UNCT-SWAP GENDER EQUALITY SCORECARD

United Nations Country Team
UKRAINE

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Acronyms and Abbreviations

ARC	Assessment of Results and Competencies
AWP	annual workplan
BOS	Business Operations Strategy
BPfA	Beijing Platform for Action
CCA	Common Country Assessment
CEB	Chief Executives Board for Coordination
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CMU	Cabinet of Ministers of Ukraine
CSO	civil society organization
DPPA	Department of Political and Peacebuilding Affairs
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GBV	gender-based violence
GEEW	gender equality and the empowerment of women
GEM	Gender Equality Marker
GoU	Government of Ukraine
GTG	Gender Theme Group
HIV	human immunodeficiency virus
HOAs	Heads of Agencies
IAT	Inter-Agency Team
ICT	information and communications technology
IDP	internally displaced person
ILO	International Labour Office
IOM	International Organization for Migration
JP	Joint Programme
LGBTQI	lesbian, gay, bisexual, transgender, queer and intersex
M&E	monitoring and evaluation
MAPS	Mainstreaming, Acceleration and Policy Support
MSMEs	micro, small and medium enterprises
NAP 1325	National Action Plan for the Implementation of UN Security Council resolution 1325 on Women, Peace and Security
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OMT	Operations Management Team
PMT	Project Management Team
ProDoc	Project Document
RBM	results-based management

RC	Resident Coordinator
RCO	Resident Coordinator's Office
SDG	Sustainable Development Goals
SMEs	small and medium-sized enterprises
STEM	science, technology, engineering and mathematics
TOR	Terms of Reference
UN	United Nations
UN SEIA	UN COVID-19 Socio-Economic Impact Assessment
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCG	United Nations Communications Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNDSS	United Nations Department of Safety and Security
UNECE	United Nations Economic Commission for Europe
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNPF	United Nations Partnership Framework
UNSCR	United Nations Security Council resolution
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	UN System-Wide Action Plan for Gender Equality and the Empowerment of Women
UNV	United Nations Volunteers
VoTs	victims of trafficking
VNR	Voluntary National Review
WG	Working Group
WHO	World Health Organization

1. BACKGROUND

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

The development of the Gender Scorecard was proposed by the United Nations Development Group (UNDG) in July 2006 and endorsed by the UNDG Principals in April 2008. The framework was further developed by the United Nations in response to the UN Chief Executives Board for Coordination (CEB) system-wide policy on gender equality and the empowerment of women (CEB/2006/2) and was endorsed by the CEB in 2012.

The Scorecard methodology was revised between 2016 and 2017 in tandem with the UN System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP). The UN-SWAP, launched in 2012, is a UN system-wide accountability framework designed to measure, monitor and drive progress towards a common set of standards that apply to all entities, departments and offices of the UN system. This methodological revision ensured closer alignment with the UN-SWAP and with the Sustainable Development Goals (SDGs), recognizing the importance of gender equality and the empowerment of women to SDG achievement.

The UNCT in Ukraine conducted a UNCT-SWAP Gender Equality Scorecard in 2016, being one of the pilot countries to test the methodology that was in development at the time.

In the end, the final version of the framework and technical guidance of the UNCT-SWAP Scorecard were published in 2018, having proved to foster a deeper understanding and ownership of the results by the UNCT and strengthen the accountability of senior managers for gender equality and the empowerment of women.

The UNCT in Ukraine implemented for the second time the UNCT-SWAP Gender Equality Scorecard in April 2021.

2. COUNTRY CONTEXT

The UNCT in Ukraine is composed of representatives of 16 UN specialized agencies, funds and programmes accredited in Ukraine. The 2018-2022 United Nations Partnership Framework (UNPF), which comes to an end in 2022, is the result of a consultation process among the Government of Ukraine (GoU), the UNCT in Ukraine, civil society and other stakeholders to affirm the commitment of all partners in support of the 2030 Agenda for Sustainable Development.

The 2018-2022 UNPF covers the following four strategic pillars:

1. Sustainable economic growth, environment and employment
2. Equitable access to quality and inclusive services and social protection
3. Democratic governance, rule of law and civic participation
4. Human security, social cohesion and recovery with a particular focus on eastern Ukraine

The results formulated under these pillars respond to the national development challenges and make use of the comparative advantages, capacities and resources of the UN system to support the GoU in achieving the global and national targets of the SDGs. The UNPF gives special attention to the needs and aspirations of the most marginalized and vulnerable populations in

Ukraine. This approach builds on the core SDG concept of equitable development for all, "leaving no one behind", and the key message to "reach the furthest behind first".

