UNCT GENDER SCORECARD ASSESSMENT

FINAL DRAFT REPORT

UNITED NATIONS LESOTHO

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Acronyms

ARC	Assessment of Results and Competencies
BOS	Business Operation Strategy
CCA	Common Country Assessment
CEB	Chief Executive Board
CoP	Conference of Parties
CPD	Country Programme Document
CSO	Civil Society Organizations
GBV/F	Gender-Based Violence and Femicide
GEEW	Gender Equality and Empowerment of Women
GTG	Gender Theme Group
HoA	Head of Agency
HR	Human Resources
IAT	Inter-Agency Team
ILO	International Labor Organization
IMF	International Monetary Fund
IOM	International Organization of Migration
ITC	International Trade Centre
IWD	International Women's Day
JPs	Joint Programmes
M&E	Monitoring and Evaluation
MTRs	Mid-term Reviews
NO	National Professional Officers
OHCHR	Office of the High Commissioner for Human Rights
OMT	Operation Management Team
RCO	Resident Coordinator's Office

Acronyms

SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SWAP	System-Wide Action Plan
TOR	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCDF	United Nations Capital Development Fund
UNCG	United Nations Communication Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDSS	United Nations Department of Safety and Security
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNICEF	United Nations Children's Fund
UPR	Universal Periodic Review
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WHO	World Health Organization

BACKGROUND

1.0 Background

The UNCT SWAP Gender Scorecard is a globally standardized rapid assessment tool for UN country-level gender mainstreaming practices. The United Nations Development Group (UNDG) endorsed the Gender Scorecard in 2008 in response to the UN Chief Executive Board (CEB) for Coordination 2006 Policy on GEEW (CEB/2006/2). Initially, it aimed to focus on corporate processes and institutional arrangements at the individual entity level, but extended in 2018 to cover development and normative results tied to the SDGs.

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

The Scorecard is a tool that has already been tested in various countries, demonstrating a high level of objectivity in determining scores. It explicitly defines each indicator to reduce ambiguities. It provides a platform to resolve disagreements through discussions with Inter-Agency Team (IAT) members. As a self-explanatory guiding tool for IAT members to conduct self-assessments and report against a set of performance indicators, it allows them to gather substantive knowledge about the UNCT. The Gender Scorecard assesses results against 15 indicators under seven dimension areas allowing for UNCT planning, implementation, and monitoring of results.[2]

Dimensions	Indicators
(1) Planning	1.1) Common Country Assessment
	1.2) UNSDCF Outcomes
	1.3) UNSDCF Indicators
(2) Programming, Monitoring and Evaluation	2.1) Joint Programmes
	2.2) Communication and Advocacy
	2.3) UNSDCF Monitoring & Evaluation
(3) Partnerships	3.1) Engagement with Government
	3.2) Engagement with GEEW civil society organizations (CSOs).
(4) Leadership and Organizational Culture	4.1) Leadership

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[2] The detailed indicators are available in Annex 1.

	4.2) Organizational Culture
	4.3) Gender Parity
(5) Gender Architecture and Capacities	5.1) Gender Coordination
	5.2) Gender Capacities
(6) Financial Resources	6.1) Resources
(7) Results	7.1) Results

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

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

A rationale and supporting evidence must be given for the scoring of each indicator available in the UNCT SWAP Gender Equality Scorecard document developed by the UNSDG. Based on the findings, IAT formulates an action plan to improve the performance of the UNCT on gender mainstreaming. This assessment can be carried out by an internal agency or an external consultant, depending on the resources, needs and context.[3]

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[3] See Page 20, UNCT SWAP Gender Equality Scorecard, UNDG (2018)

ASSESSMENT PROCESS

2.0 Assessment process

The process follows five chronological steps: (1) Preparatory Step, (2) Self-Assessment, (3) Verification and Triangulation, (4) Action Plan Development and Endorsement, and (5) Implementation and follow up. The assessment took place from mid-June 2021 to September 2021, in the period leading up of implementation the LUNDAF (2019-2023) and the attendant Joint Work Plans (JWPs) and Common Budget Framework (CBF). The revision, verification and triangulation followed. The Programme Coherence Team (PCT) and gender focal points from different UN agencies, will finalize the action Plan in October 2021, and then seek its endorsement from UNCT Lesotho.

2.1 Preparatory step

The RCO discussed the need for a UN system-wide assessment on GEEW during the HoAs' meeting held in June 2021. Following the meeting, UN Women SAMCO assumed technical leadership and provided support to UNCT, including hiring an international consultant and the active engagement of the PCT and gender focal points from UN agencies. An overview of the Scorecard and the roadmap to its implementation in Lesotho, was presented to the PCT and UNCT in July 2021. Representatives from the PCT and agency gender focal points, were nominated to support the international consultant in carrying out this assessment and participate in the verification of evidences and coming up with a final action plan. The division of tasks followed the guidance provided in UNCT SWAP Gender Equality Scorecard Documents (UNDG, 2018).

2.2 Self-assessment

After orientation with UNCT, the IAT worked with the international consultant to complete the assessments on the indicators by carrying out desk reviews and in some cases, online interactions and key informant interviews with members of the PCT due to restrictions on field travel under COVID-19. During the self-assessment process, the international consultant supported the IAT and Inter-Agency Working Groups by addressing any contextual issues on indicators, assessment process and methods. The IAT worked with the international consultant to review and finalize the reports following the reporting template of the UNDG (2018). The IAT and the international consultant ranked each indicator as guided by the UNDG (2018) on the Gender Scorecard. Following this, the RCO, shared the draft reports on each indicator with the IAT and UNCT for validation of the evidence and quality assurance on the scoring.

2.3 Verification and triangulation

The draft report was prepared by the international consultant and reviewed by the IAT to triangulate the findings. The international consultant then addressed the feedback from IAT and the report was sent for verification to the respective inter-agency working groups to get final feedback. In addition, the report was shared at UNCT level for further improvement.

2.4 Action plan development and endorsement

Based on the findings, the IAT and PCT identified possible recommended actions to improve gender mainstreaming practices. The action plan and final report were shared with UNCT for final feedback. The final action plan was presented to UNCT for endorsement.

2.5 Implementation and follow up

In order to implement the recommended actions, the IAT will use the action plan for follow-up technical support to the different inter-agency working groups, under the guidance of HoAs. For further stock taking on the progress of the indicators, the gender focal points in different UN agencies will provide technical and coordination support towards the implementation of the UNCT Gender Scorecard Action Plan, including updating the assessment report at the time embarking on a new cooperation framework cycle in 2023.

