

# UNCT-SWAP GENDER EQUALITY SCORECARD

## COMPREHENSIVE ASSESSMENT REPORT AND ACTION PLAN

United Nations Country Team in Syria  
2022

ACCOUNTABILITY FRAMEWORK FOR MAINSTREAMING GENDER EQUALITY AND THE EMPOWERMENT OF  
WOMEN INTO UNCT PROCESSES, INSTITUTIONAL ARRANGEMENTS, AND RESULTS



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## 1. Background

The UNCT-SWAP Gender Equality Scorecard is a globally standardized monitoring and accountability framework that promotes adherence with minimum gender mainstreaming requirements in the work of the UN system at the country level.

The Scorecard was endorsed in 2008 by the United Nations Development Group (now UNSDG) in response to the 2006 UN Chief Executives Board for Coordination (CEB) *Policy on Gender Equality and the Empowerment of Women* ([CEB/2006/2](#)), which called for a system-wide action plan in order to operationalize the strategy of gender mainstreaming at the entity level and in the field. First known as the Gender Scorecard, its focus originally was on joint processes and institutional arrangements at the country level. The UN System-wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP) formed the entity-specific part of the accountability framework.

In 2018, the UNCT-SWAP Gender Equality Scorecard (UNCT-SWAP) was updated to ensure greater alignment with the UN-SWAP, and to reflect new guidance on common country processes in the context of the repositioning agenda of the United Nations Development System. Both SWAPs were expanded at this stage to cover also development and normative results tied to the SDGs.

The mandate for UNCTs to implement the UNCT-SWAP emanates from the Quadrennial Comprehensive Policy Review (QCPR) and ECOSOC Resolutions on gender mainstreaming, which call for accelerating UN efforts to mainstream gender, including through the full implementation of the UNCT-SWAP.

UNCT-SWAP reporting follows a two-prong methodology: Comprehensive Assessments occurring at the Cooperation Framework planning stage, and Annual Progress Updates, as highlighted in the [UNCT-SWAP Gender Equality Scorecard: Framework & Technical Guidance](#) (page 20).

### Cooperation Framework Guidance (2019)

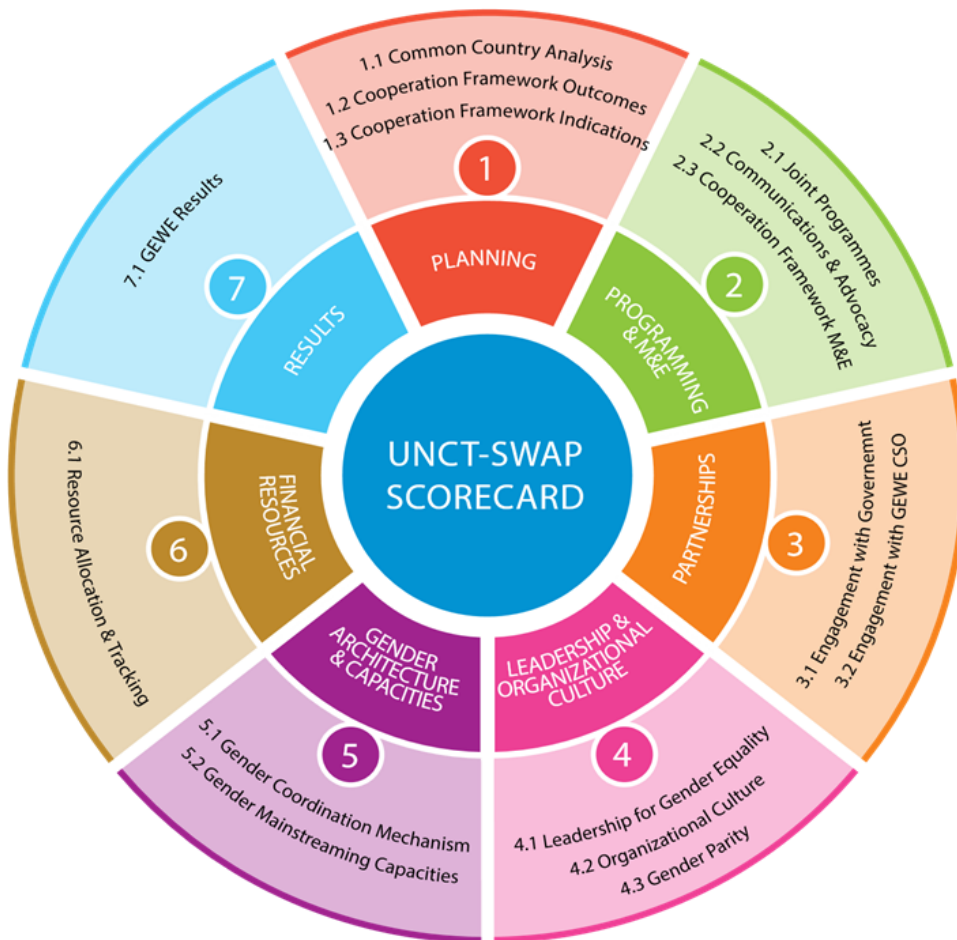
Gender equality and women's empowerment are integral to realizing the 2030 Agenda and all of the SDGs. To integrate a focus on these issues throughout the Cooperation Framework, UN development entities should put gender equality at the heart of programming, driving the active and meaningful participation of both women and men, and consistently empowering women and girls, in line with the minimum requirements agreed upon by the United Nations Sustainable Development Group (UNSDG) in the UNCT System-wide Action Plan (SWAP) Gender Equality Scorecard.

(Para 20, page 11).

## 2. The UNCT-SWAP Framework

### 2.1 Performance Dimensions and Indicators

The UNCT-SWAP is structured around seven dimensions and 15 Performance Indicators (PIs) that address key gender equality and empowerment of women and girls' components as agreed by the UNSDG, setting related benchmarks for gender mainstreaming minimum requirements.



## 2.2 Performance Indicator Ratings and Explanation

Ratings against minimum UNCT-SWAP requirements allow UNCTs to self-assess and report on their standing with respect to each indicator and aspire towards higher levels of achievement. The four possible scores for each Performance Indicator are as follows:

**Missing requirements** > **Approaches minimum requirements** > **Meets minimum requirements** > **Exceeds minimum requirements**

If UNCTs fail to achieve the criteria under ‘approaching minimum requirements’, the indicator is scored as ‘missing requirements’. An indicator may score as ‘missing requirements’ in some cases where achievements have been made if it nonetheless falls short of the criteria set forth in ‘approaches minimum requirements’.

UNCTs should aim to meet minimum requirements in all indicators. However, this should be considered as a starting point, from which UNCTs should aim to strengthen their efforts to achieve better results and exceed minimum requirements.

## 3. The UNCT-SWAP Methodology

### 3.1 Participatory Self-Assessment

The UNCT-SWAP exercise is a transparent, evidence-based and participatory self-assessment of UN country level gender mainstreaming practices. Its focus is on the joint performance of the UN system at country level, rather than on the achievements of any single entity. The exercise is designed to promote internal dialogue and ownership of results.

The UNCT-SWAP exercise is implemented under the overall guidance of the UNCT. The assessment and action planning is driven by an Interagency Assessment Team (IAT), which is led and facilitated by a Coordinator(s). Members of the IAT are appointed by UNCT Heads of Agency, ensuring broad representation of UN entities and participation of key interagency groups.

The IAT works collaboratively to provide a justification and supporting evidence for each Performance Indicator. Findings of the UNCT-SWAP assessment feed into a structured UNCT-SWAP Action Plan designed to improve performance. The UNCT-SWAP Comprehensive Assessment Report and Action Plan are shared with the UNCT Heads of Agency for endorsement. The UNCT is responsible for monitoring the implementation of the UNCT-SWAP Action Plan to ensure all actions are completed.

### 3.2 UNCT-SWAP Comprehensive Reports

UNCTs should undertake the UNCT-SWAP Comprehensive Assessment during the planning stage of a new Cooperation Framework to allow findings to feed directly into the new program cycle. Comprehensive Assessments are completed once in the lifespan of a Cooperation Framework and include the assessment of **all 15 Performance Indicators**, providing a rating and a justification for why a particular rating has been given. In addition, UNCTs are required to provide supporting evidence and documentation for each Performance Indicator rating (see 3.3 below).

The development of a **UNCT-SWAP Action Plan** is a key part of UNCT-SWAP Comprehensive Assessments. The Action Plan enables UNCTs to strengthen their coordinated work towards gender equality and empowerment of women and girls. Action planning may be conducted as part of a single consolidation workshop to validate Performance Indicator ratings, or as a follow-up session. The Action Plan is the basis for the UN Country Team response to the findings of the UNCT-SWAP Comprehensive Assessment, and it should include realistic timelines, resources required, and responsibilities for follow-up. Action Plans require endorsement at the UNCT level.

Comprehensive UNCT-SWAP Assessments are followed by Annual Progress Assessments, which provide UNCTs with a mechanism to monitor progress achieved in meeting and exceeding UNCT-SWAP minimum performance requirements and in implementing the UNCT-SWAP Action Plan, and to monitor course corrections needed.

### 3.3 Supporting Evidence and Knowledge Hub

The Interagency Assessment Team has a collective responsibility to provide evidence and analysis to justify the rating given to each Performance Indicator. The Interagency Assessment Team gathers evidence, analyzes the data and then scores indicators. UNCTs are encouraged to share these supporting documents and best practices within the UNCT-SWAP Knowledge Hub, which is included in the UNCT-SWAP reporting platform. Supporting evidence, by Performance Indicator, is highlighted under Chapter 9 (below).

## 4. Quality Assurance and Global Reporting

UN Women is responsible for supporting the implementation of the UNCT-SWAP, and provides guidance to UNCTs through a global helpdesk ([genderscorecard.helpdesk@unwomen.org](mailto:genderscorecard.helpdesk@unwomen.org)). As part of the quality assurance process, UN Women in collaboration with UNDCO reviews the UNCT-SWAP Gender Equality Scorecard reports submitted by UNCTs for thoroughness and consistency of ratings. Findings on key trends are presented in the annual Report of the [Secretary-General on mainstreaming a gender perspective into all policies and programmes in the United Nations system](#).

## 5. The UNCT-SWAP Process in Syria

*Describe the process through which the comprehensive UNCT-SWAP GE Scorecard assessment was conducted. Include brief description on when the assessment was conducted, its different stages, the role of the Inter-Agency Assessment Team and coordinator(s), and UNCT engagement*

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 UN-SWAP (UN system-wide Action Plan) is a UN system-wide accountability framework designed to measure, monitor and drive progress towards a common set of standards to which to aspire and adhere for the achievement of gender equality and the empowerment of women. The new version is aligned further to the Sustainable Development Goals (SDGs), recognising the importance of gender equality and women's empowerment to SDG achievement and human rights attainment.

For the UNCT in Syria, the exercise further aims at enhancing collaboration, transparency and accountability, and provides a time for reflection on its performance on both institutional and programmatic gender-related issues. The United Nations common system in

Syria is composed of 16 resident entities and offices FAO, OCHA, OSE, UNDOF, UNDP, UNDSS, UNFPA, UNHABITAT, UNHCR, UNICEF, UNMAS, UNOPS, UNRWA, UNTSO, WFP, WHO and 7 non-resident entities ESCWA, IFAD, ILO, OHCHR, UNEP, UNESCO, UNIDO, and UNODC. The UNCT in Syria undertook its first Gender Equality Scorecard exercise to assess its country-level gender mainstreaming practices and performance between March and July 2022.

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

The UNCT-SWAP assessment process in Syria included four stages:

1. Background preparation: UNCT was briefed and endorsed the exercise. Technical guidance was reviewed, and an agreement was reached regarding support, oversight, and timelines.

2. Assessment: A technical briefing was conducted for the Assessment Team to launch the exercise. The Assessment Team members were selected with the support of the Resident Coordinator's Office and the Gender Working Group (GWG).

3. Team members worked in small groups to support the gathering of data/evidence or reviewed draft sections of the report to ensure preliminary scores for each indicator were correctly assigned. Preliminary findings were shared in larger groups to reach a consensus on results for each indicator. The review included a Rapid Online Survey that solicited responses from members of the Programme Management Team. The results were incorporated into the findings of the respective indicators.

3. Recommendations and Action Plan: Assessment Team members collectively reviewed the list of recommendations and the Action Plan through broader discussion at a group meeting.

4. Reporting and Feedback: The consultant finalised the UNCT SWAP-Scorecard report with recommendations and an Action Plan. Presentation of the findings and recommendations were made to the UNCT.

*List the UNCT-SWAP assessment coordinator(s) and the UN entities that participated in the Inter-Agency Assessment Team*

The team was composed of members from: WHO, UNICEF, UNFPA, OCHA, UNHCR, WFP and RCO. These members represented each of: GWG, UN CoMM Group, M&E WG, OMT/Human Resources and Coordination team.

The team also had prepared a list of alternates who were invited to participate and contribute to the SWAP exercise.

*Enter any additional comments, including on country context in the field below:*

No additional comments.

## 6. Overview of Results by Performance Indicator

The findings presented here indicate the ratings scored by the UNCT for each Performance Indicator across the seven dimensions of analysis.

Table 1: Syria UNCT-SWAP Results in 2022



## 7. UNCT-SWAP Detailed Findings by Performance Indicator

### Dimension Area 1: Planning

#### PI 1.1 Common Country Analysis

**Performance Indicator 1.1:  
Common Country Analysis integrates gender analysis  
EXCEEDS MINIMUM REQUIREMENTS**

**Planning**

**CCA or equivalent meets minimum requirements AND includes (c) Targeted gender analysis of those furthest behind.**

Beginning in 2018, the UNCT generated what it calls a Context Analysis. The paper had not yet been finalised by June 2022, however it was agreed to include the draft document for evaluation. The Context Analysis describes the context for gender equality including the disparity between men and women regarding access to and control over resources such as health, education, or land; employment opportunities and constraints for females; women and girls' vulnerabilities linked to trafficking, GBV, and domestic violence; the upward trends in early marriage; and the dynamics of power relations between men and women. The document dedicates a full section to gender equality and the empowerment of women and girls. In February 2022, The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) published the Humanitarian Needs Overview (HNO) for Syria.

The report provides both comprehensive sex-disaggregated and gender-focused data across eight of the nine thematic sectors of OCHA's framework, including underlying causes of gender inequality.

A third document that provides comprehensive sex-disaggregated and gender analytical data is the Social Economic Impact Assessment (SEIA) for 2021.

Special consideration was given to the gender dimensions and the experiences of the most vulnerable - including women and girls - while a whole chapter in the report was dedicated to gender-based violence (GBV) and sexual and reproductive health (SRH). Gender was further integrated into the 'sustainable livelihoods approach through an analysis of intra-household dynamics, for example, control over decision-making and resources, differential access to assets and basic services based on gender, and different coping and adaptive strategies used by females and males.' For the past two years a consultant has been employed to specifically focus on gender mainstreaming and gender analysis in the SEIA process. This dedicated gender resource was initiated in 2020 as a result of lobbying efforts by the GWG and UNFPA and then repeated in 2021.

There is a mutual understanding among UNCT members that it is imperative to produce and use quantitative and qualitative gender data and sex-disaggregated statistics. In 2021, the Gender Working Group (GWG) gathered information to estimate the number of ongoing studies by UN agencies that support this trend. At that time it was determined that there were approximately 23 completed, planned, or ongoing studies either dedicated to gender equality or mainstreamed into other larger studies.

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The Gender Scorecard review performed a rapid online survey among UNCT members as part of the larger audit. Eleven of the 16 residence UN agencies participated in the Online Survey (WFP, WHO, UNHCR, FAO, UNICEF, UNFPA, UNOPS, OCHA, UNDP, UNHABITAT, UNWRA). The results of the survey confirmed that most (75%) agencies contributed to the collection of sex and gender-disaggregated data through the three key above-mentioned situation analysis documents for Syria.

The commitment of the UNCT to mainstream gender in the planning and programming process led to the Gender Equality Scorecard exercise. The UNCT successfully exceeds the Gender Equality Scorecard's minimum requirements for this indicator.

### **Provide a list of marginalised or vulnerable groups included in the targeted gender analysis of those furthest behind**

While the UN Context Analysis cover various areas of the country development status with deep analysis of marginalized groups under each of the 5 Ps, it doesn't have an list of those furthest behind.

Under "People" section, the analysis address vulnerabilities of those that are most marginalized in areas of: poverty, livelihood and social protection, agriculture production, food security and nutrition, health, education, gender equality and empowerment of women and girls, urbanization, etc.

Under section "Gender Equality and Empowerment of Women and Girls" the analysis addressed various vulnerabilities faced by women during the crisis. Shed the light on GBV, women tracking, protection, coping mechanisms, employment, sexual and reproductive health, HIV and other topics.

### **List the Means of Verification. (E.g. CCA document or equivalent, other joint country level analysis)**

- ☑ Draft Context Analysis of February 2020.
- ☑ Humanitarian Needs Overview OCHA Feb 2022.
- ☑ SEIA PowerPoint Presentation, September 2020.
- ☑ Social Economic Impact Assessment, 2021.
- ☑ Interviews with UN staff members.
- ☑ Rapid Online Survey for Gender Scorecard.



### PI 1.2 Cooperation Framework Outcomes

#### Performance Indicator 1.2: Gender equality mainstreamed in Cooperation Framework outcomes MEETS MINIMUM REQUIREMENTS

Planning

**(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 Cooperation Framework outcome specifically targets gender equality in line with the Cooperation Framework Theory of Change and SDG priorities, including SDG 5.**

Continuous gender analysis throughout the narrative of the strategic plan demonstrates the UNCT's commitment to mainstream gender into the UNSF 2022-2024 (hereinafter referred to as the UNSF). The document commits to the ongoing collection of age, sex and gender-disaggregated statistics in planning and programming exercises. It further commits to gender-responsive budgeting (Pillar IV) and links each Outcome area of the UNSF to Sustainable Development Goal 5 (See Annex 3).

Additionally, the UNSF emphasises that gender mainstreaming, as a set of strategic and technical measures, is required across all UN initiatives under the UNSF to advance gender equality and women's empowerment. The document cites that 'disaggregated data per sex and age, as well as gender-sensitive indicators that specifically measure gender equality, are an integral part of gender mainstreaming.' The strategic document commits to implementing gender-transformative programmes across UN programmes such as responding to gender-specific needs, addressing harmful gender norms, and ensuring that women and girls contribute to resilience and socio-economic recovery.

The UNSF includes two deliberate Outcomes addressing gender inequalities, and mainstream gender into several other Outcomes that will contribute to SDG5. In this instance, the UNCT meets the minimum requirements for this indicator.

**If you met the requirement for criterion b), please identify the gender targeted Cooperation Framework outcome statement(s) below**

**List the Means of Verification. (E.g. Cooperation Framework document)**

Evidence or Means of Verification

☑ UNSF 2022-2024.

☑ UNSF Results and Resource Framework 2022-2024.

### PI 1.3 Cooperation Framework Indicators

#### Performance Indicator 1.3: Cooperation Framework indicators measure changes on gender equality MEETS MINIMUM REQUIREMENTS

Planning

**Between one-third and one-half (33-50 percent) of Cooperation Framework outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets, including SDG 5.**

The figure in the uploaded external report is 6 out of 16, or 38% of indicators.

According to the UNSF, the protracted security situation caused considerable damage to public services, in specific the quality of services, and secondly the gaps in coverage. The Syrian Government aims to prioritise these two dimensions in future national plans, hence the selection of the four Outcomes in the UNSF Results & Resource Framework that centres around service provision. The complete Framework includes four Pillars with a clear Outcomes for each Pillar:

- Pillar I: Availability and Access to Basic and Social Services.

Outcome 1: Improved, equitable, inclusive, and safe access to quality basic services.

- Pillar II: Sustainable Socio-economic Recovery.  
Outcome 2: Better access for people, especially the most vulnerable, to social protection services, sustainable livelihoods, and inclusive and equitable socio-economic recovery.
- Pillar III: Enabling environment for a resilient return.  
Outcome 3: Improved living conditions of displaced people, returning refugees and affected communities.
- Pillar IV: People resilience and institutional responsiveness  
Outcome 4: Vulnerable groups’ resilience is enhanced through increased institutional responsiveness in planning and providing services.

According to the Results and Resource Framework, each of the above-mentioned UNSF Outcomes indicates that it will contribute to SDG 5. It further mentions that most indicators were selected from the SDGs outcome level indicators list considering available data for the baselines.

The UNSF Outcomes and Outputs reflect the UN’s core values and principles such as human rights, sustainability and resilience, accountability and gender equality, and women’s empowerment. Additionally, the Results & Resource Framework succeeds in either mainstreaming or dedicating gender equality and women’s empowerment to specific Outcomes.

Pillar I: Availability and Access to Basic and Social Services:  
Indicator 1.1: Maternal mortality rate

Pillar I: Availability and Access to Basic and Social Services:  
Indicator 1.4: Primary school gross enrolment ratio

Pillar II: Sustainable Socio-economic Recovery:  
Indicator 2.3: Unemployment rate

Pillar II: Sustainable Socio-economic Recovery:  
Indicator 2.4: Ratio of female to male participation in the labour force.

Pillar IV: People resilience and institutional responsiveness:  
Indicator 4.1: Number of legislation and strategies that support gender equality.

Pillar IV: People resilience and institutional responsiveness:  
Indicator 4.3: Percentage of females married before the age of 18 (among married women).

**List Means of Verification. (E.g. Cooperation Framework results framework)**

- ☑ UNSF 2022-2024.
- ☑ UNSF Results & Resource Framework 2022-2024.

Dimension Area 2: Programming and M & E

PI 2.1 Joint Programmes

Performance Indicator 2.1: Joint programmes contribute to reducing gender inequalities <b>APPROACHES MINIMUM REQUIREMENTS</b>	Programming and M&E
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**(a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment; OR (b) A Joint Programme on promoting gender equality and empowerment of women and girls is operational over current Cooperation Framework period in line with SDG priorities, including SDG 5.**

At the time of this review, two formal UNCT Joint Programmes were operational. The first Joint Programme to be evaluated was the UN Joint Programme is called ‘Build Urban and Rural Resilience and the conditions for Recovery in Syria (2019-2021)’ which is funded by the European Union (EU) and Norway. It is a joint programme between six UN agencies and the review

found the following regarding the mainstreaming of gender equality into the document:

- The narrative section of the project document only contains a limited amount of sex-disaggregated data and gender analysis.
- The maximum engagement of women in programmes, and gender-specific interventions are mentioned as examples of how gender equality is regarded as a key programmatic approach.
- All six participating UN agencies provide their respective approaches to gender integration into the programmes they will implement.
- The text identifies specific GEEW activities related to GBV services, capacity building, and women's economic empowerment.
- Unfortunately, the document neglects to consider gender in its location and activity selection criteria, instead referring only to the most vulnerable.

A second Joint Programme, titled 'Strengthening Capacity to Address Immediate and Post-Agreement HLP Issues in Syria' was assessed for gender inclusion. The programme is supported by UN-Habitat, UNDP, UNHCR, FAO, and the Norwegian Refugee Council. According to the document, women are particularly vulnerable when it comes to housing, land, and property issues since they lack basic civil documentation, have poor awareness of their rights, and have inadequate resources to pursue legal claims. It further states that there will be a 'special focus on constraints related to women's access to land' and activities would include the support of community advocacy campaigns for inheritance rights. Additionally, it pledges to using programme strategies that encourage the involvement of women and female-headed households. Gender is also integrated into two supplementary publications that provide a more in-depth gender analysis of the obstacles women and/or female-headed households encounter, as well as specific interventions to address these gender-specific barriers.

At the time of the SWAP assessment, there was no official joint GEEW programme operating to promote gender equality and women's empowerment. Despite ongoing discussions, there has been little progress in creating such a Joint Programme. Although there is evidence of programmes, funds, and staff time devoted to GEEW, including in close conjunction with other agencies, these do not constitute formal collaborative initiatives.

This indicator approaches the minimum requirements because there is currently no Joint GEEW Programme, but gender is mainstreamed into two other formal joint UNCT programmes.

### **If you met requirements for criterion b), list the titles of active gender equality targeted Joint Programmes:**

Not applicable

### **List Means of Verification. (E.g. Joint Programme documents, screening tool or other evidence of internal review process for JPs).**

- ☑ UN Joint Programme to Build Urban and Rural Resilience and the conditions for Recovery in Syria (2019-2021).
- ☑ Strengthening Capacity to Address Immediate and Post-Agreement HLP Issues in Syria Final Project Proposal, 3 August 2018.
- ☑ Technical Guidance Note: Housing, Land and Property (HLP) Rights Risk Analysis FINAL VERSION, February 2022.
- ☑ Guidance Note on Land and Conflict for Syria Final Draft, 10 October 2021.
- ☑ Interviews with members of Gender Working Group.

## **PI 2.2 Communication & Advocacy**

**Performance Indicator 2.2:**  
**Communication and advocacy address areas of gender inequality**  
**APPROACHES MINIMUM REQUIREMENTS**

**Programming and**  
**M&E**

### **(a) The UNCT has contributed collaboratively to at least one joint communication activity on GEWE during the past year.**

Every year, the UNCT uses internal communication channels within UN agencies, as well as social media in some cases, to commemorate major GEEW-related events. Four events were supported primarily by the Communications Group, the GWG, and the RCO throughout the few last years as part of strategic joint communication operations. They are:

- The 16 Days of Activism Against Gender-Based Violence 23
- Events commemorating International Women's Day, including an annual bazaar day, videos productions, musical concerts,

photo exhibitions, etc.

- A joint effort related to Prevention of Sexual Exploitation and Abuse (PSEA) which included the creation and disseminating of materials.
- The remembrance of the 10th year of the Syrian crisis.

Unfortunately, these activities are in the form of one-off events and do not qualify as sustained advocacy campaigns.

At the time of writing, the interagency communication group did not have a gender inclusion strategy or annual work plan in place, therefore gender inclusion could not be evaluated. The RCO is in the process of hiring an international staff member to assist the group, which will include preparing such important strategic documents. The review finds that the UNCT only approaches the minimum requirements for this indicator.

### **List Means of Verification. (E.g. Inter-Agency Communication Group Strategy and/or Annual Work Plan, evidence of joint communication activities and/or advocacy campaigns).**

Evidence or Means of Verification:

- ❖ Minutes of Meetings of Gender Working Group 2019-2022.
- ❖ Interviews with UNCT staff members.
- ❖ Interview with Communications Group member.

#### **PI 2.3 Cooperation Framework M & E**

##### **Performance Indicator 2.3:**

**Cooperation Framework monitoring and evaluation measures progress against planned gender equality results**

**Programming and M&E**

##### **APPROACHES MINIMUM REQUIREMENTS**

**Meets one of the following: (a) Cooperation Framework results matrix for gender sensitive indicators gathered as planned. (b) Cooperation Framework reviews/evaluations assess progress against gender-specific results.**

The UNCT has a functioning Monitoring & Evaluation Working Group co-chaired by UNDP and UNFPA. The UNSF is reported on twice a year, although agencies were until recently not required to provide extensive sex-disaggregated data or gender statistics per indicator to the RCO. It was noted that the global template utilised by RCOs to collect data for UNSF reporting purposes is currently not conducive or compatible for gender results reporting (i.e. collection of sex and gender-disaggregated data and analysis) as it does not require any substantial gender data from agencies. The UN Joint Work Plans, which mandate that agencies provide significant sex-disaggregated data, were now designed to alleviate this reporting system limitation. The plans also require for activities to be allocated a gender marker which in practice will allow linking funding towards each UNSF Output to gender expenditure.

Internally, various UN agencies and Sectors employ reporting templates that require sex disaggregated data to be collected and reported on by their respective implementing partners.<sup>24</sup> Although agencies may use somewhat adjusted formats for this purpose, these templates are typically referred to as the 4Ws.<sup>25</sup> While the basic data collection indicators in the 4Ws templates are mostly consistent across agencies and Sectors, the forms are required to include questions/indicators that enable gender data collection. Extracting valuable gender data from these templates (i.e. 4Ws) to track progress on gender achievements is thus viable, but not yet practised by UNCT members.

In 2021, the UNCT's M&E and Gender Working Group collaborated to enhance the capacities of the UN agencies' sex, age, and disability disaggregated data gathering systems in Syria. The collecting of sex-disaggregated data is a regular and systematic process for all UN agencies, according to a fast-mapping exercise by the GWG to which ten agencies responded. The data is later used for programme design purposes. Unfortunately, there is still a dearth of information on how interventions impact women, girls, men, and boys. This means there is limited understanding if the gender-sensitively designed programmes truly achieved their GEEW goals.

Staff from the M&E Group have not received independent capacity development on gender sensitive M&E, but they benefited from OCHA's GAM training.

In 2019 the UNCT planned a light evaluation of the current UNSF 2016-2020. The goal of the evaluation was to inform the development of the then-new interim framework<sup>28</sup> in terms of lessons learned and challenges, while simultaneously enhancing the successes of the prior programme. The intention was to evaluate the UNSF against the normative and UN principles criteria outlined in the 2019 Cooperation Framework Guidance, including gender equality and women's empowerment. The proposed evaluation's draft Terms of Reference include references to gender equality in many areas. It

includes reference to specific vulnerable groups such as women, children, and female-headed households and examines 'the extent to which the Strategic Framework and its coordination mechanisms have contributed to advance and mainstream gender equality. Unfortunately, due to the obstacles associated with the approval of the new UNSF, the evaluation has been postponed.

Gender statistics are recognised as an area for improvement across agencies, but staff acknowledges that, for the time being, creating gender baseline data to enable tracking progress toward GEEW will remain a significant challenge for the UNCT - as within many other areas of UNCT programming. The problem is exacerbated by a lack of up-to-date sex and gender data at the national level.

This indicator merely approaches the minimum requirement, given the evidence that the UNCT is lacking in the systematic collecting of data for gender-sensitive indicators, and has not conducted an UNSF evaluation.

**List Means of Verification. (E.g. Cooperation Framework reviews and evaluation, results framework monitoring data, evidence related to M&E Group training, UN INFO joint workplans)**

- ❖ UNSF 2016-2020.
- ❖ UNSF Results & Resource Framework 2016-2020.
- ❖ Interview with UN Staff member of M&E Group

## Dimension Area 3: Partnerships

### PI 3.1 Engagement with Government

#### Performance Indicator 3.1:

**UNCT collaborates and engages with government on gender equality and empowerment of women**

**Partnerships**

**MISSING REQUIREMENTS**

#### Findings and explanation of why rating has been given against above UNCT-SWAP criteria (a, b, c).

##### Include relevant details and analysis

The Government of Syria does not have a dedicated national women's machinery or governmental body, but the UNCT engages with the Ministry of Social Affairs and Labour (MoSAL) and the Syrian Commission for Family Affairs and Population (SCFAP) on gender related issues. Unfortunately, most of these exchanges or coordination efforts are agency-specific and/or bilateral in nature, such as the development of the National Strategic Plan for Gender Equality which was also an indicator in the UNSF 2016-2020. While the creation of this national plan would have been a valuable 'contribution to substantively strengthen Government participation and engagement in gender-related SDG5 localisation and/or implementation,' the document has yet to be shared for review or comments by any other UN agency at the time of this review.

The government was consulted on GEEW for the establishment of the UNSF principally through a workshop that included government personnel from both the MoSAL and the SCFAP. UNCT members also met with the government's Planning Commission on numerous occasions to discuss reducing gender inequities and addressing the special needs of women and girls.

Apart from the above-mentioned consultations during the UNSF's preparation, no further evidence was found that indicated the UNCT collectively contributes to ongoing and substantive gender-related initiatives with the government.

#### List Means of Verification. (E.g. list of contributors to the CCA, M&E reviews, documentation of the Cooperation Framework strategic prioritization event, joint UNCT-Government reviews of Cooperation Framework implementation, knowledge products, JP project documents, and documentation of SDG initiatives)

- ☑ Rapid Online Survey for Gender Scorecard.
- ☑ Interviews with UN staff members.

**Performance Indicator 3.2:  
UNCT collaborates and engages with women's/gender equality  
civil society organizations  
MISSING REQUIREMENTS**

Partnerships

**Findings and explanation of why rating has been given against above UNCT-SWAP criteria (a, b, c).**

**Include relevant details and analysis**

Since the conflict began, Syria has seen a substantial expansion in the number of civil society organisations (CSOs), many of which function as semi-government agencies. By mid-2019, around 1580 NGOs were licensed to operate within Syria. While women have played an active role in topics such as protection, social and political negotiations, peacebuilding, and civil empowerment, the increase does not include CSOs led by women, resulting in the loss of a generation of female leaders in Syria. The dismantling of the General Union of Syrian Women in 2017 reinforced this loss, as did the exceptionally trying environment in which any CBO must currently operate in Syria.

Despite the fact that numerous stakeholders emphasise the need of interacting with female civil society organisations or female activists, Syrian women's voices in civil society remain mostly absent. Unfortunately, women-led CSOs are still perceived as lacking in experience, as well as having poor internal regulations and policies. This has made it difficult for them to emerge or thrive, especially given the difficulties of operating in some unstable environments and dealing with funding restrictions. CBOs have highlighted 'particular challenges in obtaining legal recognition from local authorities or having any form of umbrella protection'. Women in Syria, like women in some other Middle Eastern nations, face traditional cultural barriers in a primarily patriarchal society, making it difficult for women to manage or own CBOs. This existing societal gendered attitudes and relations can also have an impact on the freedom of movement and control over resources.

For women-led CBOs, the aforementioned hurdles are extremely real and severe, and it is still difficult to create new spaces for collaboration in addition to those that already exist. UN agencies, on the other hand, show that they are willing to encourage the inclusion of women – as personnel or beneficiaries – in the design of programmes through smaller bilateral initiatives with implementing partners.

Reiterating that SDG5 demands full gender parity and equitable chances for leadership at all spheres of political and economic decision-making is important. In conclusion, the UNCT's engagement with women-led civil society organisations has been weak and random.

**List Means of Verification. (E.g. documentation of Cooperation Framework processes, such as list of participants to the CCA, M&E reviews, documentation of the Cooperation Framework strategic prioritization event, joint reviews of Cooperation Framework implementation, knowledge products, JP project documents, and documentation of initiatives)**

- ☑ Interviews with UN staff members.
- ☑ Rapid Online Survey for Gender Scorecard.
- ☑ Gender Dynamics within Syrian Civil Society: A Research-Based on Gender-Sensitivity Assessment of Syrian Civil Society Organisations, 2018.

**Dimension Area 4: Leadership & Organizational Culture**

**PI 4.1 Leadership for Gender Equality**

**Performance Indicator 4.1:  
UNCT leadership is committed to championing gender  
equality  
MISSING REQUIREMENTS**

Leadership and  
organizational culture

**Findings and explanation of why this rating has been given against above UNCT-SWAP criteria (a, b, c, d). Include relevant details and analysis**

Although the Scorecard only mandates that the minutes of the Heads of Agencies (HoA) be reviewed, three levels of senior management minutes of meetings were analysed for the review.

To begin, 12 Minutes of Meetings of the UNCT team between February 2021 and February 2022 were evaluated to determine to what extent gender equality featured as a topic of discussion during the meetings. Over the last twelve months, gender equality has not been a regular issue at the monthly HoA meetings. The single discussion related to gender equality occurred in November 2021 when a member of the GWG presented to the UNCT members the content and scope of the UN SWAP Gender Scorecard.

UN agencies' Deputy Representatives in the country usually represent the UN's Programme Management Team (PMT). The review also looked at how much attention gender equality received at these meetings because issues related to programme execution and coordination are frequently discussed at these meetings. Eight minutes of meetings of the PMT in 2021 indicated communication and coordination related to three key Gender Working Group initiatives:

- The integration of gender into the Social Economic Impact Assessment.
- The initiative to map and consolidate the range of gender transformative programming approaches across UN agencies.
- A briefing related to the UNCT SWAP Gender Scorecard, its pre-requisites, and the timelines.

The Humanitarian Country Team (HCT) was a third UNCT management/coordination group whose minutes of meetings were assessed for gender inclusion. Throughout 2021, the HCT included gender-related discussions about the 16 Days of Activism, Sectoral performance on GBV, and a GBV Situation Analysis.

The review acknowledges the challenging Syrian development context of competing demands on the RCO, and the intricate coordination between the members of the UNCT in the country. But, while it appears that GEEW has not received the level of attention it deserves, support for GEEW has though since been expressed in the following ways:

- Through their dedication to carrying out the Gender Scorecard review, the UNCT and the RCO publicly championed GEEW.
- Although there is a minimal debate on the UNCT's comparative advantage in addressing gender inequality issues during HOAs meetings, UNCT members at the agency level demonstrate a substantial commitment to GEEW, hence expediting progress toward SDG5.

Through the capacity building of Sector personnel on GBV and the subsequent construction of GBV work plans for each Sector, the assessment identified strong cooperation between the GBV (AoR) and the other Sectors. However, because the GWG is not a sector and not included in the same structure as the GBV (AoR), there is no indication of such formal and frequent coordination and/or collaboration between the GWG and the Sectors. Furthermore, staff interviewed for this review stated that no intentional coordination solutions are currently being explored to strengthen this significant coordination potential.

During the review, two of the indicators under this dimension were not evaluated: The indicator stated as 'HoAs are perceived by personnel as committed to gender equality in the workplace in the last 12 months' was left out due to i) the high turnover of staff in Syria, and ii) the question was partially answered through the rapid online survey to agencies.