A UNCT-SWAP Scorecard assessment was conducted in Ukraine in October 2016, at the end of the previous 2012-2017 UNPF cycle. This assessment in Ukraine was the first global pilot of the assessment and contributed in Ukraine to the mainstreaming of gender equality and the empowerment of women (GEEW) across the current 2018-2022 UNPF cycle, resulting in the visible mainstreaming of gender equality across all outcome areas of the UNPF Results Framework.

The UNCT in Ukraine, led by the Resident Coordinator's Office (RCO), embarked in 2020 on the process of formulating a new Common Country Assessment (CCA), a collective analysis of the situation in Ukraine by the UN system. The CCA was carried out during the fourth quarter of 2020 and into the first quarter of 2021. The UNCT made considerable efforts to mainstream GEEW across the CCA, as gender equality is considered an integral part of the document. The CCA exercise included a thorough analysis of the causes for inequalities, exclusion and discrimination. The CCA document was approved on 16 April 2021.

UNCT Ukraine implemented the UNCT-SWAP Scorecard in April 2021, before the end of its current UNPF (2018-2022). It was conducted in order to support the gender-responsive planning and development of the upcoming 2023-2027 UN Sustainable Development Cooperation Framework (UNSDCF) for Ukraine, in line with UN minimum standards on GEEW, and to ensure greater accountability and performance by the UNCT towards gender equality, aligned with UN corporative policy on GEEW, while enhancing gender results in the evaluation of its current cooperation framework.

An international specialist was hired by UN Women to support the UNCT in the implementation of the UNCT-SWAP Scorecard exercise.

3. METHODOLOGY

The UNCT-SWAP Gender Equality Scorecard provides an assessment of how gender equality is mainstreamed by UNCTs in their processes, practices, policies and programmes and what the UN system as a whole is contributing to GEEW in the country. It includes an evaluation and scoring against 15 indicators across the following seven dimensions addressing key GEEW components:

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

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

The methodology for the implementation of the UNCT-SWAP Scorecard involves a self-assessment driven by the Inter-Agency Team (IAT), a group that must be formed at the beginning of the exercise. This team enables inter-agency stakeholders to work collaboratively to measure the UNCT's performance against minimum requirements on gender equality. In Ukraine, the assessment team was composed of 18 members and included representation from the RCO, the Gender Theme Group (GTG), the inter-agency communications group, the OMT/human resources and the monitoring and evaluation (M&E) task force. The exercise was carried out in

a highly participatory manner, promoting internal dialogue and a common understanding of results.

The methodology also contemplates the involvement of an international consultant to guide the in-country self-assessment, providing support and assistance to the assessment team (namely the IAT) and facilitating the working sessions.

In March 2021, UN Women in Ukraine recruited the services of an international consultant to support the implementation of the UNCT-SWAP Gender Equality Scorecard. The overall Scorecard process was coordinated by UN Women and benefited from the support of the RCO. Due to the current COVID-19 pandemic, the Scorecard methodology was adapted to online modalities.

Prior to the self-assessment, which was conducted in April, the following processes were implemented:

- An online survey of personnel perception of the organizational environment for promoting gender equality was conducted in March. The survey was open for two weeks. In total, the survey reached 365 respondents (219 women, 144 men and 2 non-binary persons), exceeding the minimum number of responses required to ensure the validity of results.[1] The results of the survey were used for the assessment of indicator 4.2 ("Organizational culture fully supports promotion of gender equality and the empowerment of women"). A breakdown of the survey responses can be found in annex A.
- A gender-parity-table template was distributed to the human resources departments of the UN agencies. The table requested quantitative data on the number of women and men in all UN professional categories in Ukraine, both national and expatriate. All agencies filled out and completed the table template. A Microsoft Excel sheet was then created for the consolidation of all sex-disaggregated UN staffing data. These data were used for the assessment of indicator 4.3 ("Gender parity in staffing is achieved").
- All documentation, evidence and means of verification against the indicators were uploaded to a Google Drive folder for quick and easy access to information by members involved in the assessment.

The process conducted by the consultant is described below.

