the team members could push for the improvement of the document as far as gender was concerned.

#### **Individual work of evaluation groups:**

Evaluation groups' members worked to agree on evidence, revise data and means of verification gathered, get a common understanding on the findings against the indicators of their responsibility, provide preliminary assessments, elaborate the rationale and explanations and reach consensus on tentative scoring against indicators.

#### **Thematic sessions between evaluation groups and consultant:**

Virtual thematic meetings were held via Zoom between the evaluation groups and the consultant. Consultant and the different groups worked indicator by indicator, revised evidence data and means of verification, discussed findings, updated rationale/explanation of indicators identifying concerns, and improved the assessment against indicators, where appropriate. The schedule of meetings was as follows:

- 25 October (morning): session with group 1 for indicators 1.1, 1.2, 1.3 and 2.1.
- 25 October (afternoon): meeting with the whole group to discuss the findings/results of the evaluation of indicators 1.1, 1.2 and 1.3. In this meeting an action plan was agreed upon to improve the mainstreaming of gender across dimension area 1 of the scorecard (planning).
- 27 October (morning): session with group 2 for indicators 2.2, 5.1 and 5.2.
- 27 October (afternoon): session with group 5 for indicators 4.2 and 4.3.
- 28 October: session with group 4 for indicators 3.1 and 3.2.
- 29 October: session with groups 3 and 6 for indicators 2.3, 4.1, 6.1 and 7.1.



## Phase III: action planning

### Meeting for the elaboration of scorecard action plan:

A virtual meeting took place on 3 November via Zoom to present findings, results and final scores against indicators to the larger group, allowing space for feedback and consensus building. A proposal for an action plan was presented by the consultant. This proposal had been elaborated based on the contributions of the evaluation groups during the thematic sessions. This was followed by a productive discussion, dimension area by dimension area, about the action plan where new measures to improve UNCT performance on gender mainstreaming were proposed and other measures were updated and improved. A final action plan for UNCT performance improvement on GEEW was eventually developed and agreed upon.

### Meeting with the GTG:

A meeting was held Via Zoom with the GTG on 16 November to receive feedback on the findings and collect the contribution from the group to the action plan. Feedback was collected and the action plan was refined.

This report has been produced by the international consultant based on findings and feedback.

## 4. FINDINGS

The scorecard methodology does not provide for quantitative scores. The UNCT SWAP-scorecard includes 3 level of ratings and a missing option:

- Exceeds minimum requirements;
- Meets minimum requirements;
- Approaches minimum requirements;
- Missing.

The criteria to exceed, meet or approach minimum requirements is provided by UNSDG for each indicator. If UNCT fails to approach minimum requirements, the indicator is then scored as missing. If UNCT is considered approaching minimum requirements, greater efforts should be done over the next year, so that UNCT can improve performance and meet minimum requirements in the next reporting.

The UNCT should aim at meeting minimum requirements as an adequate performance on gender mainstreaming and GEEW promotion. However, meeting minimum standards should be contemplated as a starting point from which UNCT can strengthen current work and reinforce existing country efforts to address GEEW. The objective should be to exceed minimum requirements, so that best practices can be shared with other UNCTs.

It is important to look not only at the scorings across indicators but also at the explanations and rationales provided by indicator to justify the assessments.

### 4.1 Findings overview

A summary of the scorings against all indicators across the 7 dimension areas is outlined in the following table.



## UNCT-SWAP Gender Equality Scorecard - Scorings

Country: **Algeria**

Assessment year: **2020** (October)

Coordinator: Ms. Jenny Andersson (RCO)

Agencies participating in inter-agency team: FAO, RCO, UNDP, UNFPA, UNIDO

Indicators	Missing	Approaches minimum requirements	Meets minimum requirements	Exceeds minimum requirements
<b>1. Planning</b>				
1.1. Common Country Analysis integrates Gender Analysis				
1.2. Gender Equality mainstreamed in UNDAF outcomes				
1.3. UNDAF indicators measure changes on Gender Equality				
<b>2. Programming and M&amp;E</b>				
2.1. Joint Programs contribute to reducing Gender Inequalities				
2.2. Communication and Advocacy address areas of Gender Inequality				
2.3. UNDAF Monitoring and Evaluation measures Progress against planned Gender Equality Results				
<b>3. Partnerships</b>				
3.1. UNCT collaborates and engages with Government on Gender Equality and the Empowerment of Women				
3.2. UNCT collaborates and engages with Women's/Gender Equality CSO				
<b>4. Leadership</b>				
4.1. UNCT Leadership is committed to championing Gender Equality				
4.2. Organizational Culture fully supports promotion of Gender Equality and the Empowerment of Women				
4.3. Gender Parity in staffing is achieved				
<b>5. Gender Architecture and Capacities</b>				
5.1 Gender Coordination Mechanism is empowered to influence the UNCT for Gender Equality and the Empowerment of Women				
5.2 UNCT has adequate Capacities developed for Gender Mainstreaming				
<b>6. Resources</b>				
6.1. Adequate resources for Gender Mainstreaming are allocated and tracked				
<b>7. Results</b>				
7.1. UN Programmes make a significant contribution to Gender Equality in the Country				

The completed scorecard findings by indicator can be found in annex B. A summary of key findings by dimension area is provided hereunder.

## 4.2 Findings overview by dimension area

### 4.2.1 Planning

UNCT Algeria is not adequately performing in this dimension area, since it does not meet minimum requirements for 2 indicators out of 3.

**Indicator 1.1.** UNCT approaches minimum requirements for the 2015 CCA since gender analyses are not visibly integrated across all sectors and only some sex-disaggregated data are included. In particular, gender analysis is not provided for good governance and protection of environment sectors. Gender analysis and consistent data disaggregated by sex must be included across all sectors in the CCA, including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5. Furthermore, for this indicator, the IAT carried out an analysis of the draft of the upcoming CCA, which was developed in October.

Although the 19 October draft was an improved and higher quality document in terms of gender equality, UNCT would still not meet minimum requirements due to the fact that environment and climate change section does not contain a qualitative gender analysis and specific information on women.

**Indicator 1.2.** UNCT meets minimum requirements for the mainstreaming of gender equality in UNDAF outcomes because 1 outcome of CdCS specifically targets gender equality. This is outcome 3 (promotion of the status of women). However, GEEW is only visibly mainstreamed across 2 outcomes of the CdCS 2019-2021, namely outcome 1 (economic diversification) and the already mentioned outcome 3 (promotion of the status of women). Outcomes 2 (social sector), 4 (environment) and 5 (good governance) do not visibly mainstream gender equality. GEEW must be visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5. Furthermore, for this indicator, the group carried out an analysis of the UNCT joint work-plan 2021 that was being developed in October. The results of this analysis corroborated what is previously stated, that is, out of 4 pillars of the CdCS, pillar 3 (related to environment) and pillar 4 (related to good governance) do not visibly mainstream gender equality.

**Indicator 1.3.** UNCT approaches minimum requirements for UNDAF outcome indicators due to the fact that only 30.56% of indicators formulated in the CdCS track progress towards gender equality. In particular, for outcome 4 (environment), no indicator can measure changes in gender equality and for outcome 5 (good governance) only 16.67% of indicators are gender-sensitive. A stronger effort needs to be done by UNCT in regards with the disaggregation of indicators by sex whenever possible in the upcoming UNSDCF 2022-2026 results framework. In addition, for this indicator, the group carried out an analysis of output indicators formulated in the joint work-plan 2021 that was under development. Indicators had been formulated only for the outputs of outcome 1 and the findings were very similar to those of the CdCS indicator analysis.

The UNCT planning should be strengthened in the short term by an effective integration of GEEW in the upcoming UNSDCF, across outcomes, outputs and indicators.

#### 4.2.2 Programming and M&E

In this dimension area UNCT Algeria is not adequately performing, since it does not meet minimum requirements for any of the 3 indicators.

**Indicator 2.1.** Concerning the joint programmes (JP), UNCT approaches minimum requirements since gender equality is not visibly mainstreamed into all JPs (in fact, only one JP does not visibly mainstream gender but this in itself causes the criterion not to be met). However, at the time of the assessment there were 2 joint programmes on promoting gender equality and the empowerment of women, which is very good. A system to ensure gender mainstreaming in JPs still need to be in place, be it through the GTG or the use of external expertise.

**Indicator 2.2.** Concerning communication and advocacy, UNCT approaches minimum requirements because the interagency communication group annual work plan does not visibly include GEEW communication and advocacy. However, the UNCT has contributed collaboratively to GEEW communication and advocacy in traditional thematic areas, such as gender-based violence (GBV) and entrepreneurship/women's economic empowerment. In order to improve UNCT performance in this regard, it is necessary to include communication and advocacy activities on GEEW in the annual work plan of the communication group, and increase the joint advocacy and communication work on gender equality, including knowledge products. For best improvement, joint communication and advocacy on GEEW could target at least one non-traditional thematic area, such as environment.

**Indicator 2.3.** The M&E area also needs to be strengthened, with specific regard to UN system M&E expertise on gender, since UNCT just approaches minimum requirements for this indicator. Although there is no specific inter-agency M&E group in Algeria, for each of the 4 pillars of cooperation, the result group is currently responsible for planning, information sharing and M&E of results. To date, the results groups have not met in their M&E capacity, and have not received technical training on gender-sensitive M&E. The capacity of the result groups (in their current or future shape) should be enhanced on gender sensitive M&E at least once during the UNSDCF cycle.

#### 4.2.3 Partnerships

This is the dimension area where the UNCT Algeria performs excellency, with both indicators exceeding minimum requirements.

**Indicator 3.1.** The UN system has collaborated with several government institutions on joint initiatives to promote gender equality: Ministry of National Solidarity, Family and the Status of Women, Ministry of Health, Ministry of Foreign Affairs and sectors (Solidarity, Justice...). The UNCT has even made a contribution to strengthen Government participation/engagement in gender related SDGs localization/implementation. In addition, the National Women's Machinery has actively participated in CdCS consultations through the Ministry of National Solidarity, Family and the Status of Women.

**Indicator 3.2.** Concerning UNCT collaboration with GEEW Civil Society Organization (CSO) and/or women's rights advocates, there has been one joint initiative fostering GEEW and there is another one under preparation. UNCT is making considerable efforts to involve civil society in the upcoming consultation processes. A series of online consultations with CSO were held in September 2020 for the draft CCA (the risk analysis) where GEEW NGOs were invited notably to the session on social cohesion, equality and non-discrimination. In addition, the UN system made a contribution to strengthen the participation of GEEW CSO in SDG 5 implementation through the participation of some GEEW CSO in the workshop on SDG 5 held in Algiers in October 2019.

It is strategically important to take the necessary steps to strengthen the partnership of UNCT with GEEW CSOs, with a view to enhancing their gender mainstreaming initiatives, in order to maintain excellent performance in this dimension area. A sound partnership with the National Women's Machinery is also of paramount importance.

#### 4.2.4 Leadership and organizational culture

The performance of UNCT in this dimension area must be improved. UNCT only meets minimum requirements for 1 indicator (related to organizational culture) out of 3. In particular, UNCT is not adequately performing for indicator 4.3 (related to gender parity in staffing) for which the country team does not even approach minimum requirements.

**Indicator 4.1.** Concerning UNCT commitment to championing gender equality, the UNCT approaches minimum requirements. Senior managers play a critical role within UNCT for the promotion of GEEW and at least 60% of HOAs meetings should address GEEW, and there should be evidence of decision-making and follow through, rather than general information sharing. In this regard, gender equality is not being sufficiently discussed in substance in HOA meetings. Gender equality topics were raised in about 50% of UNCT meetings over the previous 12 months, but not always with a view to engaging agency heads in discussions on substantive issues. Another criterion under this indicator concerns the RC, who must demonstrate leadership and public championing on gender equality. At least one third of RC speeches over the last 12 months should include references to GEEW and/or as to how the UNCT is promoting GEEW. The

evaluation has shown that the RC in Algeria publicly defended gender equality in 57% of speeches made during public events over the past 12 months, thus satisfying this criterion.

**Indicator 4.2.** The results of the survey of staff perception of organizational environment for gender equality revealed a positive rating of 74%, which means that UNCT Algeria meets minimum requirements. The survey dealt with perceptions of gender equality in the UN system, equal treatment in the workplace and work-life balance. However, the results in the male population show an average positive score of 83%, while the average positive score for women is only 60%. Thus, if only positive responses from male staff were taken into account, the UNCT would exceed minimum standards, whereas if only female staff were taken into account, the UNCT would only approach minimum standards. In addition, the question related to the procedures put in place to prevent and combat sexual harassment, exploitation and abuse of authority was the one that received the most negative opinions (17%). It is also the issue that received the most negative opinions from women (24%). The question regarding the measures in place to ensure work-life balance also received more negative opinions (14%) than those observed for the other dimensions.

**Indicator 4.3.** Concerning gender parity in staffing, the performance of UNCT is low. The score of the indicator is missing. This is mainly due to the fact that UNCT has not in place a mechanism for monitoring gender parity in staffing. An analysis of the consolidated gender-disaggregated data on UNCT staffing showed that concerning international staff, women have a representation rate of only 25% at the highest levels of experience (D1-D2) and a representation rate of 74.4% in the lowest staff category (P1-P3). With regard to national professional staff, the representation of women at the highest levels of experience (NO C-D) is 71%, more than double the representation of men at these levels (29%). With regard to general service staff, women are concentrated at the G5, G6 and G7 levels. There is a strong disparity at the G1, G2 and G3 levels, with only 2.7% of women (97.3% of men). This can be explained by the fact that jobs at these levels are traditionally perceived as reserved for men (driver, clerk, courier, etc.). It was noted during the assessment that if no positive trend towards achieving gender parity in national staffing is observed in the near future, it is not because of any lack of effort on the part of the UNCT but because of the particularities of the Algerian workforce. The consolidated sex-disaggregated staffing data collected from the different UN agencies as part of the scorecard exercise could serve as a baseline for future monitoring and thus improving the performance against this indicator in the annual reporting.

#### 4.2.5 Gender architecture and capacities

The performance of UNCT Algeria in this dimension area must be improved. UNCT approaches minimum requirements for one indicator, and for the other indicator the score is missing.

**Indicator 5.1.** The GTG is chaired by a HOA, as required in the indicator criteria. The group has a TOR and an approved annual work plan, and it meets regularly (roughly on a bimonthly basis throughout 2020). Nevertheless, the GTG has not yet provided substantive input to the development of the CdCS, nor to the development of UNCT joint work plans for the implementation of the CdCS. This is due to the fact that capacities of the group have not been multiplied/strengthened to allow members to make substantive input into the UNDAF (CCA, strategic prioritization, results framework and M&E). That said, individual members of GTG have been involved in the aforementioned process as representatives of their agencies and an analytical document on gender and COVID-19 has been produced by the group in 2020. It is essential to enhance the capacity of the GTG in order to become empowered to influence UNCT for GEEW.

**Indicator 5.2.** UNCT gender mainstreaming capacities is the lowest performed indicator in this dimension area. Assessment found it to be missing. No substantive inter-agency gender capacity

development activity for UN personnel was carried out during the past year. However, an inter-agency gender training addressed to GTG was planned this year but due to the COVID-19 pandemic could not be carried out. In addition, no inter-agency capacity assessment of UN staff to analyze and address gender inequality was undertaken. Therefore, beyond had-hoc training, no capacity development plan or targeted training based on needs has been established.

For this dimension area, UNCT should strengthen the capacities of GTG and other inter-agency groups on gender mainstreaming to improve performance.

#### 4.2.6 Resources

This dimension area is underperforming as this scorecard exercise assessed resource tracking indicator as approaching minimum requirements.

**Indicator 6.1.** This is one of the areas requiring improvement. A UNCT gender sensitive budget system needs to be discussed at HOA meetings to track UNCT expenditures on GEEW. Discussions also need to be initiated at GTG level to ensure adequate resources for promoting gender equality. Some members of GTG attended an online training on the gender marker this year, however, there is a need to organize a training on the gender marker addressed to UNCT.

The resources allocation in the CdCS is specified by pillar of cooperation (not by outcome). It is important to mention that resources allocation is also reflected by pillar in the mid-term review (MTR) report of the previous CdCS (2016-2020). Because outcome 3, which specifically targets gender equality, is integrated within pillar 2 (social development), and pillar 2 includes two outcomes (outcome 2 and outcome 3), it makes it difficult to track the expenditure on GEEW. The same is true for the outputs aimed at gender equality of outcome 1.

#### 4.2.7 Results

The UNCT is on track to achieve some gender equality and the empowerment of women results as outlined in the CdCS results framework in line with SDG priorities including SDG 5, but a major emphasis on country-level gender results achievement and UN system contribution to GEEW in the country should be enhanced.

**Indicator 7.1.** At present, it is difficult to determine whether or not UNCT will achieve the gender equality results by the end of the current programming cycle (2021), due to several factors. Firstly, the MTR of the previous CdCS highlighted the fact that CdCS indicators of results are formulated at a very high level, more at outcome level than output level (output indicators were at the time of evaluation yet to be formulated in the annual joint work plan). Secondly, for some indicators there may be a lack of data. Thirdly, the inaccessibility of data from national partners make it difficult for UNCT to evaluate the achievement of results as planned in the CdCS. Some data are only available for UNCT as reported in the media. In any case, the MTR reported progress against gender-specific results.

UNCT should be able to determine whether any outcome level UNDAF result has contributed to substantial or transformative change in relation to gender equality and the empowerment of women in the country.

## 5. CONCLUSION

This scorecard exercise found 2 indicators to be missing, where UNCT should urgently enhance performance:

- Gender parity in staffing is achieved (indicator 4.3);
- UNCT has adequate capacities developed for gender mainstreaming (5.2).

It further revealed 9 indicators approaching minimum requirements, where UNCT should concentrate efforts to upgrade the scorings in the short/medium term:

- Common country assessment integrates gender analysis (indicator 1.1);
- UNDAF indicators measure changes on gender equality (indicator 1.3);
- Joint Programs contribute to reducing gender inequalities (indicator 2.1);
- Communication and advocacy address areas of gender inequality (indicator 2.2);
- UNDAF monitoring and evaluation measures progress against planned gender equality results (indicator 2.3);
- UNCT leadership is committed to championing gender equality (indicator 4.1);
- Gender Coordination Mechanism is empowered to influence the UNCT for gender equality and the empowerment of women (indicator 5.1);
- Adequate resources for gender mainstreaming are allocated and tracked (indicator 6.1).
- UN programmes make a significant contribution to gender equality in the country (indicator 7.1).

The assessment found UNCT proper performance for 2 indicators that are meeting minimum standards. UNCT could strengthen efforts to move these indicators from meeting to exceeding minimum standards, serving as global leader for other UNCTs:

- Gender equality mainstreamed in UNDAF outcomes (indicator 1.2);
- Organizational culture fully supports promotion of gender equality and the empowerment of women (indicator 4.2).

The exercise revealed exceptional performance for 2 indicators:

- UNCT collaborates and engages with Government on gender equality and the empowerment of women (indicator 3.1);
- UNCT collaborates and engages with women's/gender equality CSO (indicator 3.2).

**As a result of the assessment, strengths of UNCT Algeria related to GEEW are: (i) partnerships (with Government and civil society), (ii) UNDAF outcomes and (iii) organizational culture.**

**Areas requiring improvement are: (i) CCA and CdCS indicators, (ii) joint programmes, (iii) communication and advocacy, (iv) M&E, (v) leadership, (vi) resources and (vii) results. These areas might become potential strengths of UNCT if the right action is taken in the short-term.**

**Weaknesses/areas requiring major improvement are: (i) gender parity in staffing and (ii) UNCT capacities for gender mainstreaming.**

## 6. ACTION PLAN

The members of the IAT, together with the consultant, worked on an action plan during the meeting held on 3 November. Scorecard findings fed into a structured UNCT SWAP-scorecard action plan designed for UNCT performance improvement on GEEW, which can be found in annex C.

The action plan further underlines the gaps between UN minimum requirements and UNCT practices identified in the findings by indicator (annex B). It includes steps to be taken, time-frame, allocation of responsibility, and resources required. It also points out the linkages to the SWAP-scorecard indicators for tracking purposes. With the aim to ensure a comprehensive response to many of the issues highlighted in the action plan, a good understanding and appropriation of the recommendations by UNCT is needed. The action plan requires endorsement and a management response at the UNCT senior management level.

**The action plan must be on the agenda of UNCT HOA meetings to ensure follow up, at least every six months until all actions are completed.**

The action plan should further be part of the GTG annual work plan. However, the responsibility for follow-up needs to be shared among UNCT agencies and sectors to encourage decentralization of responsibility and accountability for GEEW. For that reason, inter-agency teams other than GTG are assigned responsibilities in the action plan. At the core of the process, UNCT HOA must coordinate efforts to implement the action plan for better delivering on gender equality and the empowerment of women.

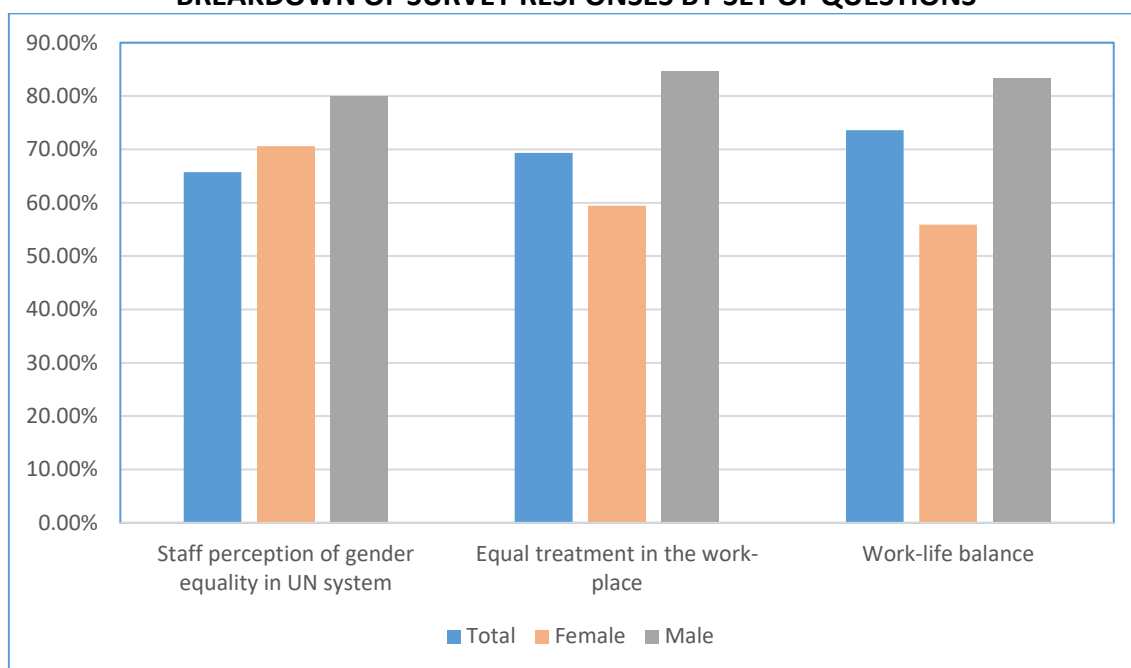
To conclude, the UN Women Coordination Division and the UNCT-SWAP Gender Equality Scorecard helpdesk are currently working to launch an online reporting platform for comprehensive and annual scorecard reporting by end of 2021. Annual progress on scorecard indicators must be reported every year in the platform. In this way, the first progress report should be in 2021.



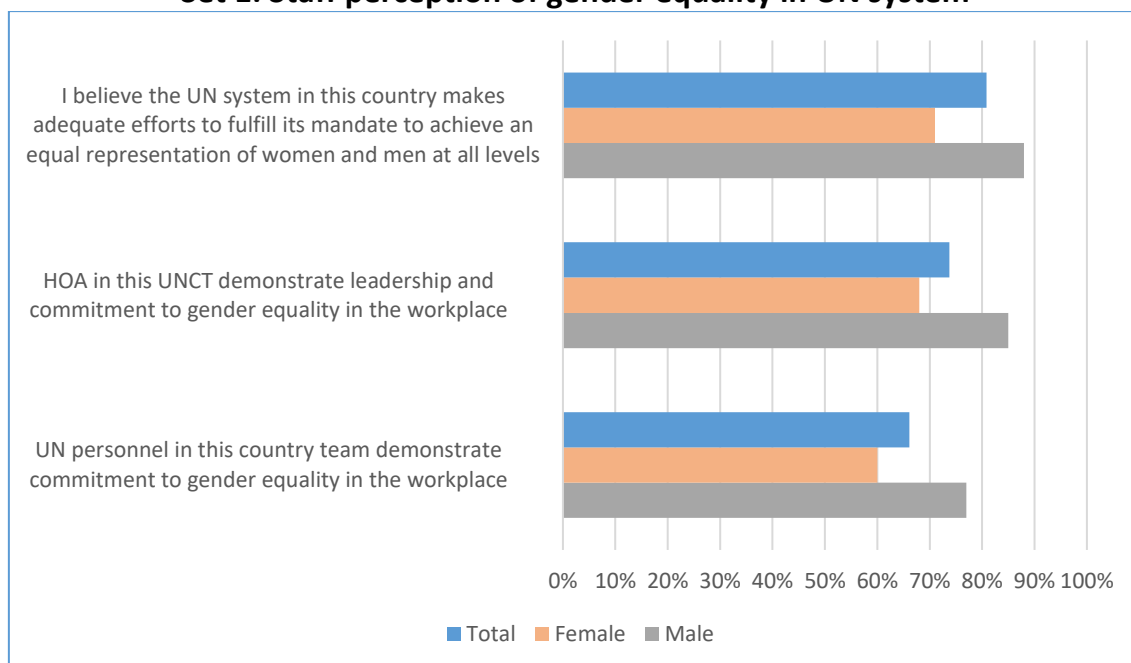
## 7. ANNEXES

### Annex A: Organizational culture staff survey results in Algeria

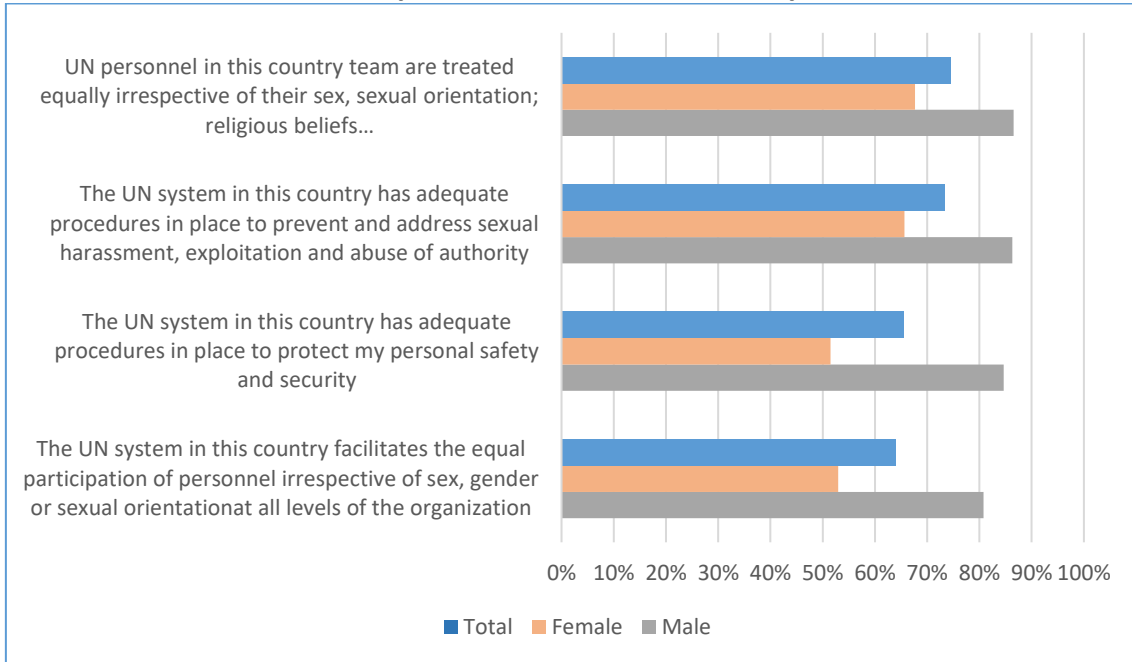
**BREAKDOWN OF SURVEY RESPONSES BY SET OF QUESTIONS**



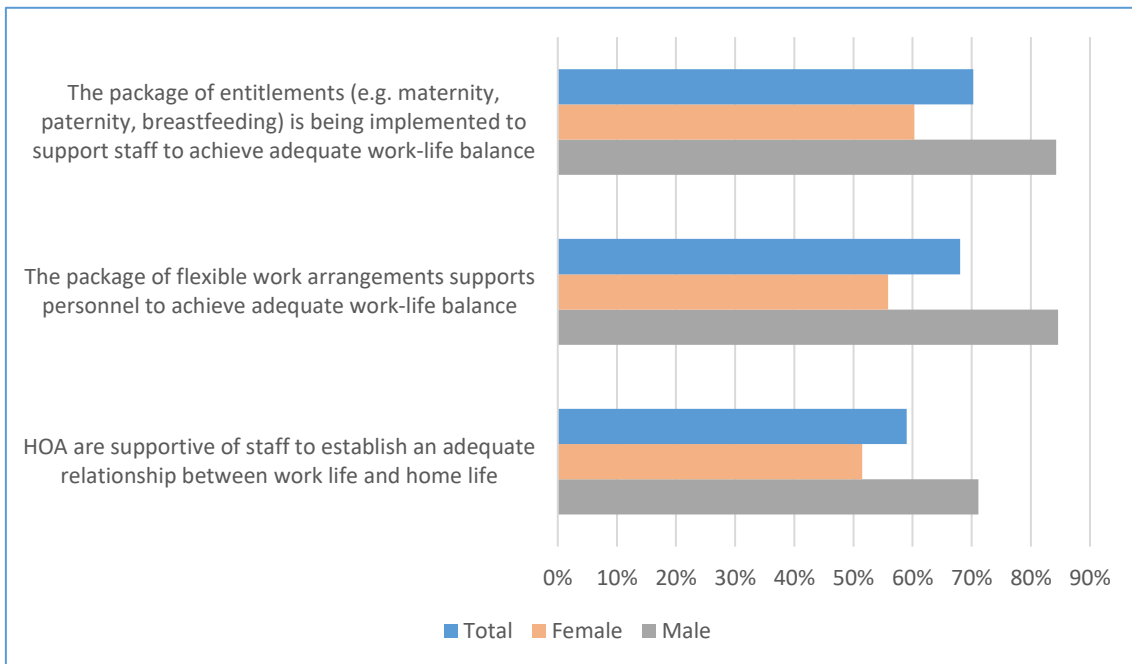
**Set 1: Staff perception of gender equality in UN system**



## Set 2: Equal treatment in the work-place



## Set 3: Work-life balance



The charts display the positive responses (strongly agree and agree).

Survey opened October 2020.

134 responses.

Confidence interval of 7.5.

## Annex B: UNCT Algeria - SWAP scorecard findings by indicator

### 1. PLANNING

INDICATOR 1.1: COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
CCA or equivalent includes: <b>a)</b> Gender analysis across the <b>majority</b> of sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; <b>and</b> <b>b)</b> Some sex-disaggregated and gender sensitive data.	CCA or equivalent includes: <b>a)</b> Gender analysis across <b>all</b> sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; <b>and</b> <b>b)</b> Consistent sex-disaggregated and gender sensitive data.	CCA or equivalent meets minimum requirements <b>and</b> includes: <b>c)</b> Targeted gender analysis of those furthest behind.
<b>Score: Approaches Minimum Requirements</b>		
<p><b>Findings and explanation:</b></p> <p>a) Gender analysis is included in at least 50% of the sectors in the <b>current CCA (2015)</b>, in which some causes of discrimination are addressed:</p> <ul style="list-style-type: none"> <li>Gender equality is not mentioned in the economic challenges.</li> <li>In the area of human and social development, while underlying causes of gender inequality are mentioned for the challenges of health, education, training and access to employment, they are not addressed in depth. For the challenge of culture, on the other hand, no qualitative data are provided.</li> <li>It should be noted that a more in-depth analysis of gender inequalities is provided for the gender-specific challenges chapter/section. This section includes qualitative data on women's rights, the national legislative framework and the government efforts at the policy and program level to promote gender equality. It also includes a specific subsection on gender-based violence.</li> <li>The protection of environmental resources only contains a brief mention on women-led enterprises in relation to the promotion of green economy, but no reference to gender equality in the fight against desertification, land use planning perspectives, renewable energy and the prevention of risks and natural disasters.</li> </ul> <p>b) In the area of human and social development, some data, although few in number, are disaggregated by sex for the challenges of health, education, training and access to employment (but not for the culture sector). No gender-disaggregated data are provided for the economic challenges and for the protection and enhancement of environmental resources. It is noted that the section on gender issues provides interesting quantitative data on gender inequalities, on women's participation in the economy and on female poverty.</p> <p>c) The current CCA (2015) does not include a targeted gender analysis of those furthest behind. The CCA contains a specific section devoted to the care of vulnerable populations. However, this section does not incorporate any gender analysis and does not provide any sex-disaggregated data. As regards the challenges of equitable and inclusive development, gender analysis is not used in the description of vulnerable populations (children, the disabled, the elderly and migrants) nor the section on youth integration, which includes only a couple of data disaggregated by sex.</p> <p>At the time of the assessment of indicator 1.1, UNCT had just produced the first <b>draft of the upcoming CCA</b> (October 19 draft). After a thorough review of the document, the following aspects were noted:</p> <ul style="list-style-type: none"> <li>The level of quality regarding the integration of gender analysis and the use of sex-disaggregated data is much higher than in the current CCA. This draft is a considerable improvement over the current CCA in terms of gender equality.</li> <li>For some sections, such as poverty, education, health, access to employment and women's political participation, the level of gender disaggregation of the data is very good and quantitative information on the status and position of women is provided in line with SDG priorities including SDG 5.</li> <li>However, it is noted that despite the fact that consistent and relevant sex-disaggregated data are provided for several sections, the use of qualitative information from gender analysis remains a challenge for UNCT, as the draft provides information on the underlying causes of gender inequality and discrimination, but not in depth. In any case, the</li> </ul>		

underlying causes of discrimination are better addressed than in the current CCA, but UNCT still needs to strengthen the use of gender analysis.

- According to the indicator criteria, although the draft is an improved and higher quality document in terms of gender equality, UNCT would still not meet minimum requirements for this indicator based on the CCA draft and the score would still be “approaches minimum requirements”. This is due to the fact that the analysis of some sectors, such as environment and climate change, does not contain qualitative data from gender analysis, quantitative data disaggregated by sex, or specific information on women.
- Similarly, the description of the country's economic and political context should also include data on gender equality and the specific situation of women.
- It is noted in both the current CCA and the October 19 draft that information on gender equality and women's empowerment, either quantitative (sex-disaggregated or women-specific data) or qualitative (gender analysis), is not provided within the sections on the different analyses of sectors. Instead, all this information is provided within a specific section devoted to gender issues/LNOB analysis. UNCT should make an effort to integrate all this information about gender within the different sections on the analysis of sectors (data on women and education should be placed within the analysis of education sector, data on women and health within the analysis of health sector, data on women's access to employment within the analysis of employment sector, etc.) The specific section on gender issues should only contain information that cannot be placed/integrated within the analysis of economic and social sectors.
- Finally, the specific section on gender issues contains a construction of the categories of vulnerable women (women survivors of violence, women heads of household, women living with a disability and women living with HIV). In addition, specific data on the situation of women are included for all groups considered as vulnerable (youth, migrants, refugees and asylum seekers, children, people living with a disability and the elderly). Although for some groups there is need to improve the quality of the gender analysis provided, UNCT could meet criterion c) of the indicator 1.1.

The results of this evaluation lead to the following conclusions:

- ✚ If the upcoming CCA included gender analysis and disaggregated data by sex in all analyses of sectors, UNCT could exceed minimum standards. This would involve integrating gender analysis into the environment and climate change sectors.
- ✚ In any case, the use of gender analysis should be strengthened.

**Evidence or means of verification:**

- Analysis of challenges of sustainable, equitable and inclusive development, March 2015, United Nations System Algeria.
- Common Country Analysis, United Nations Algeria, Sept-Oct. 2020, draft of 19 October 2020.

INDICATOR 1.2: GENDER EQUALITY MAINSTREAMED IN UNDAF OUTCOMES		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) Gender equality and the empowerment of women is visibly mainstreamed across <b>some</b> outcome areas in line with SDG priorities including SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across <b>all</b> outcome areas in line with SDG priorities including SDG 5. <b>or</b> b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across <b>all</b> outcome areas in line with SDG priorities including SDG 5. <b>and</b> b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.
<b>Score: Meets Minimum Requirements</b>		
<p><b>Findings and explanation:</b></p> <p>a) Gender equality and women's empowerment is visibly mainstreamed across 2 outcomes of the CdCS 2019-2021, in line with SDG priorities including SDG 5. The CdCS is structured around 4 pillars (economic diversification, social development, environment and good governance) and 5 outcomes. Outcome 1 (by 2021, the sectors of economic activity implement growth strategies oriented towards economic diversification and the strengthening of capacities for economic integration and job creation) and outcome 3 (by 2021, the promotion of the status of women responds to the evolution of the normative and legal framework and benefits from national strategies that are monitored, evaluated and made visible) through the specific formulation of areas of intervention focused on gender equality. Outcome 2 (by 2021, increased, inclusive and equitable access to quality social services is provided to the population) mentions gender very briefly in the narrative but does not specify any area of intervention focused on gender equality. In outcomes 4 (by 2021, the living environment and resilience of citizens are improved through sustainable participatory management of natural and urban ecosystems) and 5 (by 2021, citizens benefit from a quality public service that meets their expectations, supported by improved implementation of public policies and modern, participatory management), gender equality is absent. The cross-cutting pillars (youth and south/south cooperation) also make no reference to gender equality.</p> <p>b) One outcome of CdCS2019-2021 specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5. This is outcome 3, mentioned in the previous paragraph, which targets women's political participation and the protection of women and girls. However, it should be noted that this outcome has only 2 areas of intervention, compared to the rest of outcomes for which between 6 and 9 areas of intervention are formulated.</p> <p>The strategic results and outputs of the CdCS are articulated within UNCT joint work plans. The work plan being prepared at the time of the assessment is the 2021 plan. In this document, the following observations are recorded, along the same lines as those specified in paragraph a):</p> <ul style="list-style-type: none"> <li>- Under pillar 1, outcome 1, there is a strategic result associated with intervention area 1.5 specifically aimed at improving the entrepreneurial skills of youth and women. This strategic result contains two outputs focused on meeting the strategic needs of women. This is consistent with paragraph a), since outcome 1 visibly integrates gender equality and women's empowerment (although it places women and youth within the same group).</li> <li>- Under pillar 2, there is an outcome that specifically targets gender equality and women's empowerment (outcome 3). Two strategic results (3.1 and 3.2) are formulated under this outcome (one for each intervention area) with their corresponding outputs targeting the empowerment and improvement of the position of women.</li> <li>- Pillars 3 (outcome 4: environment) and 4 (outcome 5: good governance) do not mainstream gender equality.</li> </ul> <p>Based on the results of this evaluation, the following conclusions can be drawn:</p> <ul style="list-style-type: none"> <li>✚ UNCT should formulate at least one strategic result on gender equality and women's empowerment for outcome 2 (pillar 2) in the joint work plan 2021. As this is not possible, because it has not been configured in this way in the CdCS 2019-2021, UNCT should formulate outputs targeting gender equality in part of the strategic results for outcome 2.</li> <li>✚ UNCT should formulate at least one strategic result targeting gender equality and women's empowerment for each of outcomes 4 (pillar 3) and 5 (pillar 4) in the joint work plan 2021. As this is not possible, because it has not been configured in this way in the CdCS 2019-2021, it should formulate outputs targeting gender equality in part of the strategic results for each of outcomes 4 and 5.</li> <li>✚ If these two actions were carried out, UNCT could exceed the minimum standards for this indicator.</li> </ul>		
<p><b>Evidence or means of verification:</b></p> <ul style="list-style-type: none"> <li>- Strategic Cooperation Framework (CdCS) 2019-2021, United Nations, Algeria.</li> <li>- UNCT Joint Work Plan 2021.</li> </ul>		

INDICATOR 1.3: UNDAF INDICATORS MEASURE CHANGES ON GENDER EQUALITY		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
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.	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.	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.
<b>Score: Approaches Minimum Requirements</b>		
<p><b>Findings and explanation:</b></p> <p>Between one-fifth and one-third of the indicators in the CdCS 2019-2021 measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.</p> <p>Of the 36 focus area indicators, 11 (30.56%) track progress on gender equality. A detailed analysis of the indicators for each outcome shows different levels of gender sensitivity, with higher levels in the outcomes related to social issues and lower levels in the outcomes related to the environment and good governance, as follows:</p> <ul style="list-style-type: none"> <li>- For outcome 1 (economic diversification), 25% of the indicators can measure changes in gender equality;</li> <li>- For outcome 2 (social development), 33.33% of the indicators can measure changes in gender equality;</li> <li>- For outcome 3 (social development and gender), 100% of the indicators can measure changes in gender equality;</li> <li>- For outcome 4 (environment), no indicator (0%) can measure changes in gender equality;</li> <li>- For outcome 5 (good governance), 16.67% of the indicators can measure changes in gender equality.</li> </ul> <p>This analysis is consistent with what was noted for indicator 1.2 of the scorecard, namely that gender equality is not mainstreamed in outcomes 4 and 5 of the CdCS.</p> <p>In Algeria, output indicators are formulated in UNCT annual joint work plans. At the time of the assessment, UNCT work plan 2021 was under development and indicators had only been formulated for the outputs of outcome 1 of the CdCS. A review of this work plan shows that only 27.27% of output indicators for outcome 1 are gender sensitive, that is, 12 of the 44 output indicators formulated for outcome 1 can track progress on gender equality. This percentage is very similar to the percentage indicated above (25%) for this outcome.</p> <p>The results of this evaluation lead to the following conclusions:</p> <ul style="list-style-type: none"> <li>✚ UNCT should require gender disaggregation of all indicators (where possible) and indicate this in the definition of indicators (baseline and target for each indicator) in the joint work plan.</li> <li>✚ UNCT should strive to develop indicators to measure changes in gender equality and women's empowerment especially for outcomes 4 and 5.</li> <li>✚ With the implementation of these two above actions, UNCT could meet minimum requirements for indicator 1.3.</li> </ul>		
<p><b>Evidence or means of verification:</b></p> <ul style="list-style-type: none"> <li>- Strategic Cooperation Framework (CdCS) 2019-2021, United Nations, Algeria.</li> <li>- UNCT Joint Work Plan 2021.</li> </ul>		

## 2. PROGRAMMING AND M&E

INDICATOR 2.1: JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p><b>a)</b> Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.</p> <p><b>or</b></p> <p><b>b)</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><b>a)</b> Gender equality is visibly mainstreamed into <b>all</b> JPs operational at the time of assessment.</p> <p><b>and</b></p> <p><b>b)</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 <b>and</b></p> <p><b>c)</b> A system is in place to ensure gender mainstreaming in JPs.</p>
<p align="center"><b>Score: Approaches Minimum Requirements</b></p>		
<p><b>Findings and explanation:</b></p> <p>a) Gender equality is not visibly mainstreamed into all joint programmes. Three joint programmes are included in this evaluation, namely:</p> <ul style="list-style-type: none"> <li>▪ Capacity building joint program (all UN agencies) for monitoring and accelerating SDG;</li> <li>▪ Joint program (UNIDO, FAO) "Promoting Women's Empowerment through Inclusive and Sustainable Industrial Development";</li> <li>▪ Joint program (UNFPA, UNODC) focused on strengthening Algerian capacities in the multi-sectoral response to violence against women and girls, their protection and assistance.</li> </ul> <p>The SDG program, which aims to strengthen the monitoring framework and SDG implementation, does not include a specific result targeting SDG 5/gender and gender equality is not visibly mainstreamed across all program results/outputs. However, the cross-cutting nature of SDG 5 is highlighted in the narrative part of the programme document with specific reference to the need for capacity building for the production of disaggregated statistical data for SDG monitoring. The results matrix includes a specific activity on SDG 5 targeting the Commission for the Protection and Promotion of Women. For the other two programs, gender equality/women's empowerment is visibly mainstreamed as a main objective. Consequently, 66% of the joint programs visibly mainstreamed gender equality/women's empowerment. For these programs, project documents are developed and approved, and implementation is expected to start at the end of this year.</p> <p>b) UNCT has two joint programmes on the promotion of gender equality and women's empowerment:</p> <ul style="list-style-type: none"> <li>▪ In the joint programme "Promoting Women's Empowerment for Inclusive and Sustainable Industrial Development in Algeria" between UNIDO and FAO, which focuses entirely on the promotion of gender equality, four specific outcomes are expected: <ol style="list-style-type: none"> <li>1. To create a more conducive environment for the development of women's entrepreneurship;</li> <li>2. Mitigating financial barriers to women's entrepreneurship development;</li> <li>3. Improve market access for women entrepreneurs;</li> <li>4. Increase business opportunities for women-led enterprises in value chains.</li> </ol> </li> <li>▪ The joint program developed by UNFPA and UNODC aims to support Algeria's efforts to build the capacity of stakeholders in the prevention of violence against women and girls and to improve assistance to victims in accordance with human rights principles and international standards.</li> </ul> <p>c) There is no system in place at the level of UNCT Algeria to ensure gender mainstreaming in joint programmes.</p>		
<p><b>Evidence or means of verification:</b></p> <ul style="list-style-type: none"> <li>- UN joint programme for "Accelerating the Implementation and Enhancing Monitoring of the Sustainable Development Goals by the Government of Algeria", 2020.</li> <li>- UN joint programme: "Promoting the Empowerment of Women for Inclusive and Sustainable Industrial Development in Algeria", 2020.</li> <li>- UN joint program: "Supporting Algerian capacities in the multi-sectoral response to violence against women and girls, their protection and assistance", 2020.</li> </ul>		



INDICATOR 2.2: COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has contributed collaboratively to at least one joint communication activity on GEEW during the past year.	b) The UNCT has contributed collaboratively to at least one joint advocacy campaign on GEEW during the past year. <b>and</b> c) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy.	Meets minimum requirements <b>and</b> d) The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.
<b>Score: Approaches Minimum Requirements</b>		
<p><b>Findings and explanation:</b></p> <p>a) The UNCT has contributed collaboratively to one joint communication activity on gender equality and women's empowerment during the past year. Indeed, UNCT actively participated in the realization of the national conference on "Rural Women's Entrepreneurship: Horizon 2030" on 15 October 2020, led by UNDP and with the contribution of WIPO, FAO and ILO in terms of expertise and knowledge produced during the event.</p> <p>However, within the framework of the 16 Days of Activism against Gender-Based Violence (GBV) campaign (2020), the UNCT, through the GTG, will implement joint advocacy and sensitization activities using the links of UN agencies with civil society, the platforms of UN agencies on social networks, the expertise of UN system in the field and the existence of numerous international instruments on GBV, which fall within the fields/mandate of the different agencies. The 16 days will start with the International Day for the Elimination of Violence against Women on November 25 and will end on December 10 with the Human Rights Day.</p> <p>b) Gender equality is addressed and treated transversally in communication activities, particularly in the context of the Agenda 2030 by communication and awareness-raising actions on SDG 5. Nevertheless, the joint communication annual work plan of the interagency communication group does not visibly include GEEW communication and advocacy.</p> <p>c) UNCT has not contributed collaboratively to joint communication, advocacy and outreach activities in non-traditional thematic areas during the past year, although agencies have been able to undertake communication activities in these areas on an individual basis.</p>		
<p><b>Evidence or means of verification:</b></p> <ul style="list-style-type: none"> <li>- Program of the national conference on "Rural Women's Entrepreneurship: Horizons 2030".</li> <li>- Concept note "16 Days of Activism against Gender-Based Violence" 2020.</li> <li>- Joint Communication Plan 2020.</li> </ul>		

INDICATOR 2.3: UNDAF MONITORING AND EVALUATION MEASURES PROGRESS AGAINST PLANNED GENDER EQUALITY RESULTS		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets <b>one</b> of the following: <b>a)</b> UNDAF Results Matrix data for gender sensitive indicators gathered as planned. <b>b)</b> UNDAF reviews/ evaluations assess progress against gender-specific results.	Meets <b>two</b> of the following: <b>a)</b> UNDAF Results Matrix data for gender sensitive indicators gathered as planned. <b>b)</b> UNDAF reviews/ evaluations assess progress against gender-specific results. <b>c)</b> The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.	Meets <b>all</b> of the following: <b>a)</b> UNDAF Results Matrix data for gender sensitive indicators gathered as planned. <b>b)</b> UNDAF reviews/ evaluations assess progress against gender-specific results. <b>c)</b> The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.
<b>Score: Approaches Minimum Requirements</b>		
<p><b>Findings and explanation:</b></p> <p>a) This criterion is not met since data should be collected by the Algerian government (Ministry of the Interior, DGSN, ONS, ANSEJ, CNAC, MIM, MSNCF, MADR) but sometimes UNCT does not have access to these data until they are published in the media. However, the data collected as part of MICS6 (currently in the validation phase) will allow UNCT to report on some gender equality indicators formulated in the CdCS.</p> <p>b) It was noted in the mid-term review (MTR) of the previous CdCS (2016-2020) that almost all indicators were at a very high level (corresponding more to outcome level than output level), which hampered the evaluation of the achievement of intermediate results in the framework of the MTR. However, the MTR highlights a number of achievements/activities aimed at advocacy, knowledge management and capacity building in the field of gender equality and the empowerment of women.</p> <p>The MTR also raised issues related to data availability (means of verification operating on a time-spaced frequency, such as household surveys, etc.), noting that indicators are likely to be used much more for impact evaluation (well after the end of the CdCS life cycle) than for final programme evaluation.</p> <p>The current CdCS (which is a revision/extension of the previous CdCS and covers the years 2019-2021) has not yet been evaluated. To date, the lack of data makes it challenging for UNCT to assess progress on gender equality indicators.</p> <p>Nevertheless, the 2019 achievements report does assess progress in the implementation of gender equality/women's empowerment activities therefore criterion b) is met. The indicator framework at output level for 2021 joint work plan is under development.</p> <p>c) There is no M&amp;E group in UNCT Algeria. For each of the 4 pillars of cooperation, the Results Group, co-chaired by a government representative and a head of agency, composed of representatives of each sector and each UN agency concerned, is responsible for planning, information sharing and monitoring/evaluation of results. To date, the Results groups have not met according to their M&amp;E role and mandate, and therefore have not received technical training on gender-sensitive M&amp;E.</p>		
<p><b>Evidence or means of verification:</b></p> <ul style="list-style-type: none"> <li>- CdCS 2019-2021.</li> <li>- UNCT Joint Work Plan 2021.</li> <li>- Mid-Term Review (MTR) of the Strategic Cooperation Framework (CdCS) 2016-2020.</li> <li>- Assessment of the achievements of UN system 2019.</li> </ul>		

### 3. PARTNERSHIPS

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 <b>at least one</b> government agency on a joint initiative that fosters gender equality within the current UNDAF cycle.</p>	<p>Meets <b>two</b> of the following:</p> <p>a) The UNCT has collaborated with <b>at least two</b> 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&amp;E.</p> <p>c) The UNCT has made <b>at least one</b> contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.</p>	<p>Meets <b>all</b> of the following:</p> <p>a) The UNCT has collaborated with <b>at least two</b> 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&amp;E.</p> <p>c) The UNCT has made <b>at least one</b> contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.</p>
Score: Exceeds Minimum Requirements		
<p><b>Findings and explanation:</b></p> <p>a) The UN system has collaborated with several government agencies on joint initiatives to promote gender equality during the programming cycles 2016-2020 and 2019-2021. For this area, CdCS 2016-2020 cycle has also been taken into account as its cooperation pillars and outcomes were maintained in CdCS 2019-2021:</p> <ul style="list-style-type: none"> <li>▪ The UN system (UNFPA, UN Women, RCO) collaborated every year with the Ministry of National Solidarity, Family and the Status of Women for the celebration of November 25 as part of the 16 days of activism against violence against women until 2018. Agencies supported the event with sensitization and advocacy material.</li> <li>▪ The MICS6 survey (2018/2019) was implemented jointly by UNICEF and UNFPA under the leadership of the Ministry of Health. The two agencies sat on the technical committee to review the questionnaires. UNFPA insisted on mainstreaming women's empowerment issues (SDG indicator 5.6.1). The two agencies had to negotiate with government representatives (the Ministry of Foreign Affairs and the Ministry of National Solidarity, the Family and the Status of Women) for the introduction of these questions in the Women's questionnaire, which was not obvious, given that it was seen as an international agenda of UNFPA. But UNFPA argued, and UNICEF followed up to make sure the questionnaire is suitable for measuring this indicator.</li> <li>▪ Collaboration on the Gender Justice report (2019): UNDP, UNFPA, Ministry of Foreign Affairs and sectors (Justice...).</li> <li>▪ The UN joint team on AIDS led by UNAIDS, supported the Ministry of health and the National AIDS Committee (including several ministries, CSOs, private sector and PLHIV) in the development of the National Strategic Plan to fight HIV/AIDS 2020-2024 which mainstreams GEEW and includes a strategy focusing entirely on GBV prevention.</li> </ul> <p>b) The National Women's Machinery has participated in the consultations in relation with the development of the current UNDAF (2019-2021) through the Ministry of National Solidarity, Family and the Status of Women. The National Council for the Family and Women, legally framed within the Ministry of National Solidarity, Family and the Status of Women, has undergone some changes in recent years, including the review of its composition. This is one of the reasons, among others, why the Council as such has not been involved in the strategic cooperation framework.</p> <p>c) The SDG joint program, in collaboration with the Ministry of Foreign Affairs, involves all UN system agencies and institutional sectors. Two workshops were held:</p> <ul style="list-style-type: none"> <li>▪ Capacity building workshop (December 2018) for the integration of gender in the implementation of public policies and national programs. It served to sensitize sectoral managers on the importance of collecting and sharing disaggregated data and standardizing them in terms of gender, age and sex, and their analysis/use in development programs, and to identify the sources and means of data collection by age and sex at the level of the different sectors.</li> <li>▪ Sensitization workshop (October 2019) including a presentation on the cross-cutting nature of SDG 5.</li> </ul>		

It is important to point out that gender equality and gender-based violence are very sensitive issues for the Government, despite the fact that protection and promotion of women are included in the development agenda and all official documents (constitution, CEDAW report, Ministry program). The frequent changes in the Minister of National Solidarity and the priorities of the sectors have had an impact on gender issues, which have been buried in the care of vulnerable populations. This instability at the institutional level has impacted on decision-making with respect to the cooperation program. There is a need to build government capacities in the area of gender equality policy.

**Evidence or means of verification:**

- Joint SDG-Phase 1 program document (July 2018/December 2019).
- Report of capacity building workshop for gender mainstreaming in the framework of SDG JP (17-18 December 2018).
- Report of sensitization workshop in the framework of SDG JP (16-17 October 2019).
- Gender Justice Report (2019) and MICS6 (2018/2019).
- National strategic plan for the fight against STI/HIV/AIDS 2020-2024.
- List of presence CdCS 2019-2021 consultations.
- MICS6 survey (2018/2019).

INDICATOR 3.2: UNCT COLLABORATES AND ENGAGES WITH WOMEN'S/GENDER EQUALITY CSO		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
The <b>UNCT</b> has collaborated with <b>GEEW CSO</b> and women's rights advocates on <b>at least one</b> joint initiative that fosters gender equality and empowerment of women within the current UNDAF cycle.	Meets <b>two</b> of the following: <b>a)</b> The <b>UNCT</b> has collaborated with GEEW CSO and women's rights advocates on <b>at least two</b> joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle. <b>b)</b> GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. <b>c)</b> The UNCT has made <b>at least one</b> contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization or implementation.	Meets <b>all</b> of the following: <b>a)</b> The <b>UNCT</b> has collaborated with GEEW CSO and women's rights advocates on <b>at least two</b> joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle. <b>b)</b> GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. <b>c)</b> The UNCT has made <b>at least one</b> contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.
<b>Score: Exceeds Minimum Requirements</b>		
<b>Findings and explanation:</b> <p>a) UNCT has collaborated with gender equality CSOs in a joint initiative to promote gender equality during the programming cycles 2016-2020 and 2019-2021. For this area, programming cycle 2016-2020 has also been considered since cooperation pillars and outcomes of CdCS 2016-2020 were maintained in CdCS 2019-2021. A "self-defense" training (2018) that involved civil society partners and UN agencies (UNICEF, UNFPA, UNHCR...) was held in 2018. Besides, UNHCR with UNFPA organized, as part of the 16 days campaign 2020, a webinar to discuss clinical management of sexual violence.</p> <p>b) GEEW CSOs participated in UNDAF consultations through their different interlocutors in the UN system. A series of online consultations with CSOs were held in September 2020 for the draft CCA (the risk analysis). The issue of gender equality was not the subject of a dedicated discussion but was addressed in a cross-cutting manner for a few thematic areas including those related to "social cohesion, equality and non-discrimination" and "access to education and health". A few GEEW NGOs were invited notably to the session on social cohesion, equality and non-discrimination.</p> <p>c) UNCT has made a contribution to strengthen the participation and engagement of women's rights CSOs in the localization and/or implementation of gender-related SDGs through the participation of GEEW CSOs in the workshop on SDG 5, including different sectors, civil society and the media, that was organized by the UN in Algiers in October 2019.</p> <p>Even though efforts have been made, there is a need for better coordination among the UN system agencies on gender issues and the work with civil society. The GTG has not been sufficiently unifying for joint initiatives with CSOs. On the other hand, individual agencies have conducted actions with NGO partners.</p> <p>It is also important to point out that the situation of some NGOs in relation to Law 2012 and the sensitivity that concepts related to gender equality arouses in the social and governmental environment make it difficult to launch joint initiatives.</p>		
<b>Evidence or means of verification:</b> <ul style="list-style-type: none"> <li>- Self-Defense Training Report, 2018.</li> <li>- TOR of the consultant to support GTG activities for the awareness campaign on gender-based violence ("self-defense" training), 2018.</li> <li>- Attendance list of consultations for the CdCS.</li> <li>- Final report "Risk Analysis" (CCA)", November 2, 2020 (Abdelkarim Boudra).</li> <li>- SDG 5 workshop report (October 2019), SDG programme.</li> </ul>		

#### 4. LEADERSHIP AND ORGANIZATIONAL CULTURE

INDICATOR 4.1: UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets <b>2</b> of the following:</p> <p><b>a)</b> Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;</p> <p><b>b)</b> RC demonstrates public championing of gender equality during the last 12 months;</p> <p><b>c)</b> HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months;</p> <p><b>d)</b> Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.</p>	<p>Meets <b>3</b> of the following:</p> <p><b>a)</b> Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;</p> <p><b>b)</b> RC demonstrates public championing of gender equality during the last 12 months;</p> <p><b>c)</b> HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months;</p> <p><b>d)</b> Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.</p>	<p>Meets <b>all 4</b> of the following:</p> <p><b>a)</b> Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;</p> <p><b>b)</b> RC demonstrates public championing of gender equality during the last 12 months;</p> <p><b>c)</b> HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months;</p> <p><b>d)</b> Gender equality is reflected in the Assessment of Results and Competencies (ARC)</p>
<p style="text-align: center;"><b>Score: Approaches Minimum Requirements</b></p>		
<p><b>Findings and explanation:</b></p> <p>a) Fifteen HOA meetings have been held from October 2019 to October 2020 (excluding ad hoc meetings). This criterion is not met since gender equality topics were raised in about 50% of HOA meetings over the previous 12 months, but not always with a view to engaging heads of agency in discussions on substantive issues.</p> <p>b) The RC publicly defended gender equality in 4 out of 7, or 57% of speeches made during public events over the past 12 months, namely in relation to the 16 days of activism against GBV (December 10, 2019), World AIDS Day (November 27, 2019), World Day against Trafficking in Persons (July 28, 2020) and World Rural Women's Day (October 15, 2020).</p> <p>c) In the staff survey on the perception of organizational environment with regard to the promotion of gender equality, 74% of staff positively judged the action of heads of agency to promote gender equality in the workplace. In fact, 74% of people answered "agree" or "strongly agree" to the question: the heads of agencies of the United Nations System in Algeria show leadership and determination to promote gender equality in the workplace.</p> <p>d) The ARC was not carried out in 2019/2020. Instead, the Strategic Summary of Coordination Results Report was assessed. The latest report is dated December 2019. It includes a reference to the support to rural women's entrepreneurship and training representatives of women's associations and public partners in financial analysis of investment projects. It further mentions the workshop on SDG 5, which was the first time that Government and UN system have jointly taken stock of the progress towards SDG 5 and SDG 3. Finally, the report mentions that GTG had to slow down on its activities due to the political situation in the country. In any case, these specific mentions of gender issues in the report are not sufficient to state that gender equality is visibly mainstreamed across the document.</p> <p>The UNCT meets two criteria, (b) and (c), which means that the country team is approaching minimum standards.</p>		
<p><b>Evidence or means of verification:</b></p> <ul style="list-style-type: none"> <li>- The minutes of all (15) UNCT meetings held between October 2019 and October 2020;</li> <li>- The public speeches made by the RC over the last 12 months;</li> <li>- Survey of UN staff on the perception of the organizational environment with regard to the promotion of gender equality (October 2020).</li> </ul>		

<b>INDICATOR 4.2: ORGANIZATIONAL CULTURE FULLY SUPPORTS PROMOTION OF GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN</b>		
<b>Approaches Minimum Requirements</b>	<b>Meets Minimum Requirements</b>	<b>Exceeds Minimum Requirements</b>
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.
<b>Score: Meets Minimum Requirements</b>		
<p><b>Findings and explanation:</b></p> <p>The results of the staff survey show a positive average score of 69%, placing UNCT in the rank of meeting minimum standards (65%). Nevertheless, there are significant differences between the proportion of positive responses expressed by women and men. The results of the men's survey show an average positive score of 83%, while the average positive score for women is only 60%. Thus, if only positive responses from male staff were taken into account, the UNCT would exceed minimum standards, whereas if only female staff were taken into account, the UNCT would only approach minimum standards.</p> <p>Eight questions had an overall positive score of more than 65% (all questions scored more than 65% positive for men, but only 4 questions did so when looking at the results for women). The highest number of positive opinions was expressed in relation to the efforts made by the UN system in Algeria to promote gender equality at work. Indeed, 78% of respondents (88% of men and 71% of women) answered positively to the question on the efforts of the UN system to fulfill its mandate to achieve equal representation of men and women at all levels. Similarly, a large number of survey respondents consider that UN staff demonstrate a commitment to gender equality (75%, 68% of women and 87% of men) and positively judge the action of agency heads to promote gender equality in the workplace (74%, 68% of women and 85% of men). A large majority of respondents consider that staff are treated equally (73%, 66% of women and 86% of men).</p> <p>The survey also highlighted some areas where more needs to be done (particularly in relation to work-life balance and employee protection). Indeed, the survey obtained a neutral average score of 20% (26% for women and 12% for men) and a negative average score of 11% (14% for women and 5% for men) and, despite a satisfactory overall average, two questions received a positive average score below 65%.</p> <p>Only 59% of respondents consider positively the actions taken by agency heads to promote a balanced relationship between the professional and private lives of their staff (25% neutral and 16% negative opinions). This question received the lowest rates of positive responses from both women and men, although in very different proportions (71% of men viewed the actions of agency heads positively, while only 51% of women did so). It is also this question that records the highest proportion of negative opinions expressed by men (12%, compared to 19% for women). Similarly, 64% of respondents consider that the procedures in place to ensure staff protection are adequate, but a relatively large number of people expressed negative opinions about them (25% neutral responses and 11% negative responses). Again, there is a substantial difference between the proportion of women (53%) and men (81%) who answered positively to this question.</p> <p>The question related to the procedures put in place to prevent and combat sexual harassment, exploitation and abuse of authority was the one that received the most negative opinions overall (17%). It is also the issue that received the most negative opinions from women (24% negative opinions).</p> <p>Although above average in terms of positive opinions (69%), the question regarding the measures in place to ensure work-life balance also received more negative opinions (14%) than those observed for the other dimensions.</p>		
<p><b>Evidence or means of verification:</b></p> <p>- Survey results of personnel perception of organizational environment for promotion of gender equality (134 responses out of a total of 271 staff; confidence interval of 7.5).</p>		



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 <b>and</b> b) The UNCT can demonstrate positive trends towards achieving parity commitments.	Meets minimum requirements <b>and</b> 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.
<b>Score: Missing</b>		
<p><b>Findings and explanation:</b></p> <p>a) The UNCT has not established a joint mechanism for monitoring gender parity in staffing. In any case, the consolidated data collected through this exercise can serve as a baseline for future monitoring.</p> <p>b) The UNCT can demonstrate parity in most categories of staff, namely GS (48% women), NO (49% women) and P (53% women). However, in D category the rate of women remains only 25%.</p> <p>A more in-depth analysis of the consolidated gender-disaggregated data on UNCT staffing shows that:</p> <ul style="list-style-type: none"> <li>With regard to international professional staff, women have a representation rate of 25% at the highest level of experience (D1 and D2) while the rate for men is 75%. Similarly, the representation rate for women in the lower grades (P1, P2 and P3) is 74.4%, while the rate for men is 28.5%. The representation rate for women at P4 and P5 levels is 29%.</li> <li>With regard to national professional staff, there are 38% of women at NO A-B levels and 71% of women at NO C-D levels, which indicates that the number of women at the highest levels of experience is more than double the number of men at these levels of experience.</li> <li>With regard to general service staff, it is observed that women are concentrated at the G5, G6 and G7 levels. These three levels are 62% female and 38% male. Moreover, there is a strong disparity at the G1, G2 and G3 levels, with only 2.7% of women (97.3% of men). This can be explained by the fact that jobs at these levels are traditionally perceived as reserved for men (driver, clerk, courier, etc.).</li> </ul> <p>It should be noted that if no positive trend towards achieving gender parity in national staffing is observed in the near future, it is not because of any lack of effort on the part of the UNCT but because of the particularities of the Algerian workforce. For certain jobs, women do not apply. And for other positions, few men apply.</p> <p>c) The BOS Algeria is under development.</p>		
<p><b>Evidence or means of verification:</b></p> <p>- Consolidated and sex-disaggregated staffing data from UNICEF, UNDP, WHO, WFP, UNHCR, UNFPA, UNIDO, ILO, UNODC, UNDSS, UNESCO, FAO, UNIC, UNAIDS and RCO.</p>		

## 5. GENDER ARCHITECTURE AND CAPACITIES

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 <b>2</b> of the following</p> <p><b>a)</b> A coordination mechanism for gender equality is chaired by a HOA;</p> <p><b>b)</b> The group has a TOR and an approved annual work plan;</p> <p><b>c)</b> Members include at least 50% senior staff (P4 and above; NOC and above);</p> <p><b>d)</b> The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E.</p>	<p>Meets <b>3</b> of the following</p> <p><b>a)</b> A coordination mechanism for gender equality is chaired by a HOA;</p> <p><b>b)</b> The group has a TOR and an approved annual work plan;</p> <p><b>c)</b> Members include at least 50% senior staff (P4 and above; NOC and above);</p> <p><b>d)</b> The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E.</p>	<p>Meets <b>all 4</b> of the following</p> <p><b>a)</b> A coordination mechanism for gender equality is chaired by a HOA;</p> <p><b>b)</b> The group has a TOR and an approved annual work plan;</p> <p><b>c)</b> Members include at least 50% senior staff (P4 and above; NOC and above);</p> <p><b>d)</b> The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E.</p>
<b>Score: Approaches Minimum Requirements</b>		
<p><b>Findings and explanation:</b></p> <p>a) A coordination mechanism for gender equality and women's empowerment, the Gender Thematic Group (GTG), exists under the leadership of UNFPA Head of Agency. The group has been reactivated since 2017 and currently meets regularly (bimonthly).</p> <p>b) The group has a clear mandate. The GTG has a TOR and an approved annual work plan. The implementation of the GTG work plan is integrated into the UNCT work plan. The work plan provides for the necessary resources and includes the designation of responsibilities among the members.</p> <p>c) The criterion on senior management among GTG members is not met as 50% of the members are not P4/NOC and above.</p> <p>d) The GTG has not provided substantive input to the development of the current CdCS, although it is planned as far as the upcoming Cooperation Framework is concerned, nor to the development of UNCT joint work plans for the implementation of the CdCS. This is mainly due to the fact that the group has not been equipped with training to make a substantial contribution to the strategic documents. Some members of the group have not been trained on gender mainstreaming in the programming cycle. It then becomes really important to multiply/strengthen the capacity of the group to enable it to influence the UNCT for gender equality and women's empowerment.</p>		
<p><b>Evidence or means of verification:</b></p> <ul style="list-style-type: none"> <li>- Minutes of the GTG installation meeting November 13, 2017.</li> <li>- TOR and GTG work plan approved by UNCT.</li> <li>- List of GTG 2020 focal points.</li> </ul>		

INDICATOR 5.2: UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p><b>a)</b> At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p>	<p>Meets <b>2</b> of the following 3:</p> <p><b>a)</b> At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p><b>b)</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.</p> <p><b>c)</b> UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.</p>	<p>Meets <b>all</b> of the following:</p> <p><b>a)</b> At least one substantive inter agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p><b>b)</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.</p> <p><b>c)</b> UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.</p>
<p style="text-align: center;"><b>Score: Missing</b></p>		
<p><b>Findings and explanation:</b></p> <p>a) An inter-agency gender capacity building activity addressed to the members of GTG was planned during this year "Training on Gender Mainstreaming in Programming" but unfortunately could not be carried out due to the COVID-19 pandemic.</p> <p>No other capacity building activities for UN staff were planned, although some members of GTG (UNDP, UNFPA, UNIDO, IOM and RCO) attended an online training on gender marker in September 2020, organized by the UN Women regional office and the UN Development Coordination Office (DCO).</p> <p>b) There is no capacity development plan based on an inter-agency capacity assessment in UNCT Algeria. In any case, no inter-agency gender capacity assessment has been carried out or updated during the programming cycles 2016-2020 and 2019-2021.</p> <p>c) There is no joint induction material in UNCT Algeria. For new staff, there is an UNDSS briefing. In particular, there is a specific briefing for women on safety and security that includes safety measures and advice in case of danger or sexual harassment in the street. But it is not sufficient to meet criterion c), since the briefing does not include an analysis of key national GEEW issues and UN mandate and priorities around GEEW.</p>		
<p><b>Evidence or means of verification:</b></p> <ul style="list-style-type: none"> <li>- Report of the online training on gender marker, September 2020.</li> <li>- Emails of agency members' participation in the gender marker training, September 2020.</li> <li>- Tips and guidelines: Safety for women, UNDSS, October 2020.</li> </ul>		

## 6. RESOURCES

INDICATOR 6.1: ADEQUATE RESOURCES FOR GENDER MAINSTREAMING ARE ALLOCATED AND TRACKED		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has carried out at least one capacity building event on the gender marker over the current UNDAF cycle.	Approaches minimum requirements <b>and</b> b) The UNCT has established and met a financial target for program allocation for Gender Equality and the Empowerment of Women.	Meets minimum requirements <b>and</b> c) The UNCT has established and exceeded a financial target for program allocation for Gender Equality and the Empowerment of Women.
<b>Score: Approaches Minimum Requirements</b>		
<b>Findings and explanation:</b>  a) No capacity building event on the gender marker has been organized during the current programming cycle of CdCS (2019-2021). The gender marker is not used at the national level. Nevertheless, some colleagues from the GTG attended an online training session (in September 2020) on the gender marker, organized by UN Women regional office and the UN Development Coordination Office. This inter-agency capacity development event was not carried by UNCT itself but it was attended by multiples agencies and focused on the gender market, which is the central theme of criterion a), therefore this criterion is considered met.  b) and c) The UNCT has not set or met a financial target for program allocation for gender equality and the empowerment of women during the current programming cycle (2019-2021).		
<b>Evidence or means of verification:</b>  - Strategic Cooperation Framework (CdCS) 2019-2021. - Joint work plans. - Mid-term review of the Strategic Cooperation Framework (CdCS) 2016-2020. - Report of the online training on the gender marker, September 2020.		

## 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
a) The UNCT has achieved or is on track to achieve <b>some</b> gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.	a) The UNCT has achieved or is on track to achieve <b>all</b> gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.	Meets Minimum Requirements <b>and</b> b) At least one outcome level UNDAF result has contributed to transformative change in relation to gender equality and the empowerment of women.
<b>Score: Approaches Minimum Requirements</b>		
<p><b>Findings and explanation:</b></p> <p>a) It is difficult to ascertain whether UNCT has achieved the results on gender equality and women's empowerment as planned in the UNDAF results framework, given the lack of data, the inaccessibility of data from national partners and the fact that almost all of CdCS indicators are at a very high level (more at outcome level than output level). In any case, UNCT is on track to achieve some of the gender equality results as set out in the CdCS results framework in line with SDG priorities including SDG 5, namely:</p> <ul style="list-style-type: none"> <li>Regarding women's entrepreneurship, the indicator formulated in the CdCS is the labor force participation rate of women and youth, yet the CdCS does not specify any targets. The data (to the extent that it exists) is produced by the Algerian government and therefore it is difficult to determine where UNCT is with respect to this result.</li> <li>Regarding women's political participation, there is still no organic law implementing article 36 of the Constitution. Parliamentary elections are scheduled for the end of 2020 (National Assembly) and performance in terms of women's representation (trend) can only be reviewed after the elections.</li> <li>Regarding the protection of women and girls, there is a national strategy to fight against GBV but no action plan or integrated national protocol to address the issue. The strategy has apparently been revised but the new version has not yet been shared with the United Nations system. GBV figures are mainly made available to UNCT through media reports but it is too early to assess the trend compared to the CdCS baseline.</li> </ul> <p>b) It is difficult to observe major changes with regard to gender equality as a result of the actions implemented within the framework of the CdCS during the period under review.</p>		
<p><b>Evidence or means of verification:</b></p> <ul style="list-style-type: none"> <li>- Strategic Cooperation Framework (CdCS) 2019-2021.</li> <li>- Election Calendar 2020.</li> <li>- National Strategy to Combat Violence against Women.</li> <li>- Statistics on GBV published in the media.</li> </ul>		

## Annex C: Action plan for UNCT Algeria performance improvement on GEEW

Action	Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
<b>1. Planning</b>				
1.1. Integrate gender analysis and data disaggregation by sex across all sections of the upcoming CCA, including in the analysis of the environment and climate change sectors, making reference to underlying causes of gender inequality and discrimination	CCA reference group with the support from GTG and RCO	No financial resources are required	By December 2020	These measures would ensure adequate integration of gender equality and the empowerment of women across the upcoming CCA.  These actions would move indicator 1.1 from approaching to exceeding minimum requirements, because the draft CCA provides a construction of categories of vulnerable women and specific data on the situation of women are integrated for groups considered vulnerable (youth, migrants, refugees and asylum seekers, children, people living with disabilities, and the elderly). Although for some groups, there is a need to improve the quality of the gender analysis provided.
1.2. Strengthen the use of gender analysis (qualitative information) in all areas of the CCA	CCA reference group with the support from GTG and RCO	No financial resources are required	By December 2020	
1.3. Formulate at least one outcome specifically targeting GEEW and visibly mainstream gender equality across <b>all</b> outcome areas, formulating gender equality outputs for each outcome in the upcoming UNSDCF 2022-2026	UNCT/GTG	No financial resources are required	By March 2020	This measure would allow for adequate mainstreaming of gender equality and the empowerment of women across the results framework of the upcoming UNSDCF. Special attention should be given to the <b>environment</b> related outcome.  This action would move indicator 1.2 from meeting to exceeding the minimum standards.

Action	Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
1.4. Formulate more than 33% of indicators that can measure changes in GEEW in the results framework of the upcoming UNSDCF 2022-2026/disaggregate all the data by sex whenever possible	UNCT/GTG with the support from RCO	No financial resources are required	TBC (roadmap UNSDCF)	These measures would enable at least 33-50% of UNSDCF indicators to measure changes in gender equality and the empowerment of women. These actions would move indicator 1.3 from approaching to meeting minimum standards.
1.5. Disaggregate by sex the indicators (as far as possible) in the joint work plan 2021 and indicate it in the definition (baseline and target) of the indicators	Result Groups/ GTG with the support from RCO	No financial resources are required	1T 2021	
1.6. Develop indicators in the joint work plan 2021 to measure changes in gender equality for outcome 1, but especially for outcomes 4 and 5	Result Groups/ GTG with the support from RCO	No financial resources are required	1T 2021	
2. Programming and monitoring and evaluation				
2.1. Formalize and systematize a mechanism to ensure gender mainstreaming in joint programs, by integrating it into the formal program validation process	UNCT/GTG with the support from RCO	Will be determined according to the mechanism to be formalized	By December 2021	These measures would ensure the contribution of joint programmes to the reduction of gender inequalities in the country, in line with SDG 5. These actions would move indicator 2.1 from approaching to meeting minimum standards.
2.2. Visibly include GEEW communication and advocacy in the joint communication plan of the inter-agency communication group and gender-related events from the national agenda (and not just from the international agenda)	UNCG and GTG	No financial resources are required	By March 2021	Joint communication and advocacy on gender issues is an essential aspect of the work of the UNCT. The roles and responsibilities of the inter-agency communication group include the identification of joint result areas and common themes such as gender equality. One of the key guiding principles of the "communication as one" initiative is to use joint UN communication to promote the realization of human rights, gender
2.3. Organize a workshop between members of the inter-agency communication group and the GTG in order to sensitize the members of the communication group on GEEW communication and advocacy	UNCG and GTG	No financial resources are required	By March 2021	



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2.4. Increase the interaction/concertation between the GTG and the inter-agency communication group through 1-2 meetings per year	UNCG and GTG	No financial resources are required	Biannually	equality and other standards. These actions would move Indicator 2.2 from approaching to meeting minimum standards.
2.5. Build the capacity of UN result groups members in gender-sensitive M&E through a gender module as part of a global training (RBM + gender)	UNCT/RCO/ result groups with the support from GTG	5.000 USD (1 local consultant or regional expertise and coffee/lunch breaks)	By September 2021	Gender-sensitive monitoring and evaluation is an essential means by which the UN system ensures that it meets its commitment to leave no one behind. The criteria to meet minimum requirements for indicator 2.3 needs that inter-agency M&E group or equivalent receives technical training on gender sensitive M&E at least once during the current UNDAF cycle. As in Algeria there is not an inter-agency M&E groups, the result groups are responsible for these tasks.
2.6. Make a decision on the need to have gender-trained M&E focal points in addition to the members of the result groups and on the procedures for implementing this possible action	UNCT/RCO/ result groups with the support from GTG	No financial resources are required	By Jun 2021	
2.7. Accompany/advocacy/strengthen the capacity of sectors in the collection of sex-disaggregated/gender-sensitive statistical data	UNCT/ result groups with the support from GTG	To determine when actions are identified	Throughout the programming cycle	
3. Partnerships				
3.1. Involve the National Women’s Machinery in the consultations for the upcoming UNSDCF (strategic priorities, implementation, monitoring and evaluation)	UNCT/GTG with the support from RCO	No financial resources are required	By March 2021	The participation of the National Women’s Machinery in the upcoming UNSDCF processes will keep the indicator 3.1 exceeding minimum requirements.
3.2. Formal and relevant involvement of GEEW CSO in CdCS consultations (strategic priorities, implementation, M&E)	UNCT/GTG with the support from RCO	No financial resources are required	By March 2021	These measures would enable gender equality CSOs to participate and play an active role in consultations on strategic cooperation documents and would strengthen UNCT's collaboration with civil society in the implementation of joint gender
3.3. Invite representatives of CSO advocating for women's rights to a GTG meeting in order to increase consultation between GTG and civil society	GTG	No financial resources are required	By December 2021	

Action	Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
3.4. Identify synergies of work between GEEW CSO/women's rights advocates and the UNCT (i.e. civil society capacity building on gender equality, advocacy, etc.)	GTG	No financial resources are required	By December 2021	initiatives. These actions would keep indicator 3.2 exceeding minimum requirements.
<b>4. Leadership</b>				
4.1. Include the follow-up of the scorecard action plan as a substantive agenda item for discussion at least every 6 months at HOA meetings and propose 1 or 2 themes on gender equality for discussion at HOA meetings every 12 months.	RC/UNCT/RCO	No financial resources are required	By December 2021	Senior managers play a critical role in UNCT for the promotion of gender equality, as outlined in the UN Leadership Model approved by the Chief Executives Board. At least 60% of HOA meetings should focus on gender equality, and there should be evidence of decision-making and follow-up, rather than general information sharing.  This measure will move indicator 4.1 from approaching to meeting minimum standards.
4.2. Organize a session for female staff on psychological mechanisms and support networks for GBV survivors and a session on feminist self-defense	UN women's forum/UNODC with the support from RCO and GTG	US 3.000\$ (1 local consultant or regional expertise x 2 days and coffee-break x 2 days)	By March 2022	The question related to the procedures in place to prevent and combat sexual harassment, exploitation and abuse of authority was the one that received the most negative opinions (17%) in the survey on staff perception of the organizational culture with regard to gender equality. It was also the issue that received the most negative opinions from women (24% negative opinions).  These measures would have a positive impact on indicator 4.2.
4.3. Organize specific training for male staff on gender awareness in relation to mixed workplaces	UN women's forum/UNODC with the support from RCO and GTG	US 1.500\$ (1 local consultant or regional expertise x 1 day and coffee-break x 1 day)	By March 2022	
4.4. Establish a follow-up mechanism to ensure that all staff have completed the mandatory online courses on work environment/prevention of sexual harassment, PSEA and gender	OMT/UNCT	No financial resources are required	By September 2021	

Action	Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
4.5. Establish a mechanism for monitoring gender parity in staffing to monitor parity levels for general service staff and all professional levels	OMT/UNCT with the support from RCO	No financial resources are required	By March 2022	The UNCT does not have a joint monitoring mechanism for gender parity. For the scorecard, this is the first time that gender-disaggregated staffing data are collected from UN agencies.  This measure will move indicator 4.3 from missing to approaching minimum standards.
<b>5. Gender architecture and capacities</b>				
5.1. Strengthen the capacity of GTG on gender mainstreaming (gender analysis, gender-sensitive planning, indicators tracking gender equality, etc.)	GTG/UNCT with the support from RCO	US 7.000\$ (1 local consultant or regional expertise x 5 days and coffee & lunch breaks x 5 days)	By Jun 2021	The GTG is a key mechanism for joint UN action and coordination at the country level. Capacity building and empowerment of the GTG is therefore essential to enable it to influence UNCT for GEEW and to become sufficiently unifying for joint action with the government and/or civil society.  These actions will move indicator 5.1 from approaching to meeting minimum standards.
5.2. Make substantive contributions to the upcoming CdCS, in particular to implementation and M&E	GTG	No financial resources are required	Throughout the programming cycle	
5.3. Carry out an annual retreat of the whole GTG of 2-3 days aiming at establishing the vision and priorities of the group during the year, developing the work plan and strengthening the role of the group to contribute to GEEW in Algeria, to the major national challenges in this field and to the global gender agenda	GTG/UNCT with the support from RCO	Will be determined on the basis of the days of duration and activities to be carried out	First retreat in the first half of 2021, as soon as the UNSDCF is finalized	
5.4. Develop/update a roster of national gender equality experts	GTG	No financial resources are required	By Jun 2021	Lack of capacity for gender equality and women's empowerment was identified as one of the main obstacles to improving UNCT GEEW performance. UN system's staff must have the capacity to fulfill the UN mandate on gender equality.  This action will have a positive impact on indicator 5.2.
5.5. Conduct an assessment of UNCT's capacity to analyze and address gender inequalities and establish a gender capacity development plan for UNCT, based on the capacity assessment	UNCT/GTG/RCO	2.500 USD (1 consultant)	By December 2021	

Action	Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
6. Resources				
6.1. Initiate discussions at HOA meetings on a system for monitoring and using budget data at the country level to ensure adequate resource allocation for gender equality	UNCT/GTG with the support from RCO	No financial resources are required	Linked to the development of the CdCS budget framework	Gender-sensitive targeting and financial tracking is an important means of monitoring UN investments against commitments to gender equality. These measures would have a positive impact on indicator 6.1.
6.2. Organize a training on the gender marker for UNCT	UNCT/GTG with the support from RCO	US 2.000\$ (regional expertise x 1.5 days and coffee break x 1.5 days)	By Jun 2021	
7. Results				
7.1. Include in TOR of experts in charge of CdCS reviews the responsibility to systematically and thoroughly assess progress towards gender equality and women's empowerment	UNCT/RCO	No financial resources are required	By 2022 (final evaluation of the current CdCS)	UNCT should be able to provide evidence to demonstrate progress on gender equality and SDGs, including SDG 5. To meet the requirements of this dimension of the SWAP scorecard, the UNCT should demonstrate that it has achieved the gender equality results as set out in the CdCS. The UNCT should therefore assess the extent to which the UN system has contributed to gender equality in Algeria, with some form of measurable change. These actions would have a positive impact on indicator 7.1.
7.2. Include responsibility for gender mainstreaming and the promotion of GEEW visibly in the mandate/TOR of the result groups	UNCT with the support from GTG	No financial resources are required	By March 2021	
7.3. Establish a link between the GTG and the result groups (i.e. annual coordination meetings, etc.)	UNCT with the support from RCO	No financial resources are required	By Jun 2021	