COUNTRY CONTEXT

3.0 Country context

Lesotho is a constitutional monarchy which gained independence from Britain on the 4th October, 1966. The King is the Head of State, whereas the Prime Minister is the head of government. The King's position is hereditary and accession to the throne is regulated by the Office of the King, Order No. 14 of 1990, while the Prime Minister is appointed by the King in terms of Section 87, subsection 2 of the Constitution. Lesotho has a number of legal frameworks that are supportive to gender equality and women empowerment (GEWE), although social-cultural norms and customary laws still serve to disadvantage women relative to men. To start with is the Gender and Development Policy, which was adopted by government in 2003, thus endorsing the Convention on the Elimination of All Forms of Discrimination against Women; the Beijing Platform for Action; and other international gender norms and standards. This was followed by the Legal Capacity of Married Persons Act (2006), which addressed women's access and control over resources by repealing the marital power which a husband had over the person and property of his wife. Inheritance laws and the Land Act 2010 also contain provisions for ensuring that women are protected by law to own and inherit land. The Sexual Offences Act (2006) provides that marriage or any other relationship shall not be a defence against a charge of sexual misconduct in certain circumstances such as if she is ill or when a man has or is believed to have a sexually transmittable disease. Of recent, is the National Gender+ Development Policy (2018-2030) and National Strategic Development Plan II (2018-2023), all of which seek to address the disconnect between the country's very positive legal framework and the lack of effective implementation or enforcement of gender-responsive laws.

> Lesotho has made notable progress in advancing gender equality over the past decade, improving its regulatory framework, advancing women's legal capacity, and making partial progress in financial inclusion, rates of tertiary education and labor force participation. The largest remaining gender gaps in Lesotho are in the spheres of economic empowerment, political empowerment and in addressing gender based violence.

The country's overall ranking in the Global Gender Gap index was eight out of 144 countries in 2010; however, this fell to 16th place in 2013, 57th in 2016, and now stands 92 out of 156. With key factors for the drop in score being the persistent discrimination leading to unequal remuneration for equal work (where Lesotho has closed less than half the wage gap), low labor force participation of women, low representation of women in senior positions and management and limited participation in political system.[1] This was even before the COVID-19 pandemic. As observed in the 2020 UNDP assessment of the Socio-Economic Impact of COVID-19 on the Kingdom of Lesotho, due to COVID 19 lockdown measures, it is expected that adolescents and young women are likely become more vulnerable to sexual and gender-based violence, early and unwanted pregnancies and child marriage. Further, fallout from South Africa's economy disrupted supply chains, and caused a decline in key sectors—especially micro-,

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[1] WEF 2021

small-, and medium- sized enterprises (MSMEs), textiles, and tourism, where women have a heavy presence—affecting women acutely, as well as the families who depend on their earnings. [2]

Women are more at risk of becoming infected by sexually transmitted diseases (including HIV/AIDS) as a result of polygamous relationships, patriarchal culture and lack of financial security, which undermines their ability to target economic opportunity. Although women's entry into paid employment is on an upward trend, it is still lower than that of men (25% for women compared with 21% for men). The gender gap in employment and access to finance means that women are unable to have a voice and pursue legal action against injustices, despite the existence of a supportive legal framework. Women's economic decisions are mediated through men, bolstered by bride price and tolerance of violence as form of resolving spousal conflicts, thus limiting optimal female participation in economic sectors.

Therefore, the UNCT in Lesotho has to strengthen government capacity for gender responsive programme management to directly benefit women and girls across all sectors and segments of the Basotho society. Since the UNSDCF cycle follows the principle of "Delivering as One" as enshrined in the General Assembly Resolution A/RES/67/226 (2012), the identification of priority areas of cooperation should reflect a paradigm shift in programming, from viewing women and girls as the targeted participants in project activities, to enhancing women's capabilities to overcome economic marginalization in key sectors of the economy, broaden women's and girl's choices to speak out and fight against violence, discrimination in public institutions and in recovery and resurgence plans for COVID-19, while not overlooking systematic engagement of men and youth, because achieving lasting progress requires positive masculinity amongst men and boys. This means that the UNCT needs to build on this Gender Scorecard Assessment to achieve stronger linkages between the UNSDCF and national gender priorities, and nurture stronger partnerships with the international community, to effectively localize and implement SDG 5 on gender equality.

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[2] WEF 2021

FINDINGS

4.1 Overview of findings by dimension area

Indicator	Missing	Approaches minimum standards	Meets minimum standards	Exceeds minimum standards
1. Planning				
1.1 Common Country Assessment			▮	
1.2 UNSDCF Outcomes		▮		
1.3 UNSDCF Indicators			▮	
2. Programming and M&E				
2.1 Joint Programmes	▮	This indicator scores missing minimum requirements, because out of the 6 JPs reviewed, 2 visibly mainstreamed gender, which means missing the minimum requirements. To approach minimum requirements gender equality needs to be visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment, or a Joint Program on promoting gender equality and the empowerment of women is operational over current UNDAF period in line with SDG priorities including SDG 5. To meet the minimum requirements, gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a Joint Program on promoting gender equality and the empowerment of women is operational over current UNDAF period in line with SDG priorities including SDG 5. To exceed the minimum requirements, the aforementioned conditions should be fulfilled, in addition to a system is in place to ensure gender mainstreaming in JPs.		
2.2 Communication and Advocacy			▮	
2.3 UNSDCF M&E	▮	This indicator scores missing minimum requirements because, although the UN M&E team made an effort to include gender-sensitive indicators into the UNDAF Results Matrix (2019-2023), Results Matrix data for gender sensitive indicators has not yet been gathered as planned. Additionally, UNDAF reviews/ evaluations assessing progress against gender-specific indicators and results are yet to be undertaken. To approach minimum requirements, one of the following conditions have to be met, and to meet minimum requirements, two of the following conditions have to be met: 1. UNDAF Results Matrix data for gender sensitive indicators gathered as planned 2. UNDAF reviews/ evaluations assess progress against gender-specific results. 3. The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.		
3. Partnerships				
3.1 Engagement with Government			▮	
3.2 Engagement with Gender CSOs		▮		
4. Leadership & Organization Culture				

4.1 Leadership				
4.2 Organizational Culture				
4.3 Gender Parity		This indicator scores missing minimum requirements because the UNCT has no mechanism in place that is regularly used to monitor gender parity levels for General Service staff and all professional levels		
5. Gender Architecture and Capacities				
5.1 Gender Coordination Mechanism		This indicator scores missing minimum requirements, because there is no coordination mechanism for gender equality in form a Gender Theme Group (GTG) with terms of reference (ToR) and an annual work plan for 2021. Although there are gender focal points in agencies, there is to revive the functionality of the GTG under the leadership of RCO, and the members of the GTG should include at least 50 per cent senior staff (P4 and above; NOC and above), with ToRs and a work plan that speaks to the recommendations of this assessment per dimension area.		
5.2 Gender Capacities				
6. Resources				
6.1 Resource Tracking/ Allocation				
7. Results				
7.1 Gender Results		This indicator scores missing minimum requirements. There is need for evidence, in form a mid-term review or end-of-term evaluation report of the current LUNDAF (2019-2023), demonstrating that the UN has made contributions to gender equality and the empowerment of women, in line with SDG 5 targets and all the other SDGs.		

Score	Percentage of indicators	Number of indicators
Missing minimum standards	33%	5
Approaches minimum standards	40%	6
Meets minimum standards	27%	4
Exceeds minimum standards	0%	0
Total	**100%**	**15**

4.2 Analysis and reporting on each indicator

4.2.1 Dimension area 1: Planning

The Planning Dimension has three indicators, two of which meet the minimum requirements and the other approaches minimum requirements.

4.2.2 Indicator 1.1: Common country assessment integrates gender analysis

This indicator met the minimum requirements, as the Common Country Assessment (CCA 2019-2020) included gender analysis and has detailed sex-disaggregated, with regard to the economy, governance and social development sectors (health, education and WASH), as well as LNOB and the impact of COVID-19. To exceed the minimum requirements, the CCA had to include gender analysis in all sectors, and had to use gender and diversity data, since gender inequality and marginalization in Lesotho is not only associated with gender, but also indigeneity, sexuality, terrain, age, disability/ability, and migration status, as well as disparities in access and control over economic assets and natural resources, and how this bears on equality in access to energy and adaptation to climate change.[7]

Indicator 1.1: Common Country Analysis   Score: Meets Minimum Requirements
Findings and explanation
The Lesotho CCA, December 2020, was formulated based on systematic gender analysis. Sex and age disaggregated information at the national level that depicts differences and disparities in situation of women relative to men is provided for in the CCA, with quantitative and qualitative analysis on political and economic participation, health and education outcomes, including the country's progress towards implementing SDG 5 on gender equality and the empowerment of women and girls.
Evidence or means of verification
Lesotho 2020 CCA: https://lesotho.un.org/en/111979-lesotho-common-country-analysis

Recommended actions to improve gender mainstreaming practices in the CCA

1. As the UN Lesotho updates its CCA in the period leading up to the new cooperation framework cycle in 2023, there is need to come up with a Lesotho Country Gender Profile that not only speaks to the numbers (sex-disaggregated data) but also the underlying causes of gender inequality and discrimination, across the social, environmental and economic aspects of sustainability.

2. It would also be prudent for the UN in Lesotho, to conduct a deeper gender assessment on the areas of convergence between national gender policies and economic recovery packages for COVID-19. This can for example provide government with analytical support, to go beyond the capturing of statistics on the prevalence of SGBV/F and unemployment levels amongst women during COVID-19 resurgences, and find ways of investing risk communication and rehabilitative services for victims and survivors of SGBV/F, and social protection schemes for women and men who have lost livelihoods due to the impacts of COVID-19 and other related economic and environmental shocks.

3. Within the framework of SDGs that specifically focus on environmental sustainability and inclusive green growth in Lesotho, it is possible to undertake a landscape analysis of the available gender research and modes of women and youth engagement in scalable initiatives on climate change financing, adaptation and resilience to disasters in urban and rural areas. This would produce a UN knowledge product for analytical support to agencies and partners on how to deepen gender mainstreaming into updating the CCA for the next UNSDCF, while informing the next cycle of country programme strategies for agencies like UNDP, UNEP, FAO, UNIDO and UNHABITAT and related JPs.

4.2.3 Indicator 1.2: Gender equality mainstreamed in UNSDCF outcomes

This indicator approached minimum requirements because GEWE issues are visible in some but not in all of the four outcomes of the UNDAF (2019-2023). To meet minimum requirements, this indicator has to either mainstream GEEW visibly across all outcome areas, or a gender-specific outcome, which did not occur.

Indicator 1.2: UNSDCF Outcomes	Score: Approaches Minimum Requirements
Findings and explanation	

The UNDAF (2019-2023) document has a total of 4 outcome areas. GEWE issues appear in two of the four outcomes areas:

- Outcome 2.1: By 2023, all people, particularly the most vulnerable benefit from gender responsive social policies and programmes for the sustainable and equitable realization of their rights; and
- Outcome 3.1: By 2023, government and private sector increase opportunities for inclusive

and sustainable economic growth, improved food security and decent work especially for women, youth and people with disabilities.

As a result, this indicator was rated as "Approaches Minimum Requirements."

Evidence or means of verification

Lesotho UNDAF (2019-23): https://lesotho.un.org/en/21758-united-nations-development-assistance-framework-lesotho-undaf-2019-2023

Recommended actions to improve gender mainstreaming practice in the UNDAF outcome

1. In the new cooperation cycle, the UNSDCF should include a clear theory of change that visibly mainstreams gender equality and the empowerment of women, aligned with SDG priorities and SDG 5 in particular.
2. The UNSDCF should also include one dedicated outcome on gender equality besides the inclusion of gender mainstreaming across the theory of change and outcome areas.

4.2.4 Indicator 1.3: UNSDCF indicators measure changes in gender equality

This indicator meets minimum requirements, with UNDAF (2019-23) Results Matrix containing some indicators measuring changes in GEEW in line with SDG targets and SDG 5.

Indicator 1.3 : UNSDCF Indicators	Score: Meets Minimum Requirements
Findings and explanation	

Out of the 22 UNSDAF indicators, 12 measure change in GEWE, and are aligned to SDG targets and SDG 5 (54.54% of the outcome indicators). To meet the minimum requirements, between one-third and one-half (33- 50 percent) of UNSDCF outcome indicators should contribute to measurement of change in GEWE.

As a result, this indicator was rated as "Meets Minimum Requirements."

Evidence or means of verification

Lesotho UNDAF (2019-23): https://lesotho.un.org/en/21758-united-nations-development-assistance-framework-lesotho-undaf-2019-2023

Recommended actions to improve gender mainstreaming practice into UNSDCF indicators

In the new cooperation cycle, the UNSDCF results matrix should include indicators that are linked to impact on the lives of women, girls, boys and men. Even for non-population-based indicators, there is a need to address the impact of the indicators on the lives of women, girls, boys and men. An example of non-population-based indicators at outcome level is: Proportion of recommendations or action points of national dialogue and reforms implemented. From a gender equality perspective, this indicator can be revised as: Proportion of recommendations or action points of national dialogue and reforms implemented in line with international standards, including CEDAW-Convention on all Forms of Discrimination Against Women (1979).

4.3 Dimension Area 2: Programme and M&E

The Programme and M&E Dimension had three indicators, two of which are missing minimum requirements, and the other meets the minimum requirements.

4.3.1 Indicator 2.1: Joint Programmes contributing to reduce gender inequality

Out of the 6 JPs reviewed, 2 visibly mainstreamed gender, which means missing the minimum requirements. To approach minimum requirements gender equality needs to be visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment, or a Joint Program on promoting gender equality and the empowerment of women is operational over current UNDAF period in line with SDG priorities including SDG 5. To meet the minimum requirements, gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a Joint Program on promoting gender equality and the empowerment of women is operational over current UNDAF period in line with SDG priorities including SDG 5. To exceed the minimum requirements, the aforementioned conditions should be fulfilled, in addition to a system is in place to ensure gender mainstreaming in JPs.

Indicator 2.1: Joint Programme	Score: Missing Minimum Requirements
Findings and explanation	

  a) The JP on Together for SRH, where UNFPA is the lead agency, focuses on improved sexual and reproductive health and rights and reduction of sexual and gender-based violence. With support from the SRHR (Sexual and Reproductive Health and Rights) and HIV Linkages Project funded by the European Union, and the Governments of Sweden and Norway, Lesotho has forged critical partnerships with a range of civil society organizations. These partnerships have boosted access to integrated services for highly vulnerable populations and strengthened demand for services within communities.

  b) The other JP where gender issues are visibly integrated is Lesotho National Security Sector Reforms, in which the Government of the Kingdom of Lesotho in partnership with UNDP, OHCHR and UN Women, with funding from the UN Peacebuilding Fund, focus on achieving three outcomes; i) is the development, implementation and effective communication of a national security policy and strategy in line with Lesotho's international human rights commitments and obligations with the engagement of civil society, sustained commitment of key political and security actors and provide a concrete framework to prevent politicization of security institutions; ii) is strengthened internal and public oversight mechanisms and effectively prevent partisanship within security institutions and enforce the protection of human rights and including women's rights and the fight against SGB and; iii), enhance citizen participation in implementation of the security sector reform and related peace-building initiatives.

  c) The other 4 JPs are silent of GEWE and the PCT does not have any formal system in place to ensure gender mainstreaming in all JPs. This would be in form of checklist of questions that can be used for internal joint gender screening of Joint programme documents and Work Plans before endorsement by UNCT and IPs, and then followed through with a gender results tracking and

reporting mechanism at the level of JP implementation and monitoring.

As a result, this indicator was rated as "Missing Minimum Requirements."

Evidence or means of verification

UN Joint Programmes Mapping March, 2021

Recommended actions to improve gender mainstreaming practice into Joint Programmes

1. All JPs should score a minimum of 2 on the gender marker before approval of project or implementation.

2. All JPs should have at least one outcome that visibly addresses gender equality aligned with SDG 5.

3. The PCT should be equipped with capacity to work for the UNCT as a technical advising team to review all JPs against the gender marker, using a checklist for internal gender screening mechanisms to JP processes. The PTC should develop the checklist for internal gender screening of JPs, by building on the questions below:

- How is or does this JP contribute to enabling women as compared to men make a difference in their lives, communities and country?

- Does the situation analysis of the JP include relevant sex-age disaggregated information?

- Are there result statements and activities in JP for uplifting the status of female and male targeted groups equally or holding institutions accountable for national gender laws and policy commitments?

- Have resources for gender related outputs and activities been earmarked?

- Does recruitment under this JP include screening for gender competence or hiring of a gender advisor/programme officer or analyst?

- Does the JP plan to produce at least one gender-related knowledge product in its lifecycle?

- Does the JP plan to collaborate with national gender machinery or related key line government agency on a substantive gender issue at least once in its lifecycle?

- How will gender-related results associated with the JP be clearly documented and communicated in the UNCG, UN M&E and UNCT meetings, as well as in mid-term and end-of-programme evaluation reports and on social media?

4.3. 2 Indicator 2.2: Communication and advocacy addressing areas of gender equality

This indicator meets the minimum requirements. The UN Communication Strategy (2018-2019) contains guidance on messaging for GEEW issues. UNCT communicates GEEW on Women's Month, International Day on the Girl Child and 16 Days of Activism to Eliminate Violence against Women.

Indicator 2.2: Communication and Advocacy   Score: Meets Minimum Requirements

Findings and explanation
 	
    a. A Deliver as One Joint Communication Strategy, serves as the guiding document for standard messaging on various programmes areas, including GEWE, which is explicitly integrated into the Annual Work Plan, under Strategic Objective 3 of the current DaO Communication Strategy (2014-2017).
 	
    b. In commemorating the International Human Rights Day, 10th December 2020, the RC in his speech to partners across government and CSOs highlighted GBV as a human rights violation and urged partners to work with the UN in confronting all forms GBV. Similar communication and high-level advocacy efforts were made on 25th November 2020, during the RC's speech on 16 Days of Activism against GBV.
 	
    c. Gender sensitive human interest stories from communities, where the UN is implementing programmes, have been included in the United Nations Newsletter. A case in point is the February 2021| issue 2, where female sanitary health challenges were visibly highlighted and mutually connected to SDG localization in Lesotho. The results of UN's work were also acknowledged, by stating that: The UN has partnered with Lesotho Red Cross Society (LRCS) to support 2,500 girls like Thembekile by distributing dignity kits and sensitizing vulnerable adolescent women and young girls on sexual and reproductive health and rights in Quthing, Mokhotlong, Maseru, Mafeteng and Mohale's Hoek districts. When Thembekile's aunt received a dignity kit for Thembekile, she also had the opportunity to talk to an official from the Child and Gender Protection Unit (CGPU).
 	
    As a result, this indicator is rated as "Meets Minimum Requirements."
 	
 Means of verification
   1. Lesotho UN DaO Communications Strategy (2014-2017).
   2. RC's speech on International Human Rights Day, 10th December 2020.
   3. RC's speech on Commemoration of 16 Days of Activism Against Gender-based Violence, 25th November 2020.
   4. United Nations Newsletter, February 2021| issue 2.
 	
 Recommended actions to improve gender mainstreaming practice in communication and advocacy
 	
   1. UNCT should consider joint digital story-telling about joint programme sites, using compelling storylines and incisive statistics that highlight UN's work on advancing gender equality.

2. PMT, M&E, GTG and the UNCG should work together to create visual tools on the intention, pillars and contributions of the next UNSDCF to the SDGs and NDP priorities in Lesotho.

3. In order to demonstrate that the UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year, which is the requirement for exceeding minimum requirements, the sharing of data and human-interest stories in the UN Newsletter, and social media campaigns on COVID-19 economic recovery and vaccination, should be representative of gender cohorts that have been predicted to be hit the most by the global pandemic including: market women, women in informal settlements, women of color, migrant women, women with disabilities, lone parents, and women in abusive intimate relationships.

4. In the next cycle of the cooperation framework, the UNCT should include a gender-specific strategic objective in its annual work plan, to ensure that there's a systematic and joint effort to share resources around Communicating as One on GEWE, under the budget for common services within the BOS.

4.3.3 Indicator 2.3: UNSDCF M&E to measure progress against planned GE results

This indicator is missing minimum requirements because although the UN M&E team made an effort to include gender-sensitive indicators into the UNDAF Results Matrix (2019-2023), Results Matrix data for gender sensitive indicators has not yet been gathered as planned. Additionally, UNDAF reviews/ evaluations assessing progress against gender-specific indicators and results are yet to be undertaken.

To approach minimum requirements, one of the following conditions have to be met, and to meet minimum requirements, two of the following conditions have to be met:

1. UNDAF Results Matrix data for gender sensitive indicators gathered as planned
2. UNDAF reviews/ evaluations assess progress against gender-specific results.
3. The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.

Indicator 2.3: UNDAF M&E	Score: Missing Minimum Requirements
Findings and explanation	
The UNDAF (2019-2023) contains gender inclusive indicators that are aligned to SDGs[3]. Examples of these include: proportion of seat held by women in the National Assembly, under Pillar 1 on Accountable Governance, Effective Institutions, Social Cohesion and Inclusion. But Results Matrix data for gender sensitive indicators has not yet been gathered as planned. Additionally, UNDAF reviews/ evaluations assessing progress against gender-specific indicators and results are yet to be undertaken.	

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[3]Gender inclusive indicators infuse women's relative to men's gains from a given development intervention with changes in the status of other sub-groups, such as the disabled. Gender-specific indicators on the other hand focus on measuring progress or the impact that a development intervention has made in addressing needs that are peculiar to women and girls, boys and men.

As a result, this indicator was rated as "Missing Minimum Requirements."

Means of verification

Lesotho UNDAF (2019-23): https://lesotho.un.org/en/21758-united-nations-development-assistance-framework-lesotho-undaf-2019-2023

Recommended action to improve gender equality in UNSDCF M&E processes

As the current cooperation framework cycle comes to an end in 2023, the UNCT and PCT can plan to have a Gender Thematic Evaluation of the UNDAF 2019-2023, against the planned gender indicators and results, and in line with the SDGs. Such an evaluation would require hiring an independent consultant, whose services would also be leveraged to engage the PCT, UN M&E working group, UNCG and gender focal points in a training on gender indicators and gender results reporting, as these inter-agency working groups also perform peer-review of the Gender Thematic Evaluation Report for quality assurance, under the technical leadership of RCO and UN Women. This will enable the next cooperation framework to be formulated in line with the requirements of the Gender Marker tools.

4.4 Dimension Area 3: Partnerships

The dimension on partnerships has two indicators that address better performance on gender mainstreaming and the empowerment of women by engaging government, local NGOs and CSOs that work on empowerment issues. UNCT Lesotho meets the minimum requirements on the indicator for collaboration with government, while the indicator on engagement with GEWE CSOs approaches minimum requirements.

4.4.1 Indicator 3.1: UNCT collaborates with government on GEEW

This indicator meets the minimum requirements. The UNCT has collaborated with not only the Ministry of Gender, Youth, Sports and Recreation, but also other government agencies on a joint initiative that fosters gender equality within the current UNDAF (2019-2023).

Indicator 3.1: Government Engagement	Score: Meets Minimum Requirements

Findings and explanation

a) The UNCT in Lesotho worked engaged the Ministry of Gender, Youth, Sports and Recreation in drafting the CCA and during the formulation of UNDAF (2019-2023). The UNCT, through RCO, OHCHR and UN Women, has also engaged the Adhoc Government Committee on CEDAW, to finalize and validate the fifth periodic report on compliance to CEDAW. The Universal Periodic Review for SDGs and trends in supported recommendations was also completed in 2020, through engagements with the Ministry of Foreign Affairs. Lesotho Government +25 Report was also finalized through the leadership of RCO and the Ministry of Gender, Youth Sports and Recreation.

b) In November 2020, after months of research and planning, the Government of Lesotho and the UN

in Lesotho officially launched a Maximum Intervention Programme (MIP), supported by the global Renewed Efforts Against Child Hunger (REACH) initiative. The programme was built on addressing the adverse effects that COVID-19, and the associated movement restrictions, posed an on food security and nutrition, particularly amongst rural women and communities in Lesotho. The REACH initiative is in line with the National Gender+ Development Policy (2018-2030) and National Strategic Development Plan II (2018-2023).

c) The UN is also an active member of the Governance, Migration, Gender and Human Rights working group, whose aim is to ensure coordinated technical support and to leverage on Development Partners knowledge networks, to effectively engage government on gender equality in national policy positions.

Evidence or means of verification

1. LUNDAF(2019-23): https://lesotho.un.org/en/21758-united-nations-development-assistance-framework-lesotho-undaf-2019-2023

2. Universal periodic review: https://www.ohchr.org/EN/HRBodies/UPR/Pages/LSIndex.aspx

3. Beijing +25 Report Review: https://uneca.org/sites/default/files/Gender/Beijing25/lesotho_bpfa_plus_25_report.pdf

4. Terms of Reference for the Governance, Migration, Gender and Human Rights Working Group

Recommendations on improved partner engagement with government

1. In order to maintain the score attained and exceed the minimum requirements, UNCT should work with the National Women's Machinery on developing a Country Gender Profile with SDG-related data and evidence, followed by a National Gender Equality Agenda or issues paper that will be used in consultations during the transition from the current to the next cooperation framework cycle, so as to effectively mainstream gender in the processes of updating the CCA, strategic prioritization and setting the Results Framework for the UNSDCF.

2. In next cooperation framework cycle, the UN can work with national GEWE actors to develop and implement a Joint Programme on Gender Equality and Women Empowerment, with the aim of strengthening the strategic positioning, leadership and coordination capacity of the national gender machinery, deepening the practice of gender responsive planning and financing within the framework of SDGs, enhancing the capacity of CSOs to advocate and hold duty-bearers accountable for national commitments to GEWE, and livelihood enhancement in sectors where vulnerable women find employment and establish businesses that can withstand economic, public health and environmental shocks like COVID-19 resurgence.

3. Alternatively, the JPs that will be developed in the next cooperation framework cycle, can integrate the gender equality aims mentioned above, by drawing on the gaps identified and recommendations made from the Country Gender Equality Profile and issues paper.

4.4.2 UNCT collaborates and engages with women's rights NGOs and CSOs

This indicator approaches the minimum requirements, because the UN has collaborated women's associations, young women and the LGBTQ community to address issues of food insecurity, HIV and AIDS as well as SGBV. However, there is no evidence indicating how the UN engaged GEEW CSOs in UNDAF consultations: CCA, strategic prioritization, implementation and M&E.

Indicator 3.2: Collaboration and engagement with GEWE CSOs	**Score:** Approaches minimum requirements
Findings and explanation In an effort to mitigate the likely negative impact of COVID-19 on LGBTIQ+ people in Lesotho, the UN partnered with The People's Matrix, a local LGBTIQ+ organization, to ensure continuity of access to SRHR/HIV/GBV services for the LGBTIQ+ community they serve and to disseminate accurate information on COVID-19, dispelling myths and misconceptions. The project also adopted online platforms and radio to facilitate an open dialogue on LGBTIQ+ discrimination and to further sensitize the LGBTIQ+ community. According to the Executive Director of the People's Matrix, Mothopeng Tampose, "unlike other projects we have implemented that focused mainly on MSM/TGs [men who have sex with men (MSM) and transgender women (TG)], this project ensured inclusivity and consequently many LGBTIQ+ people were able to access SRHR/HIV/GBV services. **Evidence or means of verification** 1. Online interviews with IAT. 2. UN Newsletter February 2021| issue 2. **Recommended actions to improve gender mainstreaming practice by collaboration and engagement of NGOs/CSOs on gender equality** 1. To improve on the score, from approaching to meeting the minimum requirement, the terminal evaluation of the current LUNDAF should consider bringing on board, in a systematic and structured way, the broadest range of GEWE actors from CSOs, academia and private sector, on the gaps, challenges and opportunities for advancing gender equality in Lesotho. 2. Similarly, the next cooperation framework cycle, should evidentially show, using consultation workshop reports with visuals, which indicate how the UN engaged GEEW CSOs in UNSDCF consultations: CCA, strategic prioritization, implementation and M&E.	

4.5 Dimension Area 4: Leadership and Organizational Culture

The dimension on leadership and organizational culture has three indicators. Two of the indicators approach the minimum requirements, while the other misses the minimum requirements.

4.5.1 Indicator 4.1: UNCT leadership is committed to championing gender equality

This indicator approaches minimum requirements. Gender equality has sometimes been a topic of discussion in UNCT meetings during the last 12 months; the RC a.i. has demonstrated public championing of gender equality during the last 12 months; the staff perception survey showed that HOAs are occasionally committed to gender equality in the workplace during the last 12 months; but there was no evidence on how gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.

Indicator 4.1: Leadership	Score: Approaches Minimum Requirements

Findings and explanation

　　a. GEEW was one of the agenda items during the meeting of HoAs for the last 12 months to provide strategic guidance on implementing the UN SWAP and Gender Scorecard Assessment.
　　b. The UNCT also endorsed the Terms of Reference for the Governance, Migration, Gender and Human Rights Working Group
　　c. A review of selected RC speeches during 2019 and 2020 demonstrated commitment to national gender equality goals during the International Human Rights Day and celebration of 16 Days of Activism Against GBV.
　　d. The staff perception survey administered by UN Women HQ in August 2021, showed that 40.78% of the 103 respondents agree that that HOAs are committed to gender equality in the workplace during the last 12 months.

As a result, this indicator was rated as "Approaches Minimum Requirements."

Evidence or means of verification

　　1. UNCT agendas.
　　2. Sample of RC talking points.
　　3. Discussion with senior staff from RCO.

Recommended actions to maintain leadership in championing gender equality by the UNCT

　　1. HoAs need to demonstrate implementation and stocktaking of the recommendation derived from this gender scorecard assessment.
　　2. The RCO should demonstrate leadership in reviving the existence and functionality of the Gender and Human Rights Theme Group, during the transition from the current cooperation framework cycle to the next one by 2023.
　　3. The RCO should periodically advise the RC and HoAs on how to engage with social media campaigns and handles by the UN, to build momentum for advocacy and accountability for GEWE issues in Lesotho, while taking lead in sharing results on how UN-supported programmes are making transformation real in the lives of women and girls, men and boys in disadvantaged communities.
　　4. The ARC, with support from the UNCG, UN M&E and PCT, should include a component on GEWE.

4.5.2 Indicator 4.2: Organizational culture fully supports GEEW

This indicator approaches minimum requirements, based on the results from a staff perception survey, administered in August 2021, on staff perceptions towards gender equality in the organizational environment. Out of the 103 staff that responded to the survey, 50.49 percent agreed that the UN system Lesotho adequately facilitates the equal participation of both women and men at all levels of the organization, 40.78 percent agreed that Heads of Agencies in the UNCT demonstrate leadership and commitment to gender equality in the workplace. To meet the minimum requirements, survey results of personnel perception of organizational environment for promotion of gender equality, needed to score a positive rating of 65-80 percent. The UNCT, through the OMT, should therefore regularly measure the level of success in terms of eliminating workplace gender biases, maintaining an inclusive working environment, elimination of sexual harassment, discrimination and abuse of authority.

4.5.3 Indicator 4.3: Gender parity in staffing is achieved

This misses the minimum requirements, because the UNCT has no mechanism in place for monitoring gender parity in staffing. Gender-disaggregated data on UN staffing across agencies was obtained, but it did not demonstrate positive trends towards achieving parity commitments. The current Business Operation Strategy (BOS) is also silent on systems for regular monitoring of gender parity amongst staff, and lacks gender-specific actions and indicators for the pillars on human resources, procurement, ICT, communication and knowledge management.

4.6 Dimension Area 5: Gender architecture and capacities

This dimension has two indicators, one of which is missing the minimum requirements, whereas the other approaches minimum requirements.

4.6.1 Indicator 5.1: Gender coordination mechanism is empowered to support UNCT for GEEW

This indicator misses the minimum requirements. Although there are gender focal points in the respective UN agencies, there is no functional coordination mechanism for gender equality that is chaired by a HoA in form a GTG, with terms of reference (ToR) and an annual work plan for 2020/2021.

Indicator 5.1: Gender Coordination Mechanism   Score: Missing Minimum Requirements
Findings and explanation
The GTG is not functional at the time of this assessment.
As a result, this indicator was rated as "Missing Minimum Requirements."
Evidence or means of verification
1. There are no ToRs or work plans for GTG.
2. Online discussions with members of the Inter-Agency Task Team, July, 2021.

Recommended actions to empower gender coordination mechanism

1. Reviving the functionality of the GTG requires UNCT UNCT to approve for the formation of a GTG

2. The action plan that will be developed from the recommendations of this assessment, should guide the revived GTG on how to undertake the necessary capacity building and steps for its functionality.

4.6.2 Indicator 5.2: UNCT has adequate capacity for gender mainstreaming

Indicator 5.2: Gender mainstreaming capacities	Score: Approaches Minimum Requirements

Findings and explanation

The RCO and UN Women SAMCO organized virtual inter-agency gender capacity development activities for the PCT, OMT, UNCG, UNHR and UN M&E working group.

As a result, this indicator was rated as "Approaches Minimum Requirements."

Evidence or means of verification:

Recordings of Microsoft Teams virtual gender mainstreaming trainings.

Recommended action(s):

There is need for hands-on and role-specific gender training for the PTC, UNCG, UN M&E, OMT and UN HR, guided by a detailed competence assessment and action plan that is linked to the roadmap and formulation stages of the next UN cooperation framework (UNSDCF, 2023-2028).

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[7] For understanding on the indicator scoring, please see the indicator 1.1 in Annexure-

4.7 Dimension Area 6: Resources

This dimension area has only one indicator, which approaches the minimum requirements.

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

This indicator approaches the minimum requirements, because the UNCT in collaboration with UN Women SAMCO has carried out one capacity building event on the gender marker for the PCT and OMT over the current cooperation framework cycle. However, UNCT does not have a mechanism for setting financial targets for programme allocations to GEWE, tracking and reporting financial resources spent on gender capacity building, consultants, advocacy events and development interventions. The UNCT does not have a system to track and utilize some country-level budgetary data to ensure adequate allocation of resources for GEWE e.g. a gender marker system for the CBF and BOS. Stronger tracking would serve as a powerful monitoring and advocacy tool for translating gender outputs and activities in the JWP into financial resources and ensuring the UN makes a significant change to GEWE.

Evidence or means of verification

Microsoft Teams recording of the virtual training on the UNCT Gender Marker

Recommended actions to allocate adequate resources for gender mainstreaming and tracking

1. The UNCT should carry out a capacity building activity for staff on gender markers that includes staff the PCT, OMT and the M&E team, and for gender focal points in different agencies.
2. The UNCT M&E team should develop a system to track the resources allocated by each agency for GEWE, as well as a consolidated reporting system for the UNCT.
3. The UNCT should assess the extent of expenditures on GEWE annually.

4.8 Dimension Area 7: Results

This dimension has one indicator, which is scored as missing minimum requirements.

1.8.1 Indicator 7.1: UN programmes make a significant contribution to Gender Equality

To meet the minimum requirements under this indicator, a mid-term review or end-of-term evaluation of the current UNSDCF (2017-2023) would have demonstrate UN's contribution to GEWE, in line with achieving the SDG 5 targets, such as guaranteeing equal access to sexual and reproductive health care, ensuring full participation in leadership and decision-making, ending all violence against and exploitation of women and girls, and legal frameworks for gender equality and non-discrimination.

Recommendations and action points for UNCT

1. There is need to design a comprehensive capacity building plan for revitalizing the functions of the Gender Equality Theme Group (GTG), while making substantial investment in enhancing the gender competence of inter-agency working groups (PCT, OMT, UNCG, UN M&E and others), with a focus on programmatic and coordination work, and not simply activities such organizing the 16-Days of Activism Against GBV. This will lead to design of a new UNCT Gender Agenda that focuses on strategically planned interventions, innovative drivers of linkages between agency mandates and high-level visibility of results, rather than piecemeal activities. It will also provide a coherent effort around technical support to OMT on applying Gender Marker Tools to the new Business Operations Strategy (BOS) and the Common Budget Framework (CBF) in the new cooperation framework cycle.

2. OMT to design a gender parity in staffing and organizational culture strategy, coupled with an annual internal screening and reporting on fairness and justice in the implementation of UN policies on work-life balance, workplace harassment, sexual harassment, return-to-work policies, and abuse of authority.

3. Since the LUNDAF is in its final stages of implementation, preparation of the end-of-term evaluation exercise, needs to have a mechanism for proper documentation of the contributions of the UN at result and impact level, to the national gender priorities of Lesotho in line with the SDGs, while making mutuality and connectedness more visible in designing the roadmap for formulating the next UN Cooperation framework.

4. Strategic stakeholder engagements by the RC and HoAs should be done jointly to bring on board key decision-makers in government, amongst development partners and the private sector, to develop an integrated gender equality financing framework, that will incrementally create a shift from development assistance to a development cooperation approach, in line with General Assembly Resolution A/RES/72/279 of 31st May 2018, which repositions the UN Development System (UNDS), to come up with development cooperation frameworks that are supportive to domestic resource mobilization, including from the private sector in correspondence to the SDGs.

5. In order to ensure coherence and systematic engagement with CSOs, there is need to establish a UN Civil Society Advisory Committee, which can contribute independent perspectives and critical analyses on different aspects of UN´s work, while fostering greater collaboration between UN and a broad range of civil society constituencies, including women-led and youth-led CSOs in Lesotho. An integrated approach to CSO involvement will also enhance UN's capacity to leverage the power of community gatekeepers (Youth advocates, male allies, sports, creative arts, media, informal private sector, women in councils of traditional rulers and religious leaders), to work with progressive digital and social media service providers on targeted public policy engagements and campaigns about progressive change in patriarchal norms that perpetuate SGBV and VAWG.

6. Joint programming and corporate communications need to shift the gender narrative of Lesotho from women's vulnerabilities to their capabilities as agents of change in the country's transformation by for example bring an outcome focus to following areas of intervention:
   - Engaging government on legislative quotas for procuring from women and youth entrepreneurs;
   - Leveraging the local networks women-led renewable energy dealerships and enterprises to consolidate programming on women economic empowerment;

- Strengthening the role of indigenous and rural women and men in food security, community-based natural resource management and in conflict early warning in land ownership;
- Providing networking platforms for female and male gender advocates, who have the numerical strength and adequate weight over legislative, judicial and corporate decisions, to end GBV, promote equality in traditionally-male dominated sectors, and change policy and public discourse on migrants as economic agents and rights-holders.
- Initiating the Lesotho Global Goals Week, where UN exhibits and showcases its work on SDGs, for example women energy profiles under SDG7 and SDG5, thus showing mutuality and connectedness across agency mandates and SDGs, while dissolving silo operations in communications.

Annexes

Annex 1: Indicators and scoring criteria

INDICATOR 1.1 | COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS

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

INDICATOR 1.2 | GENDER EQUALITY MAINSTREAMED IN UNDAF OUTCOMES

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) Gender equality and the empowerment of women is visibly mainstreamed across **some** outcome areas in line with SDG priorities including SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across **all** 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.	a) Gender equality and the empowerment of women is visibly mainstreamed across **all** outcome 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.

INDICATOR 1.3 | UNDAF INDICATORS MEASURE CHANGES ON GENDER EQUALITY

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

2. PROGRAMMING AND M&E

INDICATOR 2.1 | JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES

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

INDICATOR 2.2 | COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

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

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets **one** of the following: a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned. b) UNDAF reviews/ evaluations assess progress against gender-specific results.	Meets **two** of the following: a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned 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.	Meets **all** of the following: a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned 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 3.1 | UNCT COLLABORATES AND ENGAGES WITH GOVERNMENT ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
a) The UNCT has collaborated with **at least one** government agency on a joint initiative that fosters gender equality within the current UNDAF cycle.	Meets **two** of the following: a) The UNCT has collaborated with **at least two** government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle. b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.	Meets **all** of the following: a) The UNCT has collaborated with **at least two** government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle. b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.

INDICATOR 3.2 | UNCT COLLABORATES AND ENGAGES WITH WOMEN'S/GENDER EQUALITY CSO		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
a) The **UNCT** has collaborated with GEEW CSO and women's rights advocates on **at least one** joint initiative that fosters gender equality and empowerment of women within the current UNDAF cycle.	Meets **two** of the following: a) The **UNCT** has collaborated with GEEW CSO and women's rights advocates on **at least two** joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle. b) GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.	Meets **all** of the following: a) The **UNCT** has collaborated with GEEW CSO and women's rights advocates on **at least two** joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle. b) GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. c) The UNCT has made **at least one** contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.

4. LEADERSHIP AND ORGANIZATIONAL CULTURE

INDICATOR 4.1 | UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
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 during the last 12 months;	a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;	a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;
b) RC demonstrates public championing of gender equality during the last 12 months;	b) RC demonstrates public championing of gender equality during the last 12 months;	b) RC demonstrates public championing of gender equality during the last 12 months;
c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months;	c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months;	c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months;
d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.	d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.	d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.

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

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

INDICATOR 4.3 | GENDER PARITY IN STAFFING IS ACHIEVED

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

5. GENDER ARCHITECTURE AND CAPACITIES

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
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 5.2 | UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.	Meets **2** of the following 3:	Meets **all** of the following:
	a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.	**a)** At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.
	b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.	**b)** A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.
	c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.	**c)** UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.

6. RESOURCES

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

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

7. RESULTS

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

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

Annex 2: Table to determine the extent of progress on GEEW

1 (1-24%)	2 (25-49%)	3 (50-74%)	4 (more than 75%)
Very limited progress – provide rationale	Limited progress – provide rationale.	Some progress – provide rationale	Reasonable progress but not on track – provide rationale
Use this rating when progress towards meeting the GEEW result is largely stalled.	Use this rating when movement towards meeting the result has started but considerably more effort is required.	Use this rating when there is some movement towards meeting the result but there is still some distance to go.	Use this rating when meeting the result gets close but it is not yet on track.

Annex 3: Roadmap for the implementation of the scorecard assessment

Main Activity	Sub-activities	Responsible Agency/Person	Timelines
1. Inception meetings with RCO and the Gender Thematic Group (GTG)	1.1 Online meeting on contextual issues and approach to the assignment a. Presentation of draft road map for inputs	RCO and UN Women SAMACO	By 21st June 2021
2. Online interaction with the Project Coherence Team	2.1 Understanding the background to the UNCT Gender Scorecard and its corporate benefits, pros and cons of different implementation timelines	RCO and the consultant	By 23rd June 2021
	2.3 Identifying gaps and best entry points for integrating gender issues into joint work plans		
2. Inception meeting with UNCT and HOAs	3.1 Presentation of the Gender Scorecard methodology, roadmap for its implementation and expected benefits at country level (**10 minutes**)	RCO and UN Women SAMACO and the Consultant	By 27th June 2021
	3.2 Comments and feedback from UNCT (**10 minutes**)	HOAs and RC	
	3.3 Discussion on setting up an inter-agency task team for implementing the assessment (**10 minutes**)		
	3.4 Endorsement of the roadmap (**5 minutes**)		
3. Setting-up the inter-agency task team	4.1 Letters to HOAs requesting for appointment of an agency member on the task team	RCO and UN Women SAMACO and RCO	By 30th July 2021
	4.2 Online orientation for the inter-agency task team on the methodology for the Gender Scorecard Assessment and the division tasks	Consultant	
4. Implementing the UNCT Gender Scorecard Exercise	5.1 Document review	Consultant	By 30th August 2021
	5.2 Online orientation for the inter-agency task team on the methodology for the Gender Scorecard Assessment and the division tasks	Consultant	
	5.3 Online interactions with the PCT on planning, joint programming, resource allocation and organization culture (**30 minutes**)	Consultant and RCO	
	5.4 Online interactions with OMT and RCO on the business operations strategy, organizational culture and resource allocation (**30 minutes**)	Consultant and RCO	
	5.5 Online interactions with the M&E working group on planning and results reporting (**30 minutes**)	Consultant and RCO	
	5.6 Online interactions with the UN Communications Group (UNCG) on joint advocacy initiatives, gender results reporting and digital story-telling (**30 minutes**)	Consultant and RCO	
	5.7 Online interaction with HR Managers and RCO on organizational culture and leadership (**30 minutes**)	Consultant and RCO	
6. Verification and triangulation of findings	6.1 Production of initial assessment and draft report	Consultant	By 15th September 2021
	6.2 Online presentation and discussion of findings with RCO and GTG for quality assurance on weighting/scoring criteria and compliance to the	Consultant	

	Global Gender Scorecard Exercise guidelines by UNSDG (**1 hour**)		By 15th October 2021
	6.3 Online presentation for verification of evidence and scores by the inter-agency task team (**1 hour**)	Consultant	
7. Production of final report, action plan development and endorsement	7.1 Production of final assessment report and action plan	Consultant	
	7.2 Online de-briefing and validation of final draft report and action plan with the inter-agency task team (**1 hour**)	Consultant	
	7.3 Online presentation of final report and action plan to GTG, RCO and UN Women SAMACO for review and quality assurance	Consultant	
	7.4 Presentation of the final report and gender mainstreaming action plan to UNCT for approval and endorsement	Consultant/Chair GTG	