Background document review

The consultant reviewed the following documents: UNCT UN-SWAP Technical Guidance and Framework; UNCT Gender Scorecard Reports for the regional and other countries, including the 2016 Ukraine UNCT-SWAP Scorecard Report; Ukraine CCA and UN Partnership Framework (2018-2022); new UNDG/UNDAF guidance; UNCT planning, budgets and programming documents; UN Gender Theme Group's TOR, 2020 report and 2021 workplan; CEDAW concluding observations to Ukraine; second National Action Plan on UNSCR 1325 (NAP 1325) for the period 2021-2025; Ukraine Government Programme; Ukraine BPfA+25 National Review Report; the Ukraine Voluntary National Review (2020); and the Assessment of the Socio-Economic Impact of COVID-19 in Ukraine (UN SEIA).

Briefing meeting

An initial briefing session with the assessment team as a whole was held on 9 April 2021 online via Zoom. During the meeting, the working schedule was agreed upon, the expectations on the group clarified, and the basis for IAT work coordination provided. IAT members were also assigned specific indicators to assess, and six evaluation groups were formed. They were told to

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[1] For UNCT Ukraine, this minimum number was 153, given that the number of UN staff was 1,434 at the time of the assessment.

familiarize themselves with the Scorecard guidebook and in particular with the guidance about the indicators of their responsibility. They were also instructed to gather data and means of verification against the indicators of their responsibility and provide preliminary assessments. A time frame was given. Some members were assigned to different evaluation groups.

In-country self-assessment

Evaluation groups worked to agree on the evidence, revise the data and means of verification, get a common understanding on the findings against the indicators of their responsibility, develop the rationale and explanations and reach consensus on tentative scoring against the indicators. Online thematic meetings were held on 15 and 16 April between the evaluation groups and the consultant to revise evidence data, discuss findings, update the rationale and explanations against the indicators, identify concerns and improve the assessment against the indicators.

Action planning workshop

A virtual meeting took place on 23 April via Zoom to present findings, results and final scores against the indicators to the assessment team, allowing opportunity for feedback and consensus building, and to agree on the action plan. A proposal for an action plan was presented by the consultant and developed based on findings. This was followed by a discussion, dimension by dimension, about the actions included in the plan; during the discussion, new measures to improve UNCT performance on gender mainstreaming were proposed, and other measures were updated and improved. A final action plan for UNCT performance improvement on GEEW was eventually developed and agreed upon.

UNCT debriefing session

A debriefing session with the Heads of Agencies (HOAs) was held on 30 April via Zoom to present the main findings of the assessment, the scorings against the indicators and the main recommendations for UNCT performance improvement on gender mainstreaming. Discussions took place among the HOAs, and further feedback was collected by the consultant. As a result of the meeting, the action plan and the report on the indicators were endorsed by the HOAs.

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

4. FINDINGS

The Scorecard methodology does not provide for quantitative scores. Rather, the UNCT-SWAP Scorecard includes three levels of ratings and a missing option, as follows:

- Exceeds minimum requirements
- Meets minimum requirements
- Approaches minimum requirements
- Missing

The criteria to exceed, meet or approach minimum requirements are provided by the UNDG for each indicator. If the UNCT fails to approach minimum requirements, the indicator is then scored as missing. If the UNCT does approach minimum requirements, greater effort should be made in the short term so that the UNCT can meet minimum requirements in the next reporting cycle.

The UNCT should aim at meeting minimum requirements as an indication of having achieved adequate performance on gender mainstreaming and GEEW promotion. However, meeting minimum standards should be contemplated as a starting point from which the UNCT can strengthen its current work and reinforce existing country efforts to address GEEW. The

objective should be to exceed minimum requirements, so that best practices can be shared with other UNCTs.

4.1 Findings overview

A summary of the scorings against all indicators across the seven dimensions is outlined in the table below.

UNCT-SWAP Gender Equality Scorecard – Scorings

Country: **Ukraine**
Assessment year: **2021** (April)
Coordinators: Felicia Dahlquist (UN Women), Tetyana Kudina (UN Women), Liudmyla Struck (RCO)
Agencies participating in the Inter-Agency Team: IOM, FAO, OHCHR, RCO, UN Women, UNAIDS, UNDP, UNFPA, UNICEF, UNODC, UNOPS

Indicators	Missing	Approaches minimum requirements	Meets minimum requirements	Exceeds minimum requirements
1. Planning				
1.1. Common Country Assessment integrates gender analysis		■		
1.2. Gender equality is mainstreamed in UNDAF outcomes			■	
1.3. UNDAF indicators measure changes on gender equality			■	
2. Programming and M&E				
2.1. Joint Programmes contribute to reducