



UNCT Gender Equality SWAP-Scorecard

PERFORMANCE INDICATORS FOR GENDER EQUALITY AND
THE EMPOWERMENT OF WOMEN FOR
THE UNITED NATIONS COUNTRY TEAM IN LIBERIA

SEPTEMBER 2018

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I. Background

This report presents the findings of the UNCT Gender SWAP Scorecard which was conducted in Liberia in April/May 2018.

The UNCT SWAP-Scorecard is a globally standardized rapid assessment of UN country level gender mainstreaming practices. The framework is designed to foster adherence to minimum standards for gender equality processes across the UN system set by the undg. The UNCT SWAP-Scorecard focuses on the performance of the UN system as a whole, rather than the achievements of any single agency. By focusing on gender mainstreaming processes at the country level, the tool highlights the growing importance of interagency collaboration and coordination to achieve gender equality and women's empowerment (GEWE) results at the country level.

The Scorecard was endorsed by the undg in 2008 in response to the UN Chief Executive Board for Coordination 2006 Policy on Gender Equality and the Empowerment of Women (CEB/2006/2) to establish an accountability framework for assessing the effectiveness of gender mainstreaming by UN Country Teams. The UN System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP) formed another part of the accountability framework, focusing on the implementation of the policy at the entity level. The Scorecard (now the UNCT SWAP-Scorecard) was revised in 2016-17 in tandem with the UN-SWAP to ensure greater alignment between the tools, and to reflect new guidance on common country processes. The new versions are aligned further to the Sustainable Development Goals (SDGs), recognizing the importance of gender equality and women's empowerment to SDG achievement and human rights attainment.

II. Methodology

The UNCT SWAP-Scorecard measures gender mainstreaming in UN common programming processes across seven dimensions that contain 15 indicators. The seven-dimension areas are: 1) planning; 2) programming and monitoring & evaluation; 3) partnerships; 4) leadership and organizational culture; 5) gender architecture and capacities; 6) financial resources; and 7) results. The participatory methodology relies on cross-sectoral consultation and collective analysis to rate the country team for each indicator against minimum standards.

The UNCT SWAP-Scorecard methodology was conducted in Monrovia as a guided self-assessment. A self-assessment team (SAT) was assembled for the purpose of the exercise. Its members worked collaboratively to provide a rationale and supporting evidence for each rating. The SAT discussions and consensus building over the assessment period helped to minimize subjectivity and improve the reliability of findings. An external national consultant provided

coordination and technical support throughout the process to ensure validity of findings and rigor of analysis. The methodology helped to deepen internal understanding of the indicators and ownership of results.

The assessment process in Liberia included **four stages**:

1. Background preparation: UNCT was briefed and endorsed the exercise. Technical guidance was reviewed, and SAT was appointed. An international consultant was selected and hired to facilitate the exercise, and timing was agreed. A focal point based in Monrovia backed the process, assuring smooth communication and logistics for all the phases of the exercise.

2. Assessment:

- A technical briefing was conducted for the SAT to launch the exercise;
- SAT members worked in small groups to gather data/evidence and assign preliminary scores for each indicator. Each group took place in an open space, where UN staff was invited to participate, and contribute to the work to enrich the evidence base for assessment. **Preliminary findings were submitted to UN staff from different agencies and RCO to assure feedback, inputs and comments. Consensus was reached for each indicator;**
- The online self-perception survey was prepared and circulated to all UN staff. Outcomes were discussed in the UNCT monthly meeting, to assure feedback and comments;
- A table for the compilation of sex-disaggregated data regarding UN staff was sent to the SSAT team for them to require the data from their respective HR offices.

3. Action Plan: Participants to the workgroups discussed ideas for the action plan, in parallel to the assessment, and **worked collaboratively to develop and finalize action plan items, drawing on the findings from the Scorecard**. Findings and draft action plan were later **presented to the SAT members and to selected UN staff for feedback**. The action plan was further developed and adjusted in response to the feedback.

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

The UNCT SWAP-Scorecard assessment in Liberia was among the first global applications of the post-pilot tool and interim guidance. The exercise was conducted during the late stage of 2013 - 2017 United Nations Development Assistance Framework (UNDAF) cycle, which was extended to cover year 2018 not to start the new UNDAF process while Liberia was still recovering from the consequences of the recent Ebola outbreak – and while waiting for the release of the Pro-poor Agenda of the new government expected by June 30th, 2018. The assessment process was coordinated by UN Women, and involved the Gender Theme Group chaired by UN Women, as well as with the RCO. The SAT was comprised of 14 members from eight agencies (UN Women,

UNDP, UNICEF, UNAIDS, WFP, UNHCR, OHCHR) and RCO with representation across fields to ensure a sound knowledge base on joint UN actions.

The SAT was briefed collectively at the start of the exercise on the background of the methodology as well as the mechanics of the assessment process. SAT members reviewed the indicator framework and reporting templates, in small groups to conduct preliminary assessments of assigned indicators, with each group member taking lead responsibility for drafting particular indicators based on individual areas of knowledge, and by assuring a rapporteur to give feedback to the group and to the consultant.

Scorecard results and draft action plan ideas were presented to the UNCT Heads of Agencies in an ad-hoc meeting. Members of the assessment team attended the same meeting. Representatives gave initial feedback on the assessment at this session, and the plan was adjusted accordingly. (A revised draft plan was later shared with HOAs for one more round of feedback, and the final action plan is included in Annex E)

Analysis and scoring for each indicator were finalised in a second phase, where the consultant and the focal point assured the circulation of the draft assessment and action plan (email exchanges) to UN staff basing on individual areas of knowledge – for inputs, comments and finalisation.

III. Country Context

In Liberia, the United Nations is represented by the UN Mission in Liberia (UNMIL), as well as the UN Country Team (UNCT) comprising 17 Agencies, Funds, Programmes, and the World Bank. The UN Country Team (UNCT), along with the International Monetary Fund, are present on a long-term basis to support humanitarian and development efforts in the country.

The United Nations in Liberia works within an Integrated Mission context. The Head of UNMIL, the Special Representative of the Secretary-General (SRSG), is also the Coordinator of the United Nations in Liberia. Since the deployment of UNMIL in 2003, the United Nations in Liberia has enhanced integration by creating joint management structures, jointly planning and implementing programmes and undertaking joint operations in several areas. The United Nations Mission in Liberia successfully completed its mandate on 30 March 2018.

Its Strategic Assistance Framework, the UN ONE PROGRAMME comprises a UN Development Assistance Framework (UNDAF) and a Costed Action Plan. The UNDAF describes the UN's collective response to national development priorities, while the corresponding Costed Action Plan operationalizes the UNDAF and defines in greater detail, management and coordination arrangements, financial modalities, monitoring and evaluation (M&E) processes and serves as the main legal document for multi-year programming. A budgetary framework under the Costed Action Plan includes a One Fund—the resource gap in the One Programme.

The UN One Programme is aligned with the national medium-term strategy, the Agenda for Transformation (Aft) 2013-2017, and National Vision 2030. A Delivering as One Joint Steering

Committee, comprising Government, UN and Development Partners provides policy guidance and overall leadership to One Programme implementation.

The One Programme comprises the UNDAF and a Costed Action Plan, and is closely aligned with national priorities as outlined in the Agenda for Transformation, and is developed around four pillars, namely:

1. Peace, Security and Rule of Law.
2. Sustainable Economic Transformation.
3. Human Development.
4. Inclusive Governance and Public Institutions

Priority Areas

Outcomes

*UN Pillar I:
Peace, Security and Rule
of Law*

Outcome 1.1: Rule of Law: Liberia has an improved, inclusive Rule of Law framework for effective administration of and equitable access to justice in compliance with International Human Rights Standards.

Outcome 1.2: Peace and reconciliation: Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional county and local level.

Outcome 1.3: Security: Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels.

*UN Pillar II:
Sustainable Economic
Transformation*

Outcome 2.1: Natural Resource and Food Security: Improved sustainable natural resource utilization and food security.

Outcome 2.2: Private sector development: Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas.

Outcome 2.3: Basic Infrastructure and Energy: Improved access to sustainable basic infrastructure.

Outcome 2.4: Macro-economic policy environment: Improved evidence-based policies to maintain a stable and inclusive macro-economic environment.

*UN Pillar III:
Human Development*

Outcome 3.1: Health and Nutrition: The population has increased access to and utilization of equitable, affordable, and quality health and nutrition services.

Outcome 3.2: Education: School-aged girls and boys and youth have increased access to quality inclusive ECD, Basic, Post-Basic and Alternative Basic Education, especially in counties with education indicators below the national average.

Outcome 3.3: Social Welfare: Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals.

Outcome 3.4: Social Protection: Vulnerable households and groups benefit from appropriate social protection services and systems.

Outcome 3.5: Water, Sanitation & Hygiene: Population has increased utilization of safe water and practice safe sanitation and hygiene in underserved areas.

Outcome 3.6: HIV-AIDS: Scaled up access to and utilization of HIV Prevention, treatment, care and support services.

*UN Pillar IV:
Inclusive Governance
and Public Institutions*

Outcome 4.1: Strengthening Key Governance Institutions: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively.

Outcome 4.2: Constitutional and Legal Reform: By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens.

Outcome 4.3: Natural Resources Management: By 2017, Liberia has an effective and efficient natural resource management framework enabling transparent, accountable and equitable distribution of economic benefits and protection of rights of all.

Outcome 4.4: Public Sector Institutions and Civil Service Reform: By 2017, Liberia has an improved and decentralized public sector and civil service providing fair and accountable basic services to people.

IV. Findings

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

- Exceeds minimum standards
- Meets minimum standards
- Approaches minimum standards
- Missing minimum standards

UNCTs should aim to achieve ‘meets minimum standards’ across indicator areas in line with UNDG guidance. However, meeting minimum standards should be seen as a starting point from which UNCTs may work toward deepening their efforts to exceed minimum standards, thereby achieving better results and serving as leaders globally. UNCTs score as ‘exceeds minimum standards’, ‘meets minimum standards’ or ‘approaches minimum standards’ depending upon which criteria they meet as laid out for each indicator. If UNCTs fail to meet the criteria under ‘approaches minimum standards’, the indicator is scored as ‘missing minimum standards’. An indicator may score as ‘missing minimum standards’ in some cases where achievements have been made if it fails to reach the criteria set forth in ‘approaches minimum standards’. Detailed findings for each indicator are reported in Annex B.

The overall results reveal that the UNCT Liberia has met or exceeded minimum standards for seven out of 15 indicators. Six indicators score as approaching minimum standards, and two are missing the minimum standards. A table that summarizes scores for each indicator is included below.

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

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

Findings Overview by Dimension Area

1. **Planning:** the findings in this dimension area revealed some focus on gender mainstreaming in the 2013-2017 UNDAF planning stage, while specific areas of improvement have been identified, which could inform the formulation phase of the new UNDAF.

For what the Indicator 1.1 is concerned (CCA), the Interagency Assessment team preferred to focus on the new CCA being developed for the next UNDAF, instead of focussing on the “old” one, with the vision to provide relevant inputs to assure that the new CCA integrates gender equality issues. The new Liberia Country Analysis Report focuses on gender equality only in some sessions, not enough to meet the minimum standards, as the information presented is not systematically sex disaggregated or gender sensitive.

Minimum standards at the Outcome level require either a gender targeted outcome or visible gender mainstreaming across all outcomes. The 2013-2017 UNDAF outcomes, does not have a gender targeted outcome, and cannot go beyond “approach minimum standards” as there is articulation of gender targeting only across eight out of the 17 outcomes (with nine outcomes being completely gender blind).

The results framework on the contrary has a good level of tracking gender related changes, both at the outcome and output level, with a total of 37% of indicators that are either gender sensitive or sex disaggregated, thus meeting minimum standard. Wide opportunities for improvement were identified, as there are several indicators (both at the outcome and the output level) that could be sex disaggregated, although today it is not provided to be so.

2. **Programming and M&E:** this dimension area includes joint programmes, communication, advocacy and M&E – and emerged as a critical area of focus for the country team in Liberia. The UNCT met the minimum standards for two out of the three indicators, while exceeded minimum standards for the third one.

Despite the fact that 5 out of 12 Joint programs contain limited gender analysis or no sex and age disaggregated data, nor a specific gender strategy (thus failing the first criterion requiring that at least 50% of the JP have gender visibility mainstreamed across), Liberia has nevertheless 4 gender targeted JPs. The UN system lacks a formal process to ensure continuity in quality of gender integration across JPs.

The scorecard assessment found good evidence of joint UN action for GEWE communication and advocacy guided by the Gender Theme Group in cooperation with the Communication Group, thus exceeding minimum standards for this specific indicator. It is important to note that the need for communication and advocacy to address areas of gender inequality has also been included in the Liberia Transition Plan.

For what M&E is concerned, quantitative data for gender sensitive and sex disaggregated indicators have not been consistently collected as planned; and UNDAF reviews failed in assessing progress

against gender focused targets set in the UNDAF M&E framework; to the extent that the Draft Evaluation Report dedicated a paragraph to gender in the recommendations (6.2.8).

3. **Partnership:** The partnerships dimension measures UN system engagement with the government system (including the national gender machinery) and women's/gender CSO. Gender partnerships emerged as a solid area for the UN System in Liberia, as both indicators meet minimum standards.
4. **Leadership and organisational culture:** this dimension area includes leadership, organisational culture and gender parity. The UNCT Liberia met the minimum standards for gender-focussed leadership. The assessment found evidence of gender engagement at the highest level of discourse, and the regularity of engagement fell short of the criteria requirements only for evidence that UN personnel sees HoA as committed to gender equality in the workplace. Gender equality and Women Empowerment is not per se always a topic on the agenda of all the UNCT meeting; However, the constant presence of UN Women in these meeting is highlighting progress, challenges and concerns often expressed in the support of the Government of Liberia's efforts to achieve its goals on gender equality and women's empowerment. For instance, in the minutes of September 2017, discussions were engaged around the need to include more female into the UN workforce, highlighting the selection of Liberia for the GenCap programme.

The personnel survey on organizational culture measures perceptions of gender equality in the working environment across three rubrics: workplace gender equality; discrimination and personal safety; and work-life balance. Results revealed an overall positive response rate of 76% with only 8% negative responses, meeting the minimum standards for this indicator. Positive perceptions were particularly strong for questions that dealt with UN efforts in achieving equal representation of women and of men at all levels, while questions related to work-life balance scored lower. A simple explanation for this lower rating can be found in Liberia being a non-family duty station for UN personnel. More detailed information on methodology and responses is included in Annex C.

Findings on gender parity showed that the country team in Liberia has not achieved gender parity nor for General Service positions neither for senior staff. The "non-family duty station" qualification has to be considered to partially explain this imbalance when analysing gender parity within the UNCT in Liberia.

5. **Gender architecture and capacities:** This dimension measures gender coordination mechanism and capacity development. The Gender Theme Group in Liberia meets the minimum standards for gender coordination by achieving three out of the four indicator criteria. The group is led by the UN Women deputy representative, and has in place good processes for operational effectiveness, including ToR, regular meetings and an annual workplan since 2015, when it was revitalised after the Ebola Virus Outbreak (EVD). The GTG provided substantive input during the mid-term evaluation of UNDAF and final UNDAF evaluation in 2017-2018 and has provided key recommendations for the CCA developed in 2018. GTG is involved in the development of all joint programmes. The UNCT Liberia met the minimum standards for what gender Capacity Development is concerned. An inter-agency gender capacity needs assessment has been launched

in April 2018, and a plan of action has been developed following the results collected, which includes a series of capacity building activities to address the identified capacity gap within the UNCT. Despite the fact of not having had any specific inter-agency capacity development activity in 2017 and beyond, an RBM training including several sessions on gender analysis was organised in 2016.

6. **Resources:** The “missing” score in this dimension reflects constraints within the UN system globally to institute mechanisms that capture gender-specific budgetary data at a broad level for planning and monitoring purposes. While a growing number of individual agencies have internal mechanisms to track gender expenditures and/or allocations, the UNCT has yet to consider either the means or analytical applicability of tracking gender equality expenditures at the highest level. Stronger financial targeting and tracking may serve as a powerful monitoring and advocacy tool to ensure significant investment in gender equality programming in the country.
7. **Results:** This dimension area measures gender results. The indicator scored: “Missing minimum standards”, but it is difficult to draw firm conclusions of results against planned outcomes due to two factors: 1) the results framework was not sufficiently gender sensitive to measure gender-specific changes across outcomes; and 2) quantitative progress against outcome indicators was never tracked. Greater gender sensitivity in the next UNDAF Results Framework combined with improved UNDAF M&E processes to track progress toward outcomes will contribute to clearer tracking of gender results over the next UNDAF cycle.

V. Action Plan

The action plan was generated in parallel with the assessment, by the workgroups and specialists who contributed to the scoring of each indicator. The filling in of the template for the action plan was informed by the results of the assessment, right after each specific working session. The Draft action plan has been circulated amongst UN specialists from different agencies, in order to have comments and feedback on the proposed action points. However, due to time limitation, limited time was available for the work groups discussions and, therefore, the final recommendation included in the plan have been primarily produced by the small workgroups. They are focussed on helping the UNCT to improve the areas of opportunity focused in the scorecard, and consequently strengthening the gender mainstreaming efforts in the collaborative work of the UN System in Liberia.

The Action Plan takes into consideration Liberia country context and UN System priorities, considering that the UNCT has the responsibility to coordinate efforts to collectively deliver, and strengthen the system efforts to better ensure gender equality and women’s empowerment. The plan includes details on responsibility, resources, timing and linkages to the SWAP-Scorecard assessment for improving track indicators. The Action Plan is presented in Annex 3.

Annex A – UNCT SWAP-Scorecard Indicators

Indicators per Interim Technical Guidance

Dimension 1- Planning

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

1.3 UNDAF Indicators

Between one-fifth and one-third (20-33 percent) of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.	Between one-third and one-half (33-50 percent) of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.	More than one-half of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.
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Dimension 2 – Programming and M&E

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

2.3 UNDAF M&E

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

Dimension 3 – Partnerships

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

Dimension 4 – Leadership and Organizational Culture

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

Dimension 5 – Gender Architecture and Capacities

Approaches Standards	Minimum	Meets Minimum Standards	Exceeds Minimum Standards
5.1 Gender Coordination Mechanism			
Meets 2 of the following		Meets 3 of the following	Meets all 4 of the following
a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.		a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.	a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.
5.2 Gender Capacities			
a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year.		a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year. <u>and</u> b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.	Meets minimum standard <u>and</u> c) UN induction package includes orientation on UNCT gender equality commitments and related development challenges of the country.

Dimension 6 – Resources

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

Dimension 7 - Results

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

Annex B – UNCT SWAP-Scorecard Findings by Indicator

Dimension Area 1 - Planning

Indicator 1.1 Common Country Analysis

Aim: CCA integrates gender equality issues.

Comprehensive gender analysis¹ in the Common Country Analysis provides the foundation for gender sensitive planning and programming, leading to stronger gender results. Gender analysis is fundamental to presenting an accurate picture of the national situation, and ensuring interventions address the principle of leaving no one behind.

“The CCA includes a rigorous gender analysis that goes beyond age-and sex-disaggregated data to explain immediate, underlying and root causes and differentiated impacts (including through an appreciation of social, legal, political, economic and cultural dynamics that underpin gender inequality).” (UNDAF Guidance 2017:11)

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

Indicator: 1.1 Common Country Analysis	Score: Approaches minimum standards
<p>Findings and Explanation</p> <p>Liberia CCA was conducted between mid-January and end of March 2018, including: an extensive desk review; intensive stakeholder consultations; field data collection; data analysis and a stakeholder validation workshop.</p> <p>At the time of the scorecard exercise the CCA final version was not yet finalized. A validation workshop took place on May 1st and 2nd, 2018 which led to the final version of the document delivered on May 28th, 2018.</p> <p>a); b) The analysis of gender equality issues all through the CCA does not go beyond “Approaches minimum standards” as some sector lack gender analysis, and discussion on underlining causes in line with SGD 5 priorities is not included:</p>	

¹ Gender analysis is the process of assessing the implication for women and men (girls and boys) of any planned action. Gender analysis should highlight inequalities to reveal how gender equality can be promoted within a sector or focus area.

- Gender analysis (age and sex-disaggregated data) is satisfactorily done in some sectors (education and health), but missing in infrastructure, affordable public housing and building as well as climate and environment
- Gender analysis on employment is partial — as there is a lack of sex-disaggregated data for the informal sector and no in-depth discussion on underlining associated challenges
- Under health, HIV prevalence was discussed and analysed but did not include any data on prevalence among children (although mother-to-child transmission is said to be decreasing)
- Access to and participation in the decision making and management of natural resources including land is not discussed with gender lens (when gender is a major issue in this sector), and does not provide any disaggregated data
- Poverty rate is mentioned, but no adequate analysis on causes.
- Inadequate/inconsistent analysis by ages; if mentioned, not consistent
- Limited analysis of causes of inequality and discrimination

Use of sex disaggregated data and gender sensitive data is not consistent, and provided only where data was deemed to be available (data are missing)

C) In depth targeted analysis of groups that are marginalized on the basis of their gender (in line with the SDG focus on inclusiveness – “no one is left behind”) is missing

Evidence or Means of Verification—List documents and sources used to verify findings

Liberia Common Country Assessment 2018 (draft)

Indicator 1.2 UNDAF Outcomes

Aim: UNDAF outcomes align with the CCA and integrate gender equality issues.

Outcome level results target changes in institutional or behavioural capacities,² and should include special measures to address gender inequalities and the empowerment of women based on the findings from the CCA (UNDAF Guidance 2017:24).³

The UNDAF can explain the ways in which the United Nations responds to gender inequalities, and the empowerment and advancement of women and girls, men and boys, depending on the particular situation in each country. Gender equality concerns are fully and consistently reflected in the programme rationale/strategy, and inequalities adequately addressed through clearly defined, gender- specific outcomes and outputs that contribute to relevant gender SDG indicators and targets, where appropriate.” (UNDAF Guidance 2017:11)

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) Gender equality and the empowerment of women is visibly mainstreamed across	a) Gender equality and the empowerment of women is visibly mainstreamed across <u>all</u>	a) Gender equality and the empowerment of women is visibly mainstreamed across <u>all</u> outcome

² UNDG. 2010. “Results-Based Management Handbook: Strengthening RBM management for improved development results.”

³ The focus on outcomes is in line with UNDAF guidance that states that outputs are reflected in joint work plans. While outputs are not required for the UNDAF, some UNCTs may choose to develop outputs as part of the outcome theory of change that underlies work plans (UNDAF Guidance 2017:24).

some outcome areas in line with SDG priorities including SDG 5.

or

b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.

outcome areas in line with SDG priorities including SDG 5.

areas in line with SDG priorities including SDG 5.

and

b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.

and

c) At least one outcome targets a change in norms, values, power structures or other roots of gender inequality (**gender transformative change**)

Indicator: 1.2

Score: Approaches Minimum Standards

Findings and Explanation

The 2013-2017 UNDAF has 16 outcomes under four thematic pillars, and the assessment scored this indicator as: "Approaches minimum standards". In order to meet minimum standards gender should have been mainstreamed across all outcome areas (which is not the case); or we should have had at least one outcome that specifically targets gender equality (and the gender specific outcome is missing)

Nevertheless, it is important to note that some of the gender transformative outcomes are not captured by the UNDAF outcomes nor outputs. For example, the JP Elimination of the SGBV/HTP is mainstreamed across some of the outputs. In addition, the upcoming Spotlight initiative has to be incorporated to reflect the gender transformative programming,

A) Gender equality and the empowerment of women is visibly mainstreamed across ONLY some outcome areas in line with SDG priorities including SDG 5:

In Liberia UNDAF this happens only in 8 out of the 17 outcomes .

Moreover, when the formulation of the 8 outcomes is analysed to meet the criteria:

- In 7 out of the 8 gender is not used as an explicit VISIBLE terminology - what we read is "equitable" "equal" "inclusive" (1.1; 1.2; 2.2; 2.4; 3.1; 4.1:4.3)

- Explicit and visible "gender" terminology ("gender"; "women", "girls" is used only for outcome 3.2) there are 6 outcomes which are totally gender blind (1.3; 2.1; 2.3; 3.5; 3.6; 4.4)

These characteristics make the gender mainstreaming quite a weak one

B) No outcomes specifically target gender equality in line with UNDAF ToC and SDG priorities, including SDG 5

C) in 2 outcomes - 3.3 and 3.4 - "vulnerable groups" is generically mentioned and in a third one (4.2) there is barely an "equal rights for all citizens" (not visibly mentioning women/girl nor using the generic "equal" or "inclusive" expression). It is however not believed that these 3 outcomes should be considered as "having gender visibly mainstreamed across"

According to the analysis, this should be the synthetic table for Liberia UNDAF Outcomes:

Total N. of outcomes: 17

N. of gender-blind outcomes: 9

N. of gender mainstreamed outcomes: 8

N. of gender targeted outcomes: 0

N. of gender transformative outcomes: 0
Evidence or Means of Verification 2013-2017 UNDAF document.

Indicator 1.3 UNDAF Indicators

Aim: UNDAF indicators measure changes in gender equality.

The UNDAF results framework forms the basis of UNDAF M&E. UNDAF outcomes are articulated in the results framework as indicators, baselines and targets that should be aligned wherever possible with SDG indicators and targets, drawing from the data used in the CCA (UNDAF Guidance 2017:25). Strong gender analysis in the CCA enables gender sensitive outcomes that are then tracked in the results framework. The UNDAF results framework, therefore, must be sufficiently gender sensitive to measure changes to women and men (girls and boys) as distinct groups in order to ensure no one is left behind.

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

Indicator: 1.3 UNDAF Indicators	Score: Meets Minimum Standard
Findings and Explanation <p>Between one-third and one-half (33-50 percent) of UNDAF outcome indicators track progress toward gender equality results in line with SDG priorities including SDG 5. Page 20 of the UNDAF shows that 100% of SDG targets are included in the UNDAF for SDG 5.</p> <p>Of the 151 Outcome indicators, 56 (37%) track progress towards gender equality results. The analysis found significantly higher levels of gender sensitivity in Strategic Intent I and II, with lower levels of Strategic Intent III, suggesting a need for greater attention to consistency in mainstreaming in the future. For Strategic Intent I, 40% (20 of 50) of the indicators qualify; for Strategic Intent II, 40% (24 of 60) of the indicators qualify; for Strategic Intent III, 29% (12 of 41) of the indicators qualify.</p> <p>The assessment qualified an indicator based on either a definition that includes disaggregation by sex or a definition that is gender-specific, considering Means of Verification that were specific to gender (such as CEDAW reports)</p>	
Evidence or Means of Verification UNDAF 2013 – 2017/19 (Extension)	

Dimension Area 2 – Programming and M&E

Indicator 2.1 Joint Programs

Aim: Joint programs contribute to reducing gender inequalities.

A Joint Program (JP) is a set of activities contained in a joint work plan that involves two or more UN agencies and national partners(s).⁴ Gender is the number one area of concentration for JPs implemented by UNCTs.⁵ JPs facilitate integrated responses to complex development challenges such as gender inequality and are a valuable means by which the UN addresses gender inequality with partners. All JPs should mainstream gender in line with UN policies and guidance.

Joint Program documents should include “....a prior assessment of key cross-cutting concerns such as: gender equality (the critical gender concerns that are relevant to the issue being addressed in the joint programme and how the joint programme would address these concerns)....” (UNDG 2014 Guidance Note on Joint Programmes: 36)

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.	Gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a system is in place to ensure gender mainstreaming in JPs. or A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5.	Gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a system is in place to ensure gender mainstreaming in JPs and A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5.

Indicator: 2.1 Joint Programmes	Score: Approaches Minimum Standard
<p>Findings and Explanation</p> <p>(A) Currently, we have 12 joint programmes. Four (4) are gender-targeted and include JP RWEE, Human Security JP, JP SGBV and SSR. Three (3) joint initiatives on Youth, Social Cohesion and Cross Border respectively contain minimum sex-disaggregated and gender-sensitive interventions but lack gender strategy(s). The remaining five (5) Rule of Law, Land Rights, Emergencies, Health and Decentralization contain limited gender analysis or no sex and age disaggregated data.</p> <p>There is a need for a tool to be put in place for ensuring that there are internal mechanisms to ensure the quality of gender mainstreaming across joint programmes, especially in the future with the development of new JPs. All current joint programmes are aligned with the current UNDAF and the government's Agenda for Transformation (Liberia's Poverty Reduction Strategy).</p> <p>(B) Three Joint Programmes namely the 'Accelerating Progress toward the Economic Empowerment of Rural Women', 'Elimination of Sexual and Gender-based Violence and Harmful Traditional Practices' and Inclusive Security: Nothing for Us without Us' are specifically dedicated to achieving GEWE in Liberia. These JPs are operational and in line with the post MDGs priorities and consistent with the SDGs, particularly for delivering on key results under SDG 5: Gender Equality.</p>	

⁴ See UNDG 2014 "Guidance Note on Joint Programmes" for further details.

⁵ Source: UNDG Information Management System

Evidence or Means of Verification

Accelerating Progress toward the Economic Empowerment of Rural Women ProDoc
(WFP, FAO and UN Women)

Sexual and Gender Based Violence ProDoc
(UNDP, UNICEF UNFPA, UNHCR and UN Women)

Security Sector Reform Initiative ProDoc
(UNDP, UN Women and IOM)

Youth Joint Initiative ProDoc
(UNICEF, UNFPA, UNESCO and WHO)

Social Cohesion Initiative ProDoc
(UNICEF and UNDP)

Cross Border Joint Initiative ProDoc
(UNDP and IOM)

Human Security Initiative ProDoc
(FAO, UNICEF, UNFPA, ILO, WFP and UN Women)

Land Rights Initiative ProDoc
(UNDP and FAO)

Maternal Health Initiative ProDoc
(WHO, UNFPA and UN Women)

Decentralization Initiative ProDoc
(UNDP in collaboration with UNMIL)

Rule of Law Joint Initiative ProDoc
(UNDP and UNMIL)

Joint Initiative on Emergencies ProDoc

Indicator 2.2 Communication and Advocacy

Aim: Communication and advocacy address areas of gender inequality.

Coordinated communication and advocacy on gender equality and women's empowerment is an important aspect of UN work at the country level. UN Communication Group (UNCG) roles and responsibilities include the identification of areas for shared results and common themes such as gender equality. One of the key guiding principles for 'communicating as one' is to utilize joint UN communication to strengthen results by promoting the realization of human rights, gender equality and other values and standards ('Guide to Communicating as One' 2014b:10,2).

"Leave no one behind" is at the core, unifying programming and advocacy efforts across all UN agendas. It is underpinned by three other programming principles: human rights, gender equality and women's empowerment; sustainability and resilience; and accountability. (UNDAF Guidance 2017:10)

Approaches Standard	Minimum	Meets Standard	Minimum	Exceeds Minimum Standard
a) The UN system has contributed collaboratively to at least one joint <u>communication activity</u> on GEWE during the past year.	a) The UN system has contributed collaboratively to at least one joint <u>advocacy campaign</u> on GEWE during the past year.			Meets minimum standards and c) The UN system has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.

- and**
- b) Interagency
Communication Group
Annual Work Plan or
equivalent visibly
includes GEWE
communication and
advocacy.

Indicator: Communications and Advocacy (2.2)	Score: <i>Exceeds minimum standards</i>
<p>Findings and Explanation</p> <p>(a) Exceeds minimum standards. Activities conducted include International Women's Day (activity) and 16 days of activism (advocacy campaign). The additional action taken relates to a joint media training for 30 journalists from print, online and broadcast media (UNFPA, UNICEF and UN Women). The non-traditional action was the inclusion of women's groups as a target audience in the communications component of the UN transition process.</p> <p>(b) The UN Communications Group does have a communications strategy that mentions support to programming on gender-based issues and preventing SGBV through awareness, as does the UNCG annual workplan 2017-2018. The UNCG workplan refers to working with women's groups in raising awareness on issues, as well as working on international days (International Women's Day and the advocacy campaign around 16 days of activism). 16 days of Activism is also mentioned in the communications component of UNCT Joint Delivery Work plan.</p> <p>(c) In addition, a joint communications strategy that supports the GoL-UN Joint Programme to prevent and respond to SGBV and harmful traditional practices reflects actions that help raise awareness toward prevention and response, including the joint media training mentioned in (a).</p> <p>As well, the Liberia Integrated Transition Strategy included a component on communications, mentioning the need to include women's groups in awareness.</p>	
<p>Evidence or Means of Verification</p> <p>Joint Communications Strategy 2017-2018 (Pg. 14) 2017-2018 Joint Communications workplan SGBV Joint Programme Communications Strategy UNCT Joint Delivery Work plan 2017 Liberia Integrated Transition Strategy</p>	

Indicator 2.3 UNDAF Monitoring and Evaluation

Aim: UNDAF M&E measures progress against planned gender equality results.

Gender sensitive monitoring is an essential means by which the UN system ensures it meets its commitment to leave no one behind. The development and implementation of a monitoring and evaluation plan is a mandatory UNDAF requirement (UNDG 2017:18). At the country level, the inter-agency M&E group supports joint M&E efforts, including the coordination of data collection, provision of technical advice, and

capacity strengthening (UNDG 2017:31). To this end, M&E groups should have the required expertise to support gender sensitive M&E.

Approaches Standard	Minimum	Meets Standard	Minimum	Exceeds Minimum Standard
a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned <u>or</u>		a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned <u>and</u>		Meets minimum standard <u>and</u>
b) UNDAF reviews/evaluations assess progress against gender-specific results.		b) UNDAF reviews/evaluations assess progress against gender-specific results.		c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.

Indicator: 2.3 (M&E)	Score: Approaches Minimum Standard
<p>Findings and Explanation</p> <p>A. Data for gender sensitive indicator in the UNDAF M&E matrix presented in annual reports but not consistently disaggregated by sex and ages in all relevant areas. The annual report also lacks the result matrix to ensure proper tracking against the matrix in the UNDAF M&E framework. Quantitatively data for gender sensitive and sex disaggregated indicators has not been consistently collected as planned and at a level that is consistent with the overall M&E framework. For some years, the indicator section of the DI monitoring matrix (see indicator column of 2016 Metrix) is not consistent with the indicators set up in the UNDAF M&E framework and has affected the quality of data collected. It is observed that some of the focal points responsible for providing data for the reports are not guided by or aware of set targets and indicators with the UNDAF M&E framework.</p> <p>B. The 2016 Midterm Review and 2017 Draft UNDAF Evaluation Report did not assess progress against specific gender focused targets set in the UNDAF M&E framework. While gender was only mentioned in passing in the midterm review report, the draft evaluation report partially discussed gender in some sections (SSR, elections) and dedicated a paragraph (6.2.8) dedicated to gender in the recommendation. Progress was not evaluated against set targets in any of the documents but assessed “a lot has been done but a lot more needs to be done”.</p> <p>C. The M&E working group has not been trained on gender but individual members have benefitted from gender trainings and other trainings that include focus on gender.</p>	
<p>Evidence or Means of Verification—List documents and sources used to verify findings</p> <p>One Programme Annual Report 2013, 2014, 2015, 2016. http://lr.one.un.org/content/unct/liberia/en/home/publications.html One UN Programme UNDAF 2013-2018 Midterm Review Report Liberia UNDAF 2013-2017 Draft Evaluation Report One UN Program data collection Metrix for 2014, 2015 & 2016</p>	

Dimension Area 3 - Partnerships

Indicator 3.1 Government Engagement

Aim: UN system collaborates and engages with Government on GEWE.

The achievement of the SDGs requires broad engagement of national stakeholders, including those who may be marginalized on the basis of their sex or gender. Strong partnerships at the national level help ensure that no one is left behind. The UNDAF process provides a platform for the UN system to engage a broad range of stakeholders to achieve national results in line with global norms and standards (UNDAF Guidance 2017:16). Coordinated engagement with government agencies on GEWE should be well established as a visible and integral component of UN country-level operations

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

Indicator: 3.1	Score: meets minimum standard
<p>Findings and Explanation</p> <p>(A) The UN system has collaborated with at least four government agencies (MoGCSP / MoJ/ MIA/ MoL/ MOH/ MFDP/ legislature) within the current UNDAF cycle through joint initiatives to address gender equality. Example include the below listed joint initiatives amongst others:</p> <ul style="list-style-type: none"> - Joint UN/ GoL Economic Empowerment of Adolescent girls - Joint UN/ GoL Prevention of SGBV/ HPT against women and girls - Joint/ UN Economic Empowerment of Rural Women <p>Additionally, the UN system also support (technical and financial) GoL in the joint celebration of advocacy days such as; IWD/ IDG/ 16 activism/ Celebration of the day of the African child - June 16, etc.</p> <p>(B) National machinery for the advancement of women is defined as the central policy-coordinating unit inside government whose main task is to support government-wide mainstreaming of a gender equality perspective in all policy areas.</p> <p>In this context, the national machinery involved is the Ministry of Gender, Children and Social Protection. Government was involved in the planning, design and implementation of the UNDAF which is aligned to national priorities defined by government. Key line ministries are both actors and recipients in all sectors in a structured manner (MoU/ AWP)</p> <p>Nevertheless, government involvement in promoting gender equality is not gender blind but gender neutral and sometimes gender responsive on specific activities which target women and adolescent girls</p>	

The establishment of the Ministry of Gender, Children and Social Protection is an indication of government engagement in promoting gender equality. However, there is a need to consolidate gender in all sectors apart from Pillar 2 and 3 which have strong components.

Evidence or Means of Verification

List documents and sources used to verify findings:

1. *Concept notes on National / international celebration 16 days activism 2017/ IWD 2018.*
2. *Letter of request from GoL partners*
3. *Signed partnership agreements with MoU/ AWP*
4. *Reports from joint program implementation (SGBV/HTP 2017)*
5. *SGBV JP document, RWEE JP document and Rule of Law Joint Program document including Annual Work Plan*
6. *UNDAF 2013-2017: Pillar 2 / pg 48*

Indicator 3.2 Engagement Women's/Gender Equality CSO

Aim: UN system collaborates and engages with women's/gender equality CSO.

The United Nations commitment to expand engagement with civil society must encompass the most vulnerable, paying special attention to gender equality and women's rights advocates as representatives of marginalized segments of society.

"Partnerships with non-governmental actors are essential to an efficient and effective UN response, based on the principles of equality, transparency, a results-oriented approach, responsibility and complementarity. This approach to partnership offers tailored solutions that address actual needs rather than "one-size-fits-all" approaches." (UNDAF Guidance 2017:16)

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

Indicator: 3.2 Engagement women's / gender equality CSOs	Score: <i>meets minimum standard.</i>
<p>Findings and Explanation</p> <p><i>There are existing vibrant and robust groups of CSOs engaged in the UNDAF cycle which are promoting gender equality and women empowerment. for example, the below listed CSOs:</i></p> <ul style="list-style-type: none"> <i>a. WONGOSOL (Women's NGOs Secretariat)</i> <i>b. AFELL (Association of female lawyers of Liberia)</i> <i>c. Rural Women Organization</i> <i>d. National Adolescent girls working group</i> <i>e. Federation of Liberian Youth</i> <i>f. Inter Religious Council of Liberia</i> <i>g. Traditional council of Liberia</i> <p><i>These CSOs were extensively consulted especially in areas related to provision of basic social services, political participation and economic growth.</i></p> <p><i>There are 'joint initiatives' in which these CSOs are engaged. For instance, the Inter Religious Council of Liberia mobilized community to specifically pray and make a commitment to protect children against violence. Still under the SGBV JP, in situations where survivors have decided to take legal action through the Liberian legal system, the Association of Female Lawyers of Liberia (AFELL) will continue to provide legal aid and representation for the survivor until the legal process is finalised.</i></p> <p><i>However, these collaborations depend on several conditions, such as: donor's requirement, individual selection of UN agencies after 'call for proposals and vetting, UN agencies' regulations/ rules and procedures.</i></p> <p><i>These CSOs are active partners and give the UN the possibility to intervene in diverse sectors. Despite having limited operational capacities, they are the key actors for establishing meaningful partnerships with civil society in Liberia to advance the women empowerment and gender equality agenda.</i></p>	
<p>Evidence or Means of Verification</p> <p><i>List documents and sources used to verify findings</i></p> <ol style="list-style-type: none"> <i>1. 2017 activity reports of the SGBV JP</i> <i>2. Minutes from GTG meetings in 2017 and Minutes from SGBV Steering committee held in 2017.</i> <i>3. Signed partnership contract agreements / MoU with Rural Women Organization and the Federation of Liberian Youth</i> <i>4. Mid-term and annual review reports from the SGBV JP and RWEE JP</i> <i>5. Project documents SGBV JP and RWEE JP</i> 	

Dimension Area 4 – Leadership and Organization Culture

Indicator 4.1 Leadership

Aim: UNCT leadership is committed to championing gender equality.

Senior leaders play a critical role within the UN system for the promotion of gender equality and the empowerment of women, as highlighted in the CEB-endorsed United Nations Leadership Model. Chief Executive Board (CEB) members agreed to “commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational, practices, policies and programmes” (CEB/2006/2). At the country level, the Resident Coordinator and Heads of Agencies must focus on both internal (organizational) and external (programming) levels to champion gender equality and the empowerment of women in practice and programs.

Approaches Standard	Minimum	Meets Standard	Minimum	Exceeds Standard	Minimum
Meets 2 of the following:		Meets 3 of the following:		Meets all 4 of the following:	
a) Gender equality is a regular topic of discussion in HOA meetings;		a) Gender equality is a regular topic of discussion in HOA meetings;		a) Gender equality is a regular topic of discussion in HOA meetings;	
b) RC demonstrates public championing of gender equality;		b) RC demonstrates public championing of gender equality;		b) RC demonstrates public championing of gender equality;	
c) HOAs are seen by personnel as committed to gender equality in the workplace;		c) HOAs are seen by personnel as committed to gender equality in the workplace;		c) HOAs are seen by personnel as committed to gender equality in the workplace;	
d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.		d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.		d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.	

Indicator: 4.1. Leadership	Score: Meets minimum criteria
Findings and Explanation <p>a) YES – Gender equality and Women Empowerment is not per se always a topic on the agenda of all the UNCT meeting. However, by the constant presence of UN Women in these meeting is highlighting progress, challenges and concerns often expressed in the support of the Government of Liberia’s efforts to achieve its goals on gender equality and women’s empowerment. For instance, in the minutes of September, discussions were engaged around the need to include more female into the UN workforce, highlighting the selection of Liberia for the GenCap programme.</p> <p>b) YES – The Resident Coordinator often demonstrated in his interventions /communications to be a Champions for Women’s right</p> <p>c) NO – None of the documents examined support that all the HoA are seen by personnel as committed to gender equality in the workplace.</p> <p>d) YES – In all the UNCT Workplan have incorporated a “Normative Area 5” which is dedicated to Gender Mainstreaming, in which UN Women is in charge of the reporting; and therefore, ensuring of the involvement of other UN agencies.</p>	
Evidence or Means of Verification: <p>UNCT Core Meeting minutes for 2017</p> <p>2016 - One UN Annual Report Final</p> <p>2016, 2017 - UNCT Joint Delivery Workplan</p>	

Indicator 4.2 Organizational Culture

Aim: Organizational culture fully supports promotion of gender equality and the empowerment of women.

Organizational culture refers to values and behaviours that influence an organization's social environment, including how an organization conducts work and treats employees. A supportive organizational culture enables the promotion of gender equality and the empowerment of women. The United Nations has worked to improve policies and practice for gender equality and women's empowerment in the workplace, with expanded mechanisms to end gender discrimination and bias, and enable the full participation and empowerment of all personnel. An online survey has been designed to assess perceptions of organizational culture for the promotion of gender equality within the UN system at the country level (refer to Annex X for further details).

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

Indicator: 4.2 Organizational Culture	Score: Meets Minimum Standards
<p>Findings and Explanation</p> <p><i>The survey was uploaded on Monkey Survey, and sent to all HOAs with instructions to distribute to all personnel. Results scored an overall positive rating of 76% (8% negative and 15% neutral). The minimum standard (65%) is met as an average across the 10 questions that deal with issues of gender equality, discrimination and work-life balance. Moreover, the minimum standards were met individually for 8/10 questions with only two results falling just below the 65% threshold (work life balance: 59%; management support for work-life balance: 60%).</i></p> <p><i>The score for UN efforts in achieving an equal representation of women and men at all levels was the highest at 85% positive rating. Perception of heads of agencies and UN personnel commitment to gender equality in the workplace was also high (respectively with 84% and 83% positive rating).</i></p> <p><i>Work-life balance scores were slightly lower on average than the other dimensions; though 59% percent of respondents were satisfied with their work-life balance and only 15 percent expressed dissatisfaction (25 percent were neutral). A simple explanation for this lower rating can be found in Liberia being a non-family duty station for UN personnel.</i></p> <p><i>Data offers an opportunity to dig more deeply into understanding and addressing issues collectively with qualitative research and joint actions.</i></p> <p><i>Refer to annexed charts for more detailed information:</i></p>	

Question	%		
	Positive	Negative	Neutral
Q4	85,19	3,7	11,11
Q5	84,32	2,24	13,43
Q6	83,21	4,1	12,69
Q7	79,86	9,33	10,82
Q8	81,41	5,95	12,64
Q9	76,21	9,66	14,13
Q10	82,53	5,58	11,9
Q11	68,89	10,03	20,07
Q12	58,95	15,67	25,37
Q13	60,53	13,06	21,64
Average	76,11	7,932	15,38

Evidence or Means of Verification

Results of the survey of staff perception of organizational environment for gender equality (total 273 responses of 745 personnel; confidence interval of 7.5)

Indicator 4.3 Gender Parity

Aim: Gender parity has been achieved.

Women and men have the right to equal employment. Gender equality in the workplace furthermore has been shown to contribute to improved performance, strengthened communication and innovation as well as enhanced organizational perception and reputation.⁶ As a standard setting institution, the UN has a particular responsibility to achieve gender parity, thereby leading by example. To this end, most UN entities have in place policies for gender equality and women's empowerment. Country-level monitoring of the UN system offers a check on operationalization of entity policies and plans to ensure the equal representation of women and men in line with mandates and best practices globally.

⁶ See for example: National Association of Women Business Owners. 2016. "Five Huge Benefits of Gender Equality in your Business". <https://www.nawbo.org/resources/nawbo-one/2016/august/five-huge-benefits-gender-equality-your-business> and The 100 Percent Project. 2016. "Six Reasons Your Workplace Should Embrace Gender Equality". <http://the100percentproject.com.au/2016/03/6-reasons-your-workplace-should-embrace-gender-equality/>

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) The UN has reached equal representation of women and men for either administrative staff (GS 1-7) <u>or</u> senior staff (P4 and above; NOC and above).	a) The UN has reached equal representation of women and men for administrative staff (GS 1-7) <u>and</u> senior staff (P4 and above; NOC and above). b) The UN has in place a mechanism for monitoring gender parity.	Meets minimum standards <u>and</u> c) The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

Indicator: Gender Parity	Score: Approaches Minimum Standards
Findings and Explanation a) <i>The assessment found that women comprise 27% of General Service Staff (87 of 331) and 31,5% of senior staff (18 of 57) defined as NOC and P4 and above for those agencies that submitted data. Defining gender parity as within the range of 45-55 percent, parity is not met in neither of the two categories.</i> b) <i>The UN Country Team does not have in place the architecture for monitoring representation of women and men. Consolidated data collected for this exercise may serve as a baseline for future monitoring. Most agencies monitor at individual agency level.</i> c) <i>The BOS does not integrate gender-focused actions yet. The 2014 – 2017 BOS did not take into account gender aspects; however, it shall be able to incorporate recommendations that will arise from Gender Scorecard exercise in the upcoming BOS.</i>	
Evidence or Means of Verification <i>Consolidated, sex-disaggregated staffing data for FAO, IOM, UN Women, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNOPS, UNV, WFP, WHO, UNV (see annex: C)</i>	

Dimension Area 5 – Gender Architecture and Capacities

Indicator 5.1 Gender Coordination Mechanism

Aim: Gender coordination mechanism is empowered to influence the UN system for GEWE.

Gender Theme Groups are a key mechanism for joint UN action and coordination at the country level, and are a common feature throughout the UN system, providing an effective means of coordinating and strengthening national operations for GEWE. Though common, Gender Theme Groups are not universal, and other groups perform the gender coordination role in some countries. The key purpose of a gender coordination mechanism is to:

- Strengthen UN performance on gender equality and women's empowerment;
- Enhance UN coordination; and

- Share information and experiences.⁷

Approaches Standard	Minimum	Meets Standard	Minimum	Exceeds Standard	Minimum
Meets 2 of the following		Meets 3 of the following		Meets all 4 of the following	
a) A coordination mechanism for gender equality is chaired by a HOA		a) A coordination mechanism for gender equality is chaired by a HOA		a) A coordination mechanism for gender equality is chaired by a HOA	
b) The group has a TOR and an approved annual work plan;		b) The group has a TOR and an approved annual work plan;		b) The group has a TOR and an approved annual work plan;	
c) Members include at least 50% senior staff (P4 and above; NOC and above);		c) Members include at least 50% senior staff (P4 and above; NOC and above);		c) Members include at least 50% senior staff (P4 and above; NOC and above);	
d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.		d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.		d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.	

Indicator: 5.1. Gender Coordination Mechanism	Score: Approaches minimum standard
Findings and Explanation <p>a) YES - Gender Theme Group (GTG) was revitalized in 2015 under UN Women coordination mandate. It is chaired by the UN Women Deputy Representative (P3) 2015-2017 and UN Women Representative (P5) and co-chaired by UNMIL Office of Gender Advisor (OGA) until before UNMIL withdrawal on the 30 March 2018. After UNMIL withdrawal UN Women chairs GTG meetings with the Resident Coordinator.</p> <p>b) YES- The GTG has TOR and approved annual work plan since 2015.</p> <p>c) NO – Participants list confirm that mostly technical staff attend the GTG regularly and on an ad hoc bases senior manager, RCO and donors attend GTG meeting</p> <p>d) YES - The UNDAF was developed in 2013 and at that time the GTG was not established. The GTG was revitalized in 2015 after Ebola Virus Outbreak (EVD) under the leadership of UN Women and UNMIL OGA providing One Gender Framework for EVD recovery. The GTG provided substantive input during the mid-term evaluation of UNDAF and final UNDAF evaluation in 2017-2018 and has provided key recommendations for the CCA developed in 2018. GTG is involved in the development of all joint programmes.</p>	
Evidence or Means of Verification: <p>One Gender Framework (EVD), 2014</p> <p>Resident Coordinators Report 2015,</p> <p>UN Women Annual Work Report 2015, 2016, 2017</p> <p>Gender Theme Group Terms of Reference (GTG TOR), 2015-2018</p> <p>Gender Theme Group Annual Work Plan 2015, 2016, 2017, 2018</p> <p>Several GTG Meeting minutes 2016, 2017, and 2018</p>	

⁷Refer to UNIFEM 2005 for further guidance on GTGs.

Indicator 5.2 Gender Capacities

Aim: UN system has adequate capacities developed for gender mainstreaming.

Capacity development remains an on-going need within the UN system to fulfil commitments to gender equality and women's empowerment. GEWE capacity development is particularly important at the country level to keep pace with changing standards and methodologies in the context of high turnover rates. Numerous resolutions include requests for the UN to work collaboratively to enhance gender mainstreaming by ensuring that all UN personnel, especially in the field, receive training for gender mainstreaming, including providing ongoing capacity development for Resident Coordinators and the United Nations Country Teams to achieve gender equality and the empowerment of women through development frameworks (ECOSOC Resolution 2011/6).

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Standard	Minimum
a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year.	<p>a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p>and</p> <p>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>Meets minimum standard</p> <p>and</p> <p>c) UN induction package includes orientation on UNCT gender equality commitments and related development challenges of the country.</p>	

Indicator: 5.2 Capacity Development	Score: Meets Minimum standard
<p>Findings and Explanation</p> <p>Based on our knowledge, information from GTG documents, as well as discussion with some GTG members, UN -Liberia score "Meets Minimum standard" on gender capacity development. The following are evidences</p> <ul style="list-style-type: none"> - There was no inter-agency capacity development activity undertaken in 2017 and beyond. However, in 2016 a Result Based Management training was organized by the RCO for all the UN agencies M&E staff. This training included several sessions on gender analysis. Furthermore, it worth noting that there was a retreat for GTG members late 2016. - GTG developed a joint plan of action for (2017) to strengthen the gender mainstreaming capacity of UN staff. So far in 2018, RCO is currently conducting a one inter-agency capacity development training around gender mainstreaming within the UNDAF. This is being done through the support of a GenCap Advisor. - An Inter-agency gender capacity needs assessment has been done last few weeks to assess capacity gaps within the whole UN system in Liberia. According to this assessment, a plan of action developed, which includes a series of capacity building activities to address the identified within the whole UNCT. - Some of the actions were implemented, some are ongoing, and few are pending (for more details please see the GTG annual plan of action (206-2017). - There is no one inter-agency standard induction for all UN agencies, as each agency has its own emphasis. The one-hour online trainings on "I know gender" and the PSEA are now considered by many UN agencies as mandatory for all UN staff. 	

- UNDSS induction training materials are available online. All staff are required to take the training every three years.

Evidence or Means of Verification—*List documents and sources used to verify findings*

GTG minutes from 2016 & 2017

2016 GTG retreat report (including a joint action plan for capacity development of gender focal points)

Report of the 2016 RBM training

Discussion with some GTG members

Capacity gap assessment report (March 2018)

Dimension Area 6 - Finances

Indicator 6.1 Financial Resources

Aim: Adequate resources for gender mainstreaming are allocated and tracked.

Gender-responsive financial targeting and tracking is an important means for the United Nations to monitor investments against commitments made for gender equality and women's empowerment. Resource tracking and targeting at the country level helps to ensure adequate financial resources are dedicated to gender responsive programming. Gender equality markers that designate the extent to which projects or outcomes contribute to GEWE are increasingly used across the UN system, offering better data on gender responsive budget allocations. Despite the growing availability of data and improved tracking ability within entities, interagency country-level targeting and tracking of gender-focused finances has been limited globally (UNDG Gender Equality Task Team 2015 and 2012).

Approaches	Minimum Standard	Meets Standard	Minimum Standard	Exceeds Minimum Standard
a)	UNCT has in place a system to track and utilize <u>some</u> country-level budgetary data to ensure adequate allocation of resources for GEWE.	a) UNCT has in place a system to track allocation of resources for promotion of GEWE. and b) UNCT has established a target___for program expenditures to be allocated for GEWE.		a) UNCT has in place a system to track allocation of resources for promotion of GEWE. and b) UNCT has established a target for program expenditures to be allocated for GEWE and has met or exceeded the target.

Indicator: 6.1. Resources	Score: Miss minimum standards
Findings and Explanation A) <u>The UN System does not have a system to track country level budget expenditures to GEWE. What is existing is a minimum country level data system</u> (which monitor also Gender) that includes an on-line planning and monitoring system called Dev Info. (DI). B) A budgetary allocation system for gender is not specified in the planning and budgeting of the Annual Work Plans. There is no target for GEWE expenditure. C) BOS does not include gender specific actions to foster GEWE	
Evidence or Means of Verification: - One Programme Annual Report 2013 - One Programme Annual Report 2014 - Annual Progress Report 2015 -One UN One Goal	

Dimension Area 7 - Gender Results

Indicator 7.1 Results

Aim: UN programmes make a significant contribution to gender equality in the country.

The UNCT SWAP-Scorecard puts forth an accountability framework for assessing the effectiveness of collective UN action toward gender equality and women's empowerment. The ultimate goal of the assessment process is to improve both the quality and efficiency of interventions, leading to measurable results at the country level.

Achieving gender equality and eliminating all forms of discrimination based on sex are at the heart of a human rights-based approach. Results-Based Management (RBM) helps to guide the achievement of gender equality by setting a framework for measuring results in gender mainstreaming and targeted gender-specific interventions. Through RBM, gender equality is translated into strategic UNDAF results chains and consequently into holistic programming for gender equality. (UNDG RBM Handbook 2012:18).

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

Indicator: 7. Results	Score: Miss Minimum Standards
Findings and Explanation: <ul style="list-style-type: none"> - YES – a) UN System is on track to achieve some gender results as planned in the UNDAF outcomes in line with the SDG priorities (gender sensitive county service centres... UNDAF contributed and supported the design and the adoption of some of the main national policies⁸⁸ aimed at addressing gender inequalities and promoting women's empowerment) - and - YES -b) The UN System has contributed to at least one widespread change in norms, values, power structures or other roots of gender inequality: Affirmative Action Bill 2016. [Gender is mainstreamed at the outcome level although it does not specifically mention women, girls, boys and men. Instead, the words: inclusive, accessible, equitable, accountable reflect gender and sex differences. In addition, indicators are defined as sex disaggregated but there are no baseline sex disaggregated data nor available data or sex disaggregated data in targets. The problem is defined at the national level as the lack of data. 	

⁸⁸ The National Action Plan for the Implementation of United Nations on Security Council Resolution 1325, Girls Education National Policy (2006), The National Sexual and Reproductive Health Policy (2010), The National Plan of Action for the Prevention and Management of Gender Based Violence in Liberia (2011-2015); The National Gender Policy (2010-2020); presently being revised for the period 2018-2022; The Reconciliation Roadmap (2017); The Agenda for Transformation (2012), Pillar 5 on Cross-cutting Issues with gender as the top priority; The National Human Rights Action Plan of Liberia (2013); The Gender Policy of Agriculture Ministry, National Strategy on "Ending Child Marriage".

*Specific women related targets are defined at the 15 output's level and related indicators and indicators' targets: **1.1**; 1.1.3; **1.2**; 1.2.4; **1.3**; 1.3.5; **2.2**; 2.1.2; 2.1.3; 2.2.2; 2.2.3; 2.4.2; 3.1.1; 3.1.2; **3.2**; 3.2.5; 3.6.2; 4.1.3; **4.2**; 4.2.1; **4.3**; **4.4**; 4.4.3.*

Even if the outputs or outcomes are gender sensitive or spell out gender specific results their indicators are not sex dis-aggregated;]

- *Drawing from the three other Indicators assessed the progress to achieve gender results is only partially achieved:*
- *2.1. Joint programmes out of 12 JP there are three specifically targeting changes in gender norms while other three have gender mainstreamed,*
- *2.2 Communication and Advocacy the assessed extent is that UN System; communication work Plan developed in 2016 had a specific gender related outcome;*
- *and 2.3. UNDAF M&E system is gender neutral as there is no unified strategy for gender and age data collection*

Evidence or Means of Verification *(List documents and sources used to verify findings)*

UNCT Joint Delivery Work Report – Gender, 2016,
Monitoring and Evaluation Technical Working Group Work Report 2015, 2016, 2017-draft,
UNDAF Development Issue Paper – document prepared for the UNDAF Evaluation 2017
UNDAF mid-term evaluation 2016 – Albert, need this document
UNDAF Evaluation draft report Jan 2018
SDG Monitoring report UNDP,
CEDAW BPfA monitoring report
Gender Development Index for Liberia
Gender Inequality Index for Liberia

Annex C – Organizational Culture Staff Survey Results

Survey closed on April 4th, 2018

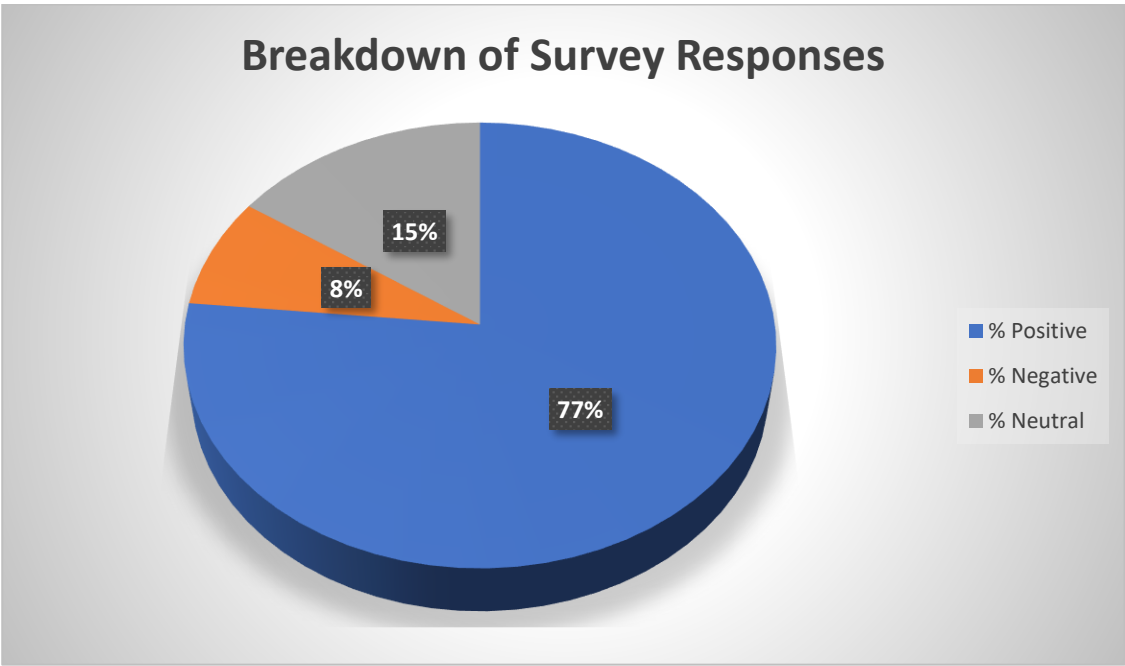
Total responses: 273 (UN personnel in Liberia: 745. Confidence interval of 7.5)

All responses were obtained online, by means of a survey-monkey survey.

Female = 101 (38,26%) Male = 163 (61,74%)

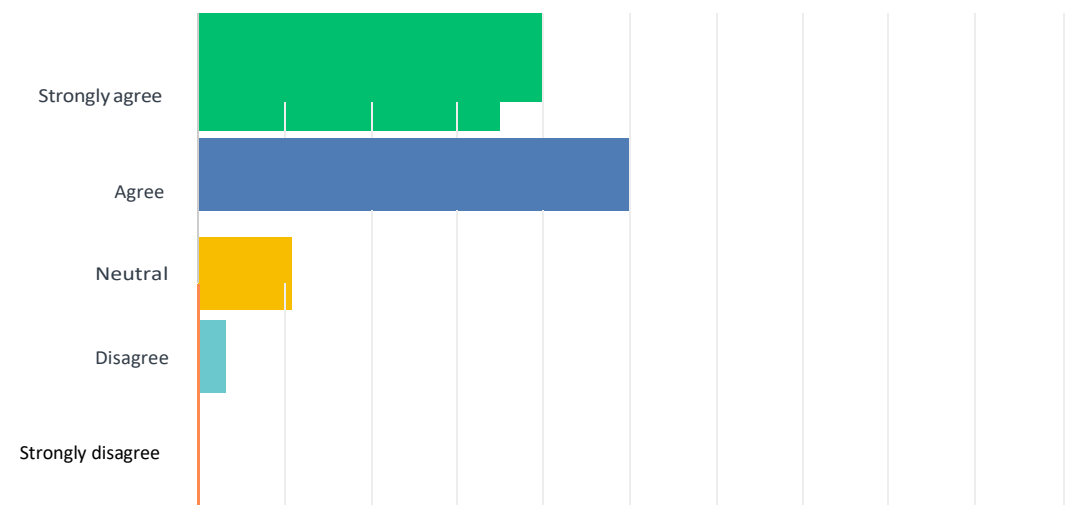
National = 220 (81,8%) International = 49 (18,22%)

Supervisory role = 133 (50,76%) Non-supervisory role = 129 (49,24%)



Q4 I believe the UN System in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels.

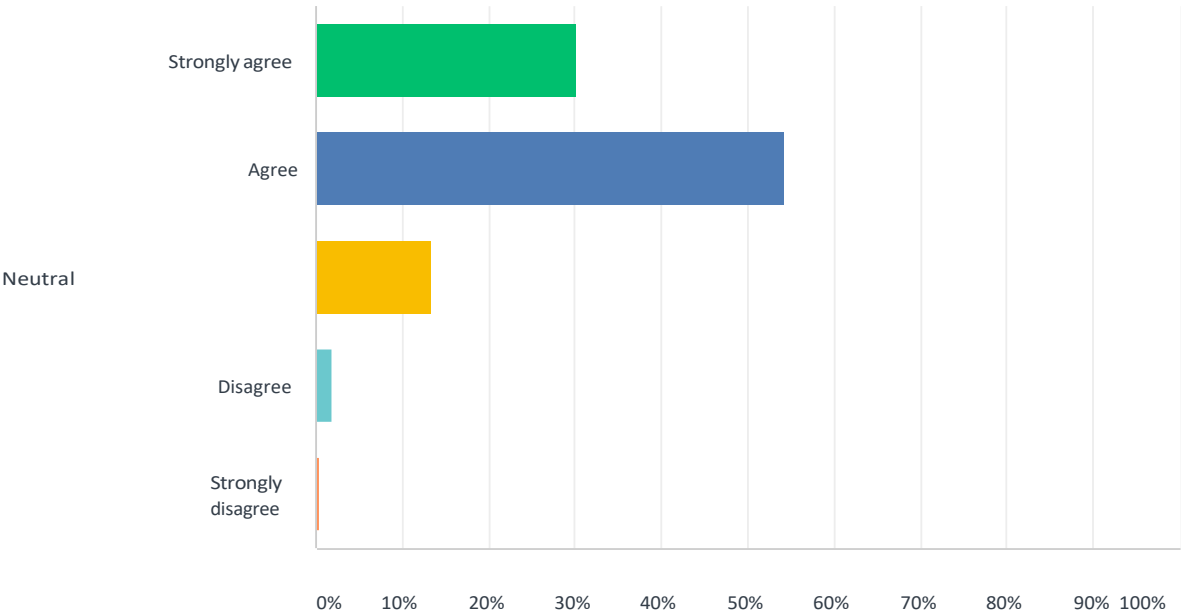
Answered: 270 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	35.19%	95
Agree	50.00%	135
Neutral	11.11%	30
Disagree	3.33%	9
Strongly disagree	0.37%	1
TOTAL		270

Q5 Heads of Agencies in this UNCT are committed to gender equality in the workplace.

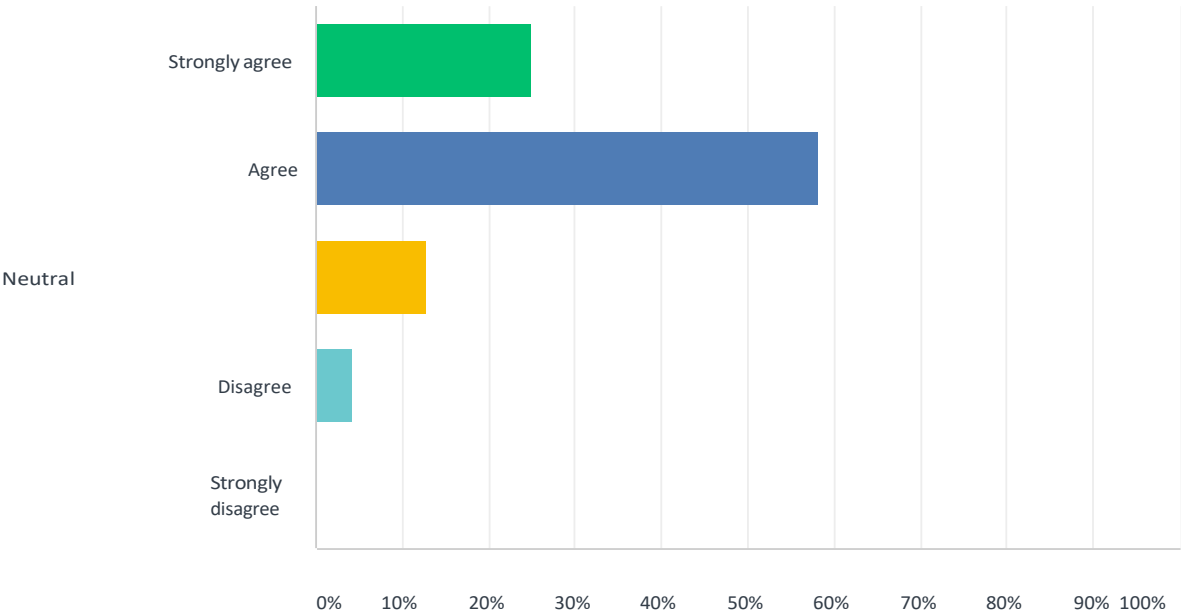
Answered: 268 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	30.22%	81
Agree	54.10%	145
Neutral	13.43%	36
Disagree	1.87%	5
Strongly disagree	0.37%	1
TOTAL		268

Q6 UN personnel in this country are committed to gender equality in the workplace.

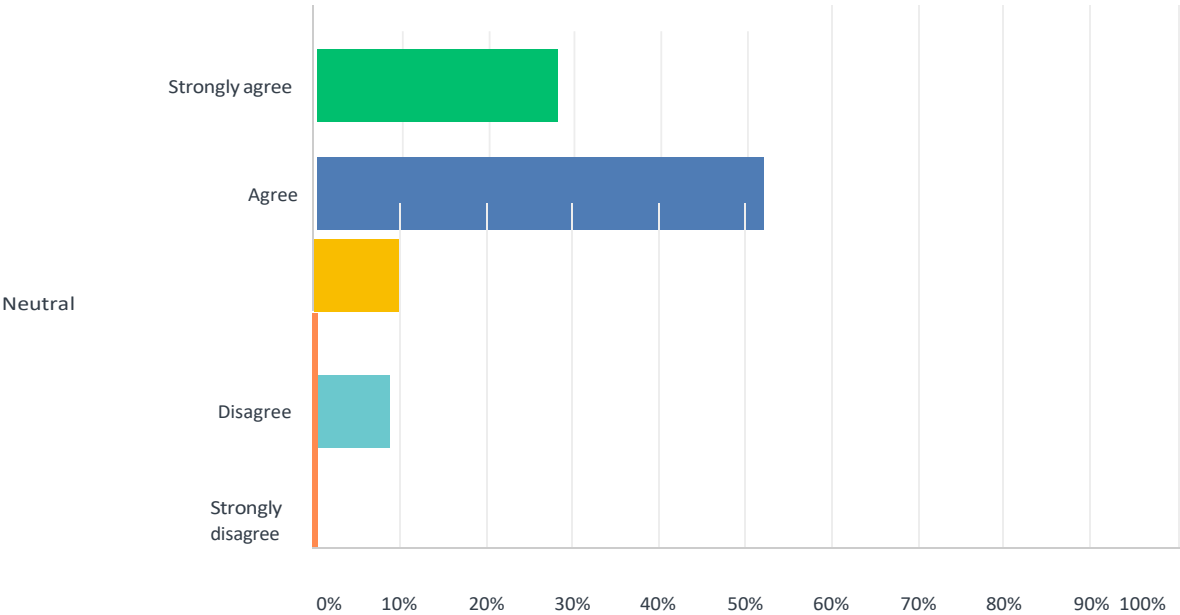
Answered: 268 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	67
Agree	58.21%	156
Neutral	12.69%	34
Disagree	4.10%	11
Strongly disagree	0.00%	0
TOTAL		268

Q7 UN personnel in this country team are treated equally irrespective of sex, gender identity or sexual orientation.

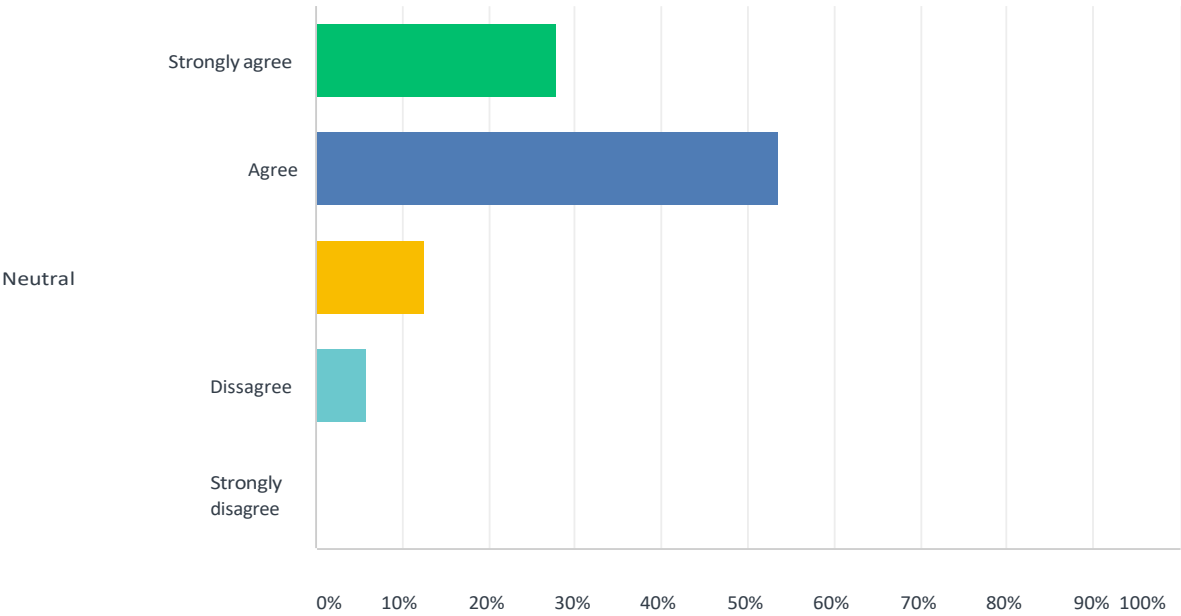
Answered: 268 Skipped: 2



ANSWER CHOICES		RESPONSES	
Strongly agree		27.99%	75
Agree		51.87%	139
Neutral		10.82%	29
Disagree		8.58%	23
Strongly disagree		0.75%	2
TOTAL			268

Q8 The UN system in this country has adequate procedures in place to prevent address sexual harassment.

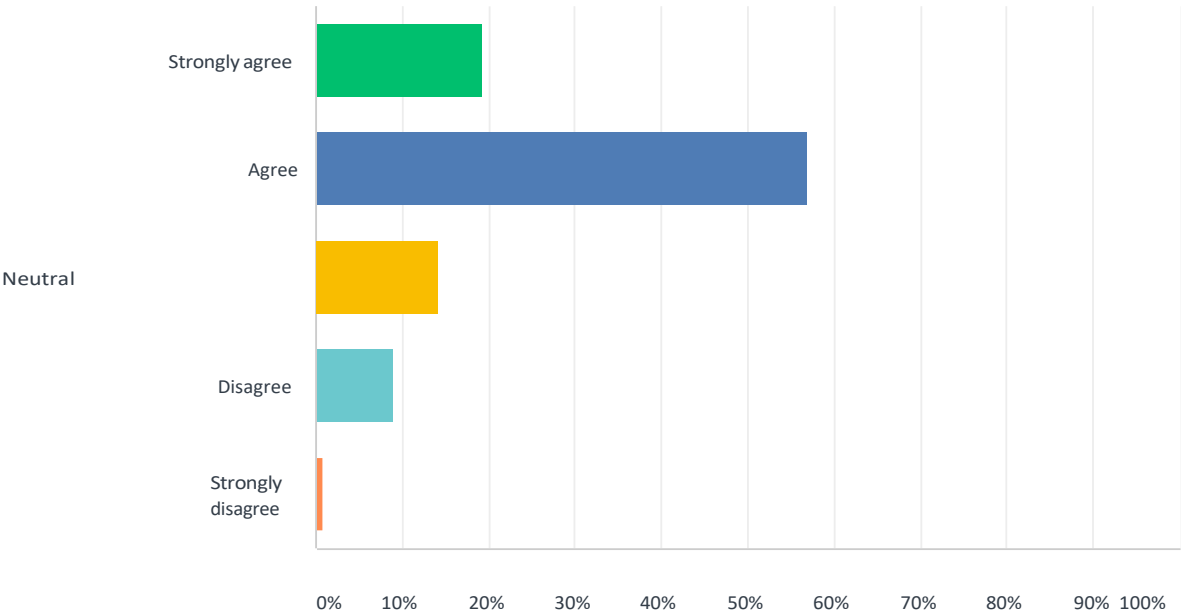
Answered: 269 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	27.88%	75
Agree	53.53%	144
Neutral	12.64%	34
Disagree	5.95%	16
Strongly disagree	0.00%	0
TOTAL		269

Q9 The UN system in this country has adequate procedures to protect my personal safety and security.

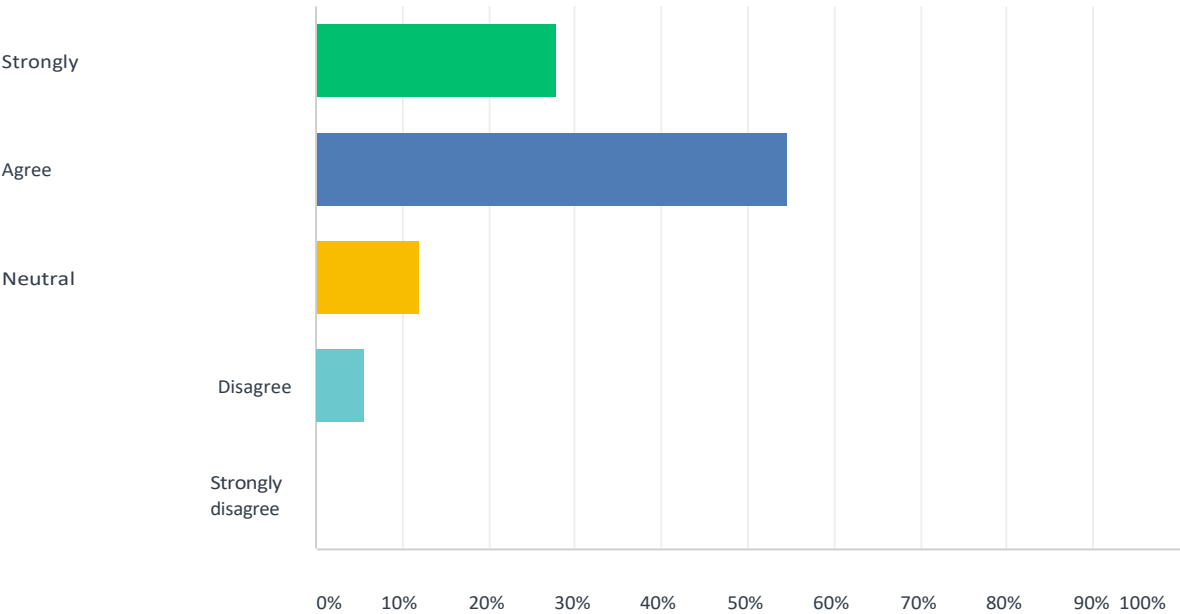
Answered: 269 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	19.33%	52
Agree	56.88%	153
Neutral	14.13%	38
Disagree	8.92%	24
Strongly disagree	0.74%	2
TOTAL		269

Q10 The UN system in this country adequately facilitates the equal participation of both women and men at all levels of the organization.

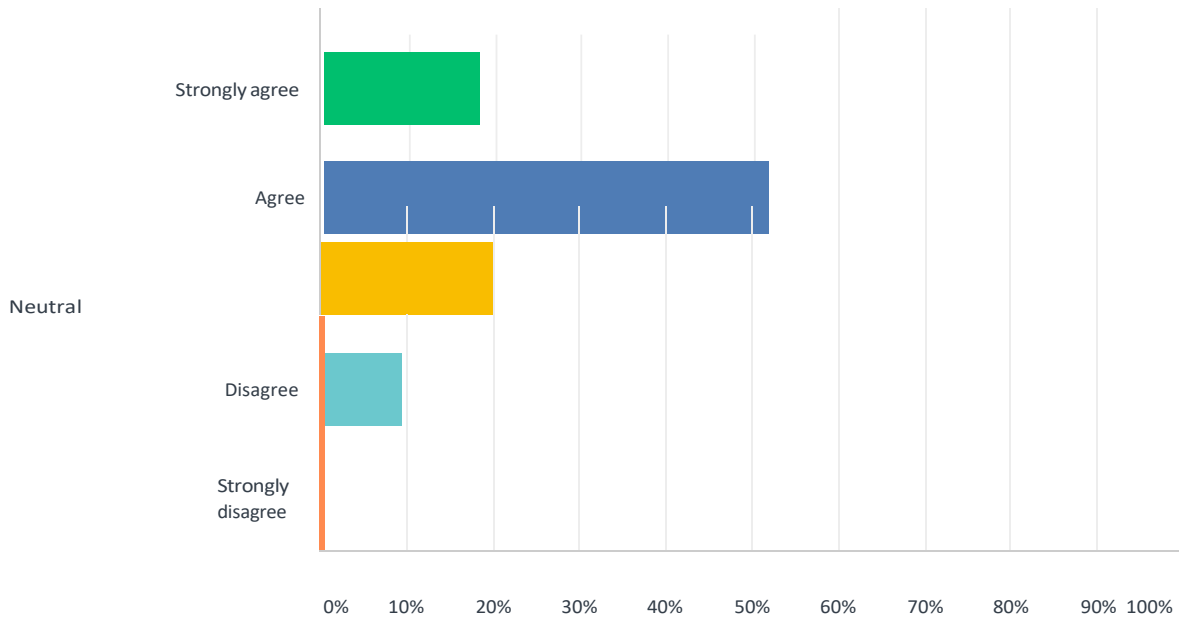
Answered: 269 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly	27.88%	75
Agree	54.65%	147
Neutral	11.90%	32
Disagree	5.58%	15
Strongly disagree	0.00%	0
TOTAL		269

Q11 The package of entitlements (e.g. maternity, paternity, breastfeeding) support personnel to achieve adequate work-life balance.

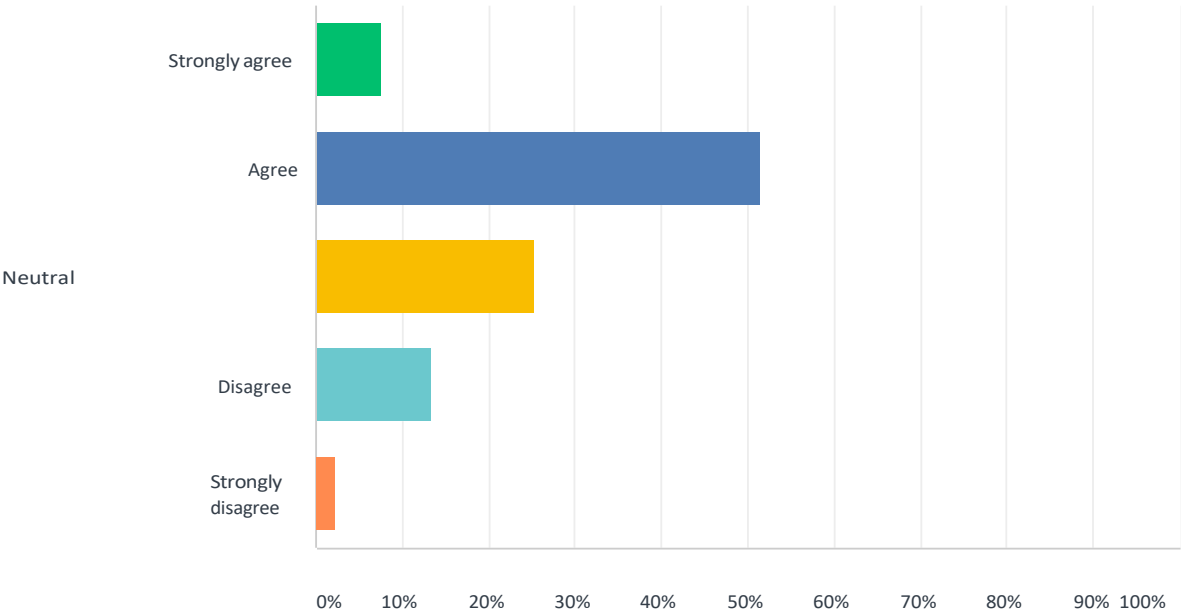
Answered: 269 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	18.22%	49
Agree	51.67%	139
Neutral	20.07%	54
Disagree	9.29%	25
Strongly disagree	0.74%	2
TOTAL		269

Q12 The package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) support personnel to achieve adequate work-life balance.

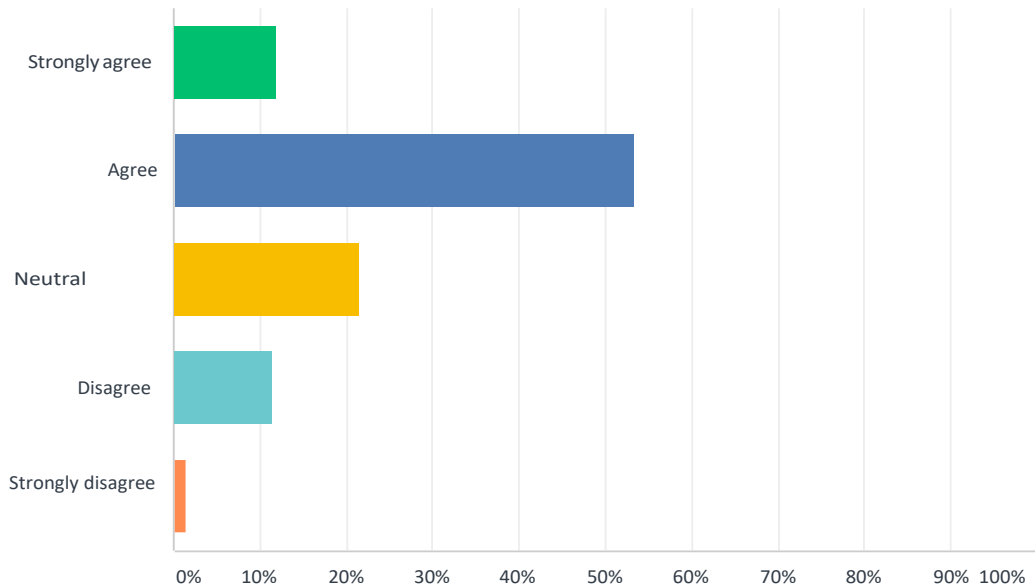
Answered: 268 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	7.46%	20
Agree	51.49%	138
Neutral	25.37%	68
Disagree	13.43%	36
Strongly disagree	2.24%	6
TOTAL		268

Q13 Heads of Agencies are supportive of personnel to establish an adequate relationship between work and life balance.

Answered: 268 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	11.94%	
Agree	53.36%	143
Neutral	21.64%	58
Disagree	11.57%	31
Strongly disagree	1.49%	4
TOTAL		268

Annex D – Gender Parity Data UN System

This data summarizes staff numbers by April 2018 of 13 agencies which account for most of the UN Staff in Liberia: FAO, IOM, UN Women, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNOPS, UNV, WFP, WHO, UNV.

HR persons within each agency provided the data.

General Service and National Staff Category		Number of Women in Category	Number of Men in Category
G1	8	6	2
G2	112	6	106
G3	26	4	22
G4	41	13	28
G5	60	24	36
G6	63	26	37
G7	21	8	13
NOA	11	3	8
NOB	66	25	41
NOC	17	5	12
NOD	2	1	1
UNV	48	16	32
Total	475	137	338

Administrative staff		
G1-G7	331	
Women	87	27%

International Professional Staff Category		Number of <u>Women</u> Staff in Category	Number of <u>Men</u> Staff in Category
P1			
P2	4	2	2
P3	27	9	18
P4	25	10	15
P5	9	2	7
P6			
D1	4		4
D2			
Total	69	23	46

Senior Staff		
P4, P5, D1	57	
Women	18	31,50%

Annex E - Action Plan for Strengthened UN System Gender Coordination

Action	Responsibility	Required Resources and Source	Timing	Explanation and Links to SWAP-Scorecard Assessment
Dimension 1 – Planning				
Indicator 1.1 CCA – P.16-65 - Current score: Approaches minimum standards				
1.1.1 Ensure that gender analysis and the use of sex disaggregated data is consistent across all sectors and all throughout the CCA. Analysis should include the most marginalized based on their gender.	UNCT/RC, IAPT, with technical support from GTG and M&E WG	Staff time	2018 and further at the next UNDAF planning (2019+)	There is a need to improve gender planning and targeting across all sectors. These actions would provide the foundation for gender sensitive planning and programming, leading to stronger gender results.
1.1.2 Analysis should be supported by discussions on underlining causes of the issue/s under discussion and associated challenges; causes of inequality and discrimination	UNCT/RC, IAPT, with technical support from GTG and M&E WG	Staff time, no financial resources	2018 and further at the next UNDAF planning (2019+)	
1.1.4 Recommendation should include suggestions on how inequality and discrimination could be reduced and how those marginalized could be used as agents of change in moving Liberia forward.	UNCT/RC, IAPT, with technical support from GTG and M&E WG	Staff time, no financial resources	2018 and further at the next UNDAF planning (2019+)	This would improve gender targeting, and the scoring of indicator 1.1 towards “meeting the minimum standards”. It would also impact on indicator 1.2 Outcomes; 6.1 Resources; 7.1 Results.

				Greater reflection of gender inequality issues across the Country Assessment Report will help to prioritize GEWE in the next UNDAF.
Indicator 1.2 UNDAF Outcomes - P.16-65 - Current score: Approaches Minimum Standards				
1.2.3 Review/revise the UNDAF-AWP-2018 and incorporate existing gender targeted and gender transformative programmes at the output level: JP Elimination of SGBV/HTP at the output level, + Spotlight and possibly at the outcome level.	RCO, GenCap, UN-Women, GTG, ONE UN M&E WG	Staff time, workshop of 2 days	June 2018	These actions would contribute to targeting changes in institutional and/or behavioural capacities but also allow for consistent monitoring across all Outcomes. Besides, this should allow more gender transformative outcomes to capture the overall status of gender in UNDAF. This would allow UNDAF 'meeting minimum standards' for Indicator 1.2 Outcomes of the UNCT SWAP-Scorecard.
1.2.4 Build firm links with the GOL to influence Gender Sensitive Pro-Poor Agenda	RCO, GenCap, UN-Women	Staff time to attend the Pro-Poor Agenda development and review process	May, June 2018	
1.2.5 Advocate and influence the creation of an outcome of Gender mainstream to enhance the achievement of gender equality in the country and ensure that the UNDAF Outcomes are gender-mainstreamed (in line with UNDAF Theory of Change and the SDG priorities) that include a monitoring of progress of GEWE.	UNCT/RCO, IAPT, with technical support from GTG and M&E WG	Staff time for advocacy, no financial costs	UNDAF planning stage (2019+)	
1.2.6 Ensure the next UNDAF visibly mainstreams gender across all outcome areas with sex-disaggregated or gender-sensitive indicators.	IAPT, UNCT with technical support from GTG and M&E WG	No financial costs	planning stage for next UNDAF (2019+)	

Indicator 1.3 UNDAF Indicators - P.16-65 - Current score: Meets Minimum Standard				
1.3.1 Increase the number of gender sensitive indicators and create mechanism to track progress toward gender equality within the UNDAF	RCO, IAPT, M&E working group with support of UN Women	Staff time for advocacy. No financial resources	Quarter 3 and 4 of 2018	This would mainstream and enhance the achievement of gender equality in the country. Valuable data dimensions would be added to ensure initiatives are people-centred and in line with the principle “leaving no one behind”. This would allow indicator 1.3 UNDAF indicators to move toward exceeding minimum standards’
1.3.2 Train the technical staff of the GoL to mainstream SDGs on gender and ensure the inclusion of sex disaggregated indicators.	RCO, IAPT, M&E working group with support of UN Women	Staff time and operation cost	Quarter 3 and 4 of 2018	
1.3.3 Assuring agreements and funded plan to collect data for the indicators that lack Means of Verifications in the results establishing baselines and targets for the next UNDAF results framework, considering the need for data disaggregation (by sex and age) to lead to gender-specific targeting to address areas of inequality	RCO, IAPT, M&E working group with support of UN Women	Staff time, no financial resources	Quarter 3 and 4 of 2018	
Dimension 2 Programming and M&E - Planning				
Indicator 2.1 Joint Programs - P.16-65 - Current score: Approaches Minimum Standard				
2.1.1 Create and use internal mechanisms to ensure the quality of gender mainstreaming across all joint programmes (for instance the Gender and Age Marker tool on which the staff of all the UN agencies was trained by the GenCap Consultant)	UNRCO with support of UN Women	Funding from the UNRCO for planned actions.	2018 - 2019	This would ensure a comprehensive gender mainstreaming in all future JPs and will therefore create a collaborative gender sensitive programming.

2.1.2 Increase inter-agency trainings on gender analysis for Programme staff of all UN agencies	UNRCO with support of UN Women	Funding from the UNRCO for planned actions.	2018 - 2019	Furthermore, this would hold JPs to the highest standards for gender mainstreaming and move toward ‘exceeding minimum standards’ for Indicator 2.1 Joint Programmes.
2.1.3 UNCT addresses gender equality by ensure to have at least one JP on promoting GEWE under the current/future UNDAF (still in line with UN policies and SDGs priorities)	UNCT with the support of the RCO and UN Women	UNCT funding for planned joint actions.	2018 - 2019	
Indicator 2.2 Communication/Advocacy - P.16-65 - Current score: Exceeds minimum standards				
2.2.1 Communications strategy and workplan to include specific component that deals with ensuring gender equality in access to information, targeting of audiences and establishment of feedback mechanism	UNCG Chair, RCO and UN Women Communication Specialists	Funding for RCO Communication Specialist	2018 (revision of present strategy and AWP) and during development of new UNDAF	An opportunity exists to strengthen and unify the UN voice for promoting GEWE in the country by developing a new gender sensitive strategy and ensuring that annual plans reflect ‘one voice’ for UN GEWE communication. This would render the UN work on promoting GEWE more visible at the country level and help Liberia in maintaining the “exceed minimum standards scoring also for the next UNDAF round.
2.2.2 Follow up to ensure action plan is implemented as planned (gender-sensitive communications and advocacy)	UNCG Chair, RCO and UN Women Communication Specialists	Funding for actions by all Agencies	By end 2018	
2.2.3 UNCT advocacy strategy that is gender sensitive (adequate funding for gender-sensitive programming and joint or One Voice concept of advocacy)	RC and UNCT, with support from UNCG	Funding for planned joint actions	End of 2nd quarter	
Indicator 2.3 UNDAF and M&E - P.16-65 - Current score: Approaches Minimum Standard				
2.3.1 All focal points responsible for reporting under each pillar should be orientated on the existing M&E	RCO with M&E Group	No direct financial costs	By the end of 2nd quarter	Assessing the progress towards UNDAF outcomes against the indicators in

framework including set targets and gender specific targets and indicators. Staff responsible for data compilation should ensure that all inputs provided reflect what is required.				the UNDAF Results and Resources Framework annually as laid out in the M&E plan, and train staff on Gender Sensitive M&E will positively impact Indicator 2.3 UNDAF Monitoring and Evaluation moving its score to 'meets minimum standards'.
2.3.2 Annual work planning should be closely guided by M&E staff who is aware of UNDAF set targets.	M&E focal point for RC Office	Required resource needed: \$15,000.00 for periodic training (gender & M& E) for M&E focal points	2018 - 2019	
2.3.3 The M&E Working Group members should receive a technical training / have a workshop on gender sensitive M&E at least twice a year	One training biennial based on staff turnover	Staff time, no financial costs	By early 2019	
2.3.4 Gather data for gender sensitive UNDAF indicators across the UNCT's coordination mechanism groups	RCO, IAPT with M&E Group	Staff time, no financial costs	2018 - 2019	Gender specific quantity data not consistently collected and reported on as required. Indicators in annual data collection tools not consistent with planned indicators which reflects lack of knowledge on what has been planned and what should be reported on. The UN system can ensure meeting its commitment to leaving no one behind through gender sensitive monitoring, besides other tools and strategies.

Dimension 3 - Partnerships				
Indicator 3.1 Engagement Government - P.16-65 - Current score: meets minimum standard				
3.1.1 Enhance government capacity to scale from being gender neutral to gender responsive and transformative through training, capacity building and institutional strengthening (provision of relevant materials/ equipment/ GBV IMS/ DNA machinery / etc.)	All UN agencies delivering on gender outcomes	Technical expertise to provide gender training. Funding support to strengthen institutional capacity.	Within the new UNDAF time frame	Gender priorities remain key issues for women and girls; institutional strengthening would allow advocacy, and gender targeted programs to move toward 'exceeding minimum standards' for Indicator 3.1.
3.1.2 GTG to conduct mapping of existing coordination on GEWE and create a strong link with them	GTG with support of UN women	Mostly Staff time	Q4 of 2018	The exercise revealed a need for greater joint UN engagement with other existing coordination on GEWE. A stronger engagement with national stakeholders should create more space for interaction and information sharing
Indicator 3.2 Engagement W/Gender CSO - P.16-65 - Current score: meets minimum standard				
3.2.1 Improve partnership engagement with 20 selected / targeted CSOs by promoting bottom -top approach in planning and decision-making processes	UN-Women, UNICEF, UNDP, UNFPA,	Technical expertise to engage this level of partnership.	Within the new UNDAF time frame	There are 'joint initiatives' in which these CSOs are engaged. However, these collaborations depend on several conditions, such

				as; donors' requirement, individual selection of UN agencies after 'call for proposals and vetting, UN agencies' regulations/ rules and procedures. To improve this area and to ensure that no one is left behind, UNCT may consider engaging with a broad range of national stakeholders.
Dimension 4 – Leaderships and Organization Culture				
Indicator 4.1 Leadership - P.16-65 - Current score: <i>Meets minimum criteria</i>				
4.1.1 UNCT members need to meaningfully address GEWE in at least 50% UNCT meetings.	Heads of UN Agency	No financial costs	Continuously	Updates gender needs to be a regular topic on UNCT meetings' agenda to address GEWE in a meaningful way
Indicator 4.2 Organization Culture - P.16-65 - Current score: <i>Meets minimum criteria</i>				
4.3.1 The HR working group needs to provide information related to resources allocated to staff training, offering to both women and men opportunities to move to more specialized positions (for all types of contracts); This must be presented it to UNCT.	HR working group	No financial costs	Q4 of 2018	The personnel's perception of organizational environment for promotion of gender equality can slightly be improved by harmonizing

4.3.2 Create more comprehensive HR procedures ensuring the evaluation of high level of CVs coming from female candidate	HR working group	No financial costs	Q4 of 2018	and revising the policy on female recruitment, which was the particular aspect which is perceived by female staff during this exercise.
Indicator 4.3 Gender parity - P.16-65 - Current score: Approaches Minimum Standards				
<p>4.3.1 UN Common System Strategy: Simplified target calculation methodology for gender parity applied at overall institutional architecture for implementation</p> <p>4.3.2 Creation of entity-specific implementation strategies and UN Country Team (UNCT) implementation strategy in which annual gender parity targets are set for each entity/level combination, and in which annual gender parity targets are calculated based on the gap to parity.⁹</p> <p>Ambitious implementation of Gender Scorecard, effective internal oversight monitoring mechanisms, reporting semi-</p>	Resident Coordinator's Office (RCO) for overall coordination and UN agencies for direct implementation, with technical support from the HR focal points	Staff time, No extra financial costs	UN Common System target years, first 2021 and second 2026, to reach system-wide parity by 2028/2030 (Secretary General pledge)/Agenda 2030 due date)	<p>The UNCT does not have in place the architecture for monitoring representation of women and men. Most agencies monitor at individual agency level. Putting in place a monitoring system will maintain focus and help foster movement toward meeting and mainstreaming gender parity.</p> <p>HR Working group (along with OMT) to monitor and share finding/</p>

⁹ As described in Secretary General's System-Wide Strategy on Gender Parity (2017, page 13): "A percentage gap range (above and below 50 %) to parity will be established to determine which ultimate year target (2021 or 2026) an entity/level combination should be applied. The percentage gap to parity will be calculated based on approximately half of the entity/level combinations with the year target of 2021 and the other half with the year target of 2026."

<p>annually to the head of the entity, data supplemented through UN Women for system-wide data collection on appointments, career advancement, separations, staff-selection/recruitments and flexible work arrangement usage of staff. Sourcing from UNCT level, and overall reporting on implementation and oversight by UN Senior Management, UN System of Chief Executives Board for Coordination (CEB), Senior Advisor on Policy at Executive Office of the Secretary General (EOSG) and UN Women.</p>				<p>consolidated data with GTG to incorporate into annual reporting to UNCT for discussion and action depending on the patterns of change found over next years.</p> <p>The UN system in Liberia can continue its efforts to move toward “Exceeding the minimum standard” that will maintain focus and help foster movement toward maintaining gender parity.</p>
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Dimension 5 – Gender Architecture and Capacities

Indicator 5.1 Gender Coordination - P.16-65 - Current score: **Approaches minimum standard**

5.1.1 To organize annual retreat of the GTG	UN Women - RCO	RCO or UN Women budget	2018 Q2	<p>Action points are based on issues that were identified during the assessment.</p> <p>Organizational strengthening will allow the GTG to be more effective in its work, thereby positively impacting across all areas of coordination for GEWE.</p>
5.1.2 UN agencies to appoint GTG members at the senior management staff (e.g. P4 and above) and ensure their attendance to GTG meetings for decision making	UNCT, HoA and GTG	Staff time, No extra financial costs	2018-2019	
5.1.3 Implement a costed GTG AWP	GTG, UNCT, RCO	UN agencies to commit resources	2018-2019	
5.1.4 Build the capacity of the UNCT for gender mainstreaming	UN Women & RCO	RCO to commit resources	2018-2019	

5.1.5 Ensure that GTG is involved into all UNDAF pillars and particularly during the UNDAF development processes.	UNCT, RCO, IAPT and GTG	Staff time, No extra financial costs	2018-2019	Besides, involving the GTG into all stages of UNDAF would strengthen UN performance on gender equality and women’s empowerment; enhance UN coordination; and allow for sharing information and experiences. These action points will push indicator 5.1 toward ‘meeting minimum standards’ for strong functioning gender coordination.
5.1.6 Strengthen participation and responsibilities of GTG members by including GTG work in individual performance reviews to improve member accountability.	UNCT & RCO	HoA commitment	2018	
5.1.7 Organize an Annual Gender Forum to invite HoA, Government officials, representatives of CSOs working on gender issues, for knowledge sharing with a wider UN technical audience.	GTG with support from UN Women	UN agencies to commit resources	2019	
Indicator 5.2 – Capacity Development - P.16-65 - Current score: Meets Minimum standard				
5.2.1 Conduct an inter-agency capacity assessment to improve gender mainstreaming within the UN System and develop a capacity development plan for targeted UN coordination mechanism (IAPT, UNCG, OMT, HR, etc.)	UNRCO with support of all the UN agencies	Funding for action by all UN agencies	2018 - 2019	For UN to work collaboratively to enhance gender mainstreaming, all its personnel, especially in the field, should receive training for gender mainstreaming. GTG should start by working with HR working group to ascertain which agencies have mandatory requirements and the status of staff compliance against requirements. Decisions on course of
5.2.2 Carry out an annual inter-agency gender capacity development training for UN personnel, that should include participation in international event such the UNiTE Campaign and International Women’s Day.	GTG with coordination support of UN Women	Funding for planned joint actions	End of 2018	
5.2.3 Implement a ONE UN induction package that contains information on UNCT commitment and activities on	UNRCO with support of UN Women and the GTG	Staff time, No extra financial costs	End of 2018	

GEWE (including action toolkit, country's gender context and a basic gender training such as the online training "I know Gender")				action will depend on findings Furthermore, targeting key interagency groups will help to deepen gender skills across the UN system with strategic interventions. This will push Indicator 5.2 towards 'exceeding minimum standards' and should impact positively across other indicators depending on targeted groups (e.g. UNCG will impact on Indicator 2.2 Communication and Advocacy; M&E Group will impact on Indicator 2.3 UNDAF M&E).
5.2.4 Map out system-wide opportunities for online gender training to assess gender-related knowledge/status of staff compliance with mandatory gender training and to develop a strategy (i.e. a learning and action plan) to foster 100% compliance.	HR Working group with technical support of the GTG.	Staff time, No extra financial costs	End of 2018	
Dimension 6 – Resource Tracking				
Indicator 6.1 Financial resources - P.16-65 - Current score: Miss minimum standards				
6.1.1 Allocation of Budget for GEWE required at planning stage.	UNCT under the RCO's coordination	Technical inputs by each UNCT agency	Beginning of planning cycle i.e. UNDAF (2019+)	Budget consideration and allocation needs to be considered from the outset for planning allocation Lessons from current

6.1.2 Create a dedicated separate outcome for gender under each pillar for targeted actions besides mainstreaming	UNDAF Pillar leads in IAPT	Technical inputs UN and Government	UNDAF development process	UNDAF and challenges to gender empowerment and equality interventions Prepare M& E Results
6.1.3 Monitoring and Implementation need a clear reporting line on results and gaps on gender (using the new gender markers being developed by the UN)	UNCT with technical support of the M&E Working Group and the Gender Theme Group.	Technical inputs from all participating UNCT agencies	2018 – 2019: Periodic, mid-term UNDAF and Annual Reviews	Matrix for Monitoring Plan to track and monitor This would move the country team toward meeting the minimum standards for 6.1. Team may utilize the UNDAF Gender Marker (currently under development) for the next UNDAF cycle to better track and target GEWE resources. Greater resource targeting for GEWE over time should positively impact on outcome 7.1 on Result.
6.1.4 Gender Theme Group to discuss the possibility of members conducting a baseline study of percentage of total individual budgets that go towards addressing gender related issues. This could be included in the GTG AWP and put to the UNCT for endorsement. This can be an initial step towards establishing gender targets for budget allocation to gender equality and women's empowerment programming.	GTG with support of the OMT and UNCT	Staff time, No extra financial costs	2018 – 2019	This action point is seen as an exploratory process to better understand the gender budget data that currently exists across agencies, and how that data may be collated and utilized collectively to track gender expenditures and/or allocations at the country team level (to ensure adequate financial

				resources are dedicated to GEWE). The course of further development will depend on the initial findings. The data generated can be used as baseline for advocacy and accountability with both internal and external stakeholders including donors, government and CSO.
Dimension 7 – Results				
Indicator 7.1 Gender results - P.16-65 - Current score: Score: Miss Minimum Standards				
7.1.1 GTG to closely monitor achievement of GEWE targets in the current UNDAF on an annual basis for a comprehensive overview drawing on data generated by UNDAF pillars/UN agencies	UNCT, IAPT with technical support from the GTG	Staff time, No extra financial costs	2019+	This will be built into the 2019 GTG AWP and reported to UNCT. As such, gender equality will be translated into strategic results chains and consequently into holistic programming for gender equality. Proposed actions collectively should impact positively on planning, operationalizing, monitoring and organizing for stronger contributions to gender equality results.

				It would also help to move toward “approaching minimum standards” regarding indicator 7.1.
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