Second, because the UNCT has not established an Assessment of Results (ARC) Framework, the indicator 'Gender equality is reflected in the ARC of UNCTs in the last 12 months' was not assessed.

### **List of Means of Verification. (E.g. UNCT HOA meeting minutes, ARC, RC speeches or other communications that champion gender equality, results from organizational culture survey)**

- ☑ TOR Gender Scorecard 2022.
- ☑ Minutes of Meetings HoAs February 2021 – February 2022.
- ☑ Minutes of Meetings PMT February 2021 – December 2021.
- ☑ Minutes of Meetings HCT January 2021 – December 2021.
- ☑ Interviews with UN staff members.

#### **PI 4.2 Organizational Culture**

**Performance Indicator 4.2:  
Organizational culture fully supports promotion of gender  
equality and empowerment of women  
MISSING REQUIREMENTS**

**Leadership and  
organizational culture**



## Findings and explanation of why this rating has been given against above UNCT-SWAP criteria. Include relevant details and analysis

The Assessment Team agreed not to conduct a study among UNCT personnel to survey perceptions of organisational culture for promoting gender equality in the larger UNCT system in Syria. The two justifications for not going through with such an exercise for this indicator are: i) the high turnover of staff in Syria, and ii) the majority of agencies confirmed that they regularly undertake internal global surveys of personnel perceptions, which cover gender equality, giving them insight into this issue (see table below).

This review instead examined whether agencies had policies and practices in place to deal with harassment, sexual and workplace misconduct, and other types of violations. It also determined if any agencies conduct yearly or regular pulse surveys to evaluate staff perception related to gender equality in their respective agencies.

UNCT members emphasised their respective agencies' consistent commitment 'to gender equality in a definite and dedicated strategy and funding for GEEW programmes and gender equality in the workplace'. Only one agency acknowledged that there is still more that can be done to meet this standard. The review's findings demonstrate that agencies are serious about demonstrating gender equality results, whether at the organisational level or programmatic level.

This indicator receives a score of missing the minimum requirement, as most agencies indicated that they conduct regular staff pulse surveys and have policies regarding harassment and violence in place. (Note: no results of these pulse surveys were received or reviewed).

## List Means of Verification. (E.g. results from organizational culture and gender equality survey)

☐ Results from Rapid Online Survey for Gender Scorecard.

### PI 4.3 Gender Parity

#### Performance Indicator 4.3: Gender parity in staffing is achieved MISSING REQUIREMENTS

Leadership and  
organizational culture

## Findings and explanation of why rating has been given against above UNCT-SWAP criteria (a, b, c). Include relevant details and analysis

In response to the online Rapid Survey question, 'Has your agency got a mechanism for monitoring gender parity in staffing at all levels in place that is regularly used to monitor parity?' all UNCT members acknowledge having such systems in place. This puts the UNCT team in a favourable position to track progress against this indicator over time. According to the review, five resident UN agencies employ fewer than one-third of women, while other agencies all perform below the 50% male-50% female benchmark. Over the past 20 months, seven agencies have increased the number of female staff members.

As previously stated, the United Nations common system in Syria is composed of 16 resident entities and seven non-resident entities. Currently, only five of these 23 entities are headed by women (21%), while four of the 16 resident entities are headed by women (25%). However, the gender of HoAs should not influence the level of his/her commitment to GEEW, both in the organisational culture and UNSF implementation.

## Gender parity data

General Service and National/International Professional Staff Category	Number of Women Staff in Category	Number of Men Staff in Category
G1	0	0
G2	0	0
G3	0	0
G4	0	0
G5	0	0
G6	0	0



G7	0	0
NOA	0	0
NOB	0	0
NOC	0	0
NOD	0	0
P1	0	0
P2	0	0
P3	0	0
P4	0	0
P5	0	0
P6	0	0
D1	0	0
D2	0	0

### List Means of Verification. (E.g. UNCT BOS, UNCT Human Resource Plan, sex-disaggregated staffing data)

- ☑ Results from Rapid Online Survey for Gender Scorecard.
- ☑ UNCT website information.
- ☑ Interview with UN Staff members.

## Dimension Area 5: Gender Architecture and Capacities

### PI 5.1 Gender Coordination Mechanism

#### Performance Indicator 5.1:

**Gender coordination mechanism is empowered to influence the UNCT for gender equality and empowerment of women**  
**APPROACHES MINIMUM REQUIREMENTS**

**Gender architecture and capacities**

**Meets two 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 Cooperation Framework including the country analysis, strategic prioritization, results framework and M&E.**

The UNCT Gender Working Group (GWG) is co-chaired by two senior officers from WFP and UNFPA, but they are not at the level of Heads of Agencies (HoA). The GWG group is comprised of 27 members across 14 UN agencies, including the RCO. The largest number of GWG members are either at NOA or NOB levels, with only two national staff members at NOC and one at NOD level. Five members are international staff at the P4 Level. This concludes that less than 50% of members are at the senior level, meaning that the first two criteria of this Scorecard indicator are not met. Feedback from staff members confirmed that it is not necessarily the post levels and positions that determine decision-making power, but it can delay and hamper activities under the GWG umbrella if due importance and attention are not provided by the UNCT members to gender.

The GWG developed its Terms of Reference (TOR) in 2019. UNCT members are held accountable through a comprehensive set of objectives in the TOR that include matters related to capacity development, undertaking gender assessments, providing technical assistance, and/or strengthening accountability, etc. across the UNCT. Through consultative processes with GWG members, the GWG also prepared Annual Work Plans for 2020, 2021, and 2022.

The development of the UNSF happened over a longer period than what could be considered typical due to the complexities surrounding the adoption of such a critical framework of assistance. Interviews with selected UN staff confirmed that the GWG as an entity did contribute to the selection of strategic priorities, Outcomes, or the results framework, although no such specific evidence was found in the Minutes of Meetings of the GWG for 2019 – 2021. Influential individuals have also participated in other capacities (e.g. as members of the Programme Management Team) that have resulted in gender being

integrated into these two documents. However, while overall levels of engagement of the GWG through various processes have positively influenced the development of a gender-responsive UNSF, it was noted that there was variability in participation levels at the agency level. Not all GWG members were tasked by senior management of their respective agencies to participate in comments during the drafting process.

The findings of the indicator confirm that two of the four benchmarks are met (i.e. a TOR and making inputs in the UNSF) hence this indicator receives a score of approaching the minimum requirements.

**Please select minimum requirement(s) met:**

- The group has a TOR and an approved annual work plan.
- The group has made substantive input into the Cooperation Framework including the country analysis, strategic prioritization, results framework and M&E.

**List Means of Verification. (E.g. GTG Terms of Reference and Annual Work Plan, GTG membership list, documentation detailing GTG inputs to Cooperation Framework planning, monitoring and reporting)**

- ☑ TOR of Gender Working Group.
- ☑ GWG Annual Work Plans for 2020, 2021, and 2022.
- ☑ Post Level List provided by GWG members.
- ☑ Results from Rapid Online Survey for Gender Scorecard.

**PI 5.2 Gender Mainstreaming Capacities**

**Performance Indicator 5.2:**

**UNCT has adequate capacities developed for gender mainstreaming**

**MEETS MINIMUM REQUIREMENTS**

**Gender architecture and capacities**

**Meets two of the following three: (a) At least one substantive inter-agency 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 Cooperation Framework 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.**

The PSEA In-Country Network (ICN) which is co-chaired by UNHCR and UNICEF, conducted two rounds of Inter-agency Training of Trainers (ToT) on PSEA and Sexual Harassment in 2021. The first training opportunity had 22 members of the In-Country Network participating, and the second one targeted 23 UN PSEA focal staff members from the field. PSEA focal points that received the PSEA Training of Trainers are expected to deliver training to UNHCR's partners during the first and second quarters of 2022.

Over the past 18 months, UNFPA has been the lead agency in coordinating the capacity development of key UN staff across Sectors on the integration of gender-based violence into programmes. The initiative included Sectors developing GBV Annual Work Plans for both 2021 and 2022. Additionally, in 2020, two agencies notified GWG members of online courses related to gender. At the time of writing UNFPA was preparing to launch an E-Learning Course in GBV in Arabic for all Sector staff.

The Gender Working Group prioritized gender capacity development as an action in its Annual Work Plans for the years 2021 and 2022. The group further pledged to establish a depository of materials and potential national and international training partners, while continuing their collaboration with the UNCT M&E group in building the capacity of staff.

The UNCT induction materials do not include documents focusing on GEEW in Syria, leaving this indicator with a score of meeting the minimum requirements.

**List Means of Verification. (E.g. documentation of inter-agency capacity development activities, capacity development assessment and plan, and UNCT induction material)**

- ☑ Minutes of Meetings Gender Working Group.
- ☑ Interview with UN staff members.

## Dimension Area 6: Financial Resources

### PI 6.1 Resource Allocation & Tracking

#### Performance Indicator 6.1:

Adequate resources for gender mainstreaming are allocated and tracked

Resources

**MISSING REQUIREMENTS**

**Findings and explanation of why rating has been given against above UNCT-SWAP criteria (a, b, c).**

#### **Include relevant details and analysis**

Inter-agency capacity development on the gender marker has been a priority for the UNCT for the last UNSF cycle. OCHA has been the lead entity in conjunction with UNDP and UNFPA in conducting interagency training sessions for UN personnel between 2018 and 2020 on the Gender with Age Marker (GAM). Their team collaborated with Sector Coordinators to roll out 13 training opportunities between August and October 2020, reaching a total of 146 staff for the 'Roll-out Phase' of the GAM. Participants included staff of OCHA in the field; the Gender Working Group; respective Sector staff; the Syrian Humanitarian Fund; and the Inter-Sectoral Coordination group. Subsequent capacity development ensued for Phase 2 (Monitoring Phase) of the GAM.

Additionally, OCHA delivers annual training on what is referred to as the Project Module to all agencies requesting funding under the Humanitarian Response Plan (HRP). Sessions on GBV, PSEA, and the Gender with Age Marker were delivered during the one-day orientation. OCHA also organised training on gender and stereotyping in storytelling for media professionals in 2020. The discussion topics centered on the choice of sources and narratives to achieve a balanced representation of women and men in the media, reflecting the diversity of society and human experiences, the fair portrayal of women and men through the elimination of stereotypes, and the use of gender-sensitive language.

Only five agencies indicated that they could track gender expenditure internally. Currently, the Syria UNCT does not have in place a procedure for tracking aggregated budgeting statistics to determine combined funds allocated to gender. As the UNSF 2016-2020 did not have gender-specific Outcomes, Outcome-level budget tracking, likewise, did not reveal gender-specific allocations and/or expenditures.

Interviews with agencies confirmed that, on average, agencies across the UN System are encouraged to devote at least 15% of their annual budget to gender mainstreaming or dedicated GEEW programmes.

While capacity development has taken place over the past two years, the UNCT collectively is not meeting the financial gender targets yet. This means that this indicator only receives a score missing the minimum requirement.

**List Means of Verification. (E.g. documentation related to capacity development event and related to UNCT financial targets and tracking for gender equality and empowerment of women)**

- ☑ Minutes of Meetings Gender Working Group.
- ☑ Results from Rapid Online Survey for Gender Scorecard.

## Dimension Area 7: Results

### PI 7.1 GEWE Results

#### Performance Indicator 7.1:

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

Results

**APPROACHES MINIMUM REQUIREMENTS**

**(a) The UNCT has achieved or is on track to achieve some gender equality and empowerment of women results as planned in the Cooperation Framework outcomes in line with SDG priorities, including SDG 5.**

The UNSF 2016-2020 had three key Outcomes:

- Outcome 1: Targeted institutions have mechanisms to develop, implement and monitor evidence-based policies, strategies,

plans, and resilience programmes

- Outcome 2: Basic and social services and infrastructure restored, improved, and sustained to enhance community resilience
- Outcome 3: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion

UN agencies were required to report directly to the UNCT on the progress against the adopted UNSF 2016-2020 Outcome indicators. If adequate sex-disaggregated data were gathered consistently for each Pillar of the UNSF, this allowed the UNCT, in theory, to track progress, particularly against GEEW. The issue for all Outcome areas is that it was (and still is) very difficult to obtain baseline data, including gender-specific baseline data. The difficulties include the nation's current state of crisis, the lack of comprehensive government household data sets, and the obstacles agencies encounter when trying to obtain government approval for large surveys.

The UN System in Syria has nonetheless made a number of contributions toward the achievement of gender results as planned in the UNSF 2016-2020 Outcomes in line with SDG priorities, including SDG5. These contributions were listed in the RCO's two most recent annual reports: The Annual Report of 2020 mentions that 'special attention was paid to women and women-led households, given the heavy burden and the additional consequences the crisis has had on them'. The report includes results on indicators related to women receiving reproductive health services, the provision of water and sanitation in schools and health facilities, children accessing alternative education, etc.

The Annual Report of 2021 reiterates the emphasis on women and women-led households and details advancements in women's participation, women receiving reproductive health services, and support for women-led enterprises. However, the review concludes that reporting on gender results is partial and insufficient, hence there is still space for improvement in the monitoring and reporting of gender results in the new UNSF.

Acknowledging that this type of sex-disaggregated data reporting on persons reached through programmes and/or service delivery indicates a good gender analytical start, more is required to verify any substantial impact on GEEW. Furthermore, as budgets are allocated for each Output, the UNCT should be able to offer estimates of gender expenditure over time, but there is currently no dedicated effort for such an important undertaking. Budgets for gender-transformative activities should ideally be set aside for each Pillar at the start of the newly adopted UNSF.

The tracking of progress for achieving gender equality and women's empowerment results by the UNCT is hampered by two key factors:

- The lack of robust baselines to measure progress against.
- Lengthy processes within the government to obtain permission to conduct GEEW surveys.

Despite the above-mentioned limitations regarding collective reporting on gender results, the review identified key gender-focused activities under the UNSF 2016 -2020 that contributed to improved GEEW in the country, including the following:

- The preparation of the National Strategy for Gender Equality.
- Ensured gender is mainstreamed into the Socio-Economic Impact Analysis of 2021.
- Enhanced cooperation between the GWG and the M&E working groups to improve results tracking of GEEW UNSF Outputs.
- Strengthened in-country capacity on gender analysis and mainstreaming through the capacity development of GWG members.

The different methods, principles or approaches that agencies deploy working toward gender-transformative programmes were gathered and presented to the UNCT in 2021 by the GWG, supporting progress made toward gender equality goals. Examples of these are:

- Perform gender analysis during planning processes.
- Establish M&E frameworks that include gender-sensitive indicators.
- Conduct organisational gender reviews or analyses to identify gaps towards gender equality at the programme or organisational level.
- Conduct localised assessments for specific and strategic needs of women and girls.
- Ensure men and boys' engagement in programmes.
- Ensure women's meaningful participation and decision-making throughout the assessment, planning, implementation, and evaluation phases.

The findings above indicate that the UNCT only approaches the minimum requirements for this indicator.

## List Means of Verification. (E.g. Cooperation Framework annual and mid-term reviews, annual Cooperation Framework Results Group reports, results framework monitoring data)

UNSF 2016-2020.

UNSF 2016-2020 Results & Resource Framework.

RCO Annual Report 2020.

RCO Annual Report 2021.

## 8. UNCT in Syria Action Plan

Enter your action points from your Action Plan in the fields below. If an action point links to more than one Performance Indicator, choose the primary Performance Indicator it relates to for placement in the below table. (Hint: you can cut and paste your actions directly from your Action Plan).

Link to Performance Indicator	Action Points
<b>Dimension 1 - Planning</b>	
1.1 Common Country Analysis	NA.
1.2 Cooperation Framework Outcomes	Include a focus on gender transformative change in UNSF Pillar IV (Child Marriage and strategies and legislation that promotes gender equality). Consolidate solid baseline data on these two indicators
1.3 Cooperation Framework Indicators	Put in place an effective GEEW M&E Framework linked to the gender responsive gender indicators in the UNSF Framework Continue collaboration between M&E and GWG groups to track progress on six gender-inclusive Outcome areas Establish structured and regular coordinating/information sharing processes between GWG and Sectors
<b>Dimension 2 – Programming and M&amp;E</b>	
2.1 Joint Programs	Develop a Joint GEEW Programme aligned with the National GEEW Plan, Area Based resilience approach and UNSF gender indicators
2.2 Communication and Advocacy	Develop a gender-inclusive communications strategy and work plan
2.3 Cooperation Framework M&E	Orientate UN agencies in gender sensitive communication and advocacy Mainstream gender into Area-based Return Support Initiative
<b>Dimension 3 - Partnerships</b>	

3.1 Government Engagement	Support the endorsement of the National Gender Equality Plan of the Govt
3.2 GEWE CSO Engagement	Identify women-led CBOs and explore alternative entities (such as youth organisations) to collaborate with. Provide support to and empower female-led CBOs through GEEW Joint Programme – capacity development Provide support to SCFAP in the drafting of CEDAW report Engage with the Syria Govt on the Universal Periodic Review
<b>Dimension 4 – Leadership and Organizational Culture</b>	
4.1 Leadership	Encourage agencies to lobby for global staff pulse surveys and act on findings - or conduct country-level pulse surveys
4.2 Organizational Culture	Make gender an agenda point at UNCT and PMT meetings
4.3 Gender Parity	Conduct annual gender parity surveys and follow up with appropriate HR policies
<b>Dimension 5 – Gender Coordination and Capacities</b>	
5.1 Gender Coordination Mechanism	Continue capacity development on Gender with Age Marker and PSEA Adapt Interagency SOPs on PSEA Roll-out E-learning course in GBV Develop GWG Work Plans
5.2 Gender Capacities	Increase the number of senior staff representation in the GWG relevant to the experience and influence Conduct training needs assessment plan and actions – submit to UNCT for financial support Develop an online knowledge bank with GEEW resources – Syria Specific Support Roll-out of Gender Accreditation Programme Include in the induction package to all staff an online course on gender dynamics and GEEW in Syria
<b>Dimension 6 - Resources</b>	
6.1 Financial Resources	Monitor UN agencies' financial allocation for GEEW and incorporate it in the mid-year review for UNSF Set financial spending targets for GEEW under six identified gender responsive UNSF indicators
<b>Dimension 7 - Results</b>	
7.1 GEWE Results	Ensure stringent implementation of the six identified gender-sensitive indicators in the UNSF Conduct a full-fledged gender-inclusive UNSF evaluation or mid-term review. Ensure sufficient sex-disaggregated data is collected for the UNSF Joint Work Plans

## 9. Supporting Evidence

<b>PI1.1: Indicator 1.1: Common Country Analysis integrates gender analysis</b> <b>EXCEEDS MINIMUM REQUIREMENTS</b>		Planning
Category	Documents	
	No documents uploaded	

<b>PI 1.2: Indicator 1.2: Gender equality mainstreamed in Cooperation Framework outcomes</b> <b>MEETS MINIMUM REQUIREMENTS</b>		Planning
Category	Documents	
	No documents uploaded	

<b>PI 1.3: Indicator 1.3: Cooperation Framework indicators measure changes on gender equality</b> <b>MEETS MINIMUM REQUIREMENTS</b>		Planning
Category	Documents	
	No documents uploaded	

<b>PI 2.1: Indicator 2.1: Joint programmes contribute to reducing gender inequalities</b> <b>APPROACHES MINIMUM REQUIREMENTS</b>		Programming and M&E
Category	Documents	
	No documents uploaded	

<b>PI 2.2: Indicator 2.2: Communication and advocacy address areas of gender inequality</b> <b>APPROACHES MINIMUM REQUIREMENTS</b>		Programming and M&E
Category	Documents	
	No documents uploaded	

<b>PI 2.3: Indicator 2.3: Cooperation Framework monitoring and evaluation measures progress against planned gender equality results</b> <b>APPROACHES MINIMUM REQUIREMENTS</b>		Programming and M&E
Category	Documents	
	No documents uploaded	

<b>PI 3.1: Indicator 3.1: UNCT collaborates and engages with government on gender equality and empowerment of women</b> <b>MISSING REQUIREMENTS</b>		Partnerships
Category	Documents	
	No documents uploaded	

<b>PI 3.2: Indicator 3.2: UNCT collaborates and engages with women's/gender equality civil society organizations</b> MISSING REQUIREMENTS		Partnerships
Category	Documents	
	No documents uploaded	

<b>PI 4.1: Indicator 4.1: UNCT leadership is committed to championing gender equality</b> MISSING REQUIREMENTS		Leadership and Organizational Culture
Category	Documents	
	No documents uploaded	

<b>PI 4.2: Indicator 4.2: Organizational culture fully supports promotion of gender equality and empowerment of women</b> MISSING REQUIREMENTS		Leadership and Organizational Culture
Category	Documents	
	No documents uploaded	

<b>PI 4.3: Indicator 4.3: Gender parity in staffing is achieved</b> MISSING REQUIREMENTS		Leadership and Organizational Culture
Category	Documents	
	No documents uploaded	

<b>PI 5.1: Indicator 5.1: Gender coordination mechanism is empowered to influence the UNCT for gender equality and empowerment of women</b> APPROACHES MINIMUM REQUIREMENTS		Gender Architecture and Capacities
Category	Documents	
	No documents uploaded	

<b>PI 5.2: Indicator 5.2: UNCT has adequate capacities developed for gender mainstreaming</b> MEETS MINIMUM REQUIREMENTS		Gender Architecture and Capacities
Category	Documents	
	No documents uploaded	

<b>PI 6.1: Indicator 6.1: Adequate resources for gender mainstreaming are allocated and tracked</b> MISSING REQUIREMENTS		Financial Resources
Category	Documents	
	No documents uploaded	



PI 7.1: Indicator 7.1: UN programmes make a significant contribution to gender equality in the country APPROACHES MINIMUM REQUIREMENTS		Results
Category	Documents	
Cooperation Framework reviews/monitoring data	<a href="#">Annex 04- Results And Resources Framework -For Swap</a>	

UNCT-SWAP GENDER EQUALITY SCORECARD  
ACCOUNTABILITY FRAMEWORK FOR MAINSTREAMING GENDER EQUALITY AND THE  
EMPOWERMENT OF WOMEN IN UNITED NATIONS COUNTRY TEAMS

FOR MORE INFORMATION ON THE UNCT-SWAP GENDER EQUALITY SCORECARD

PLEASE VISIT

<https://unsdg.un.org/resources/unct-swap-gender-equality-scorecard>

<https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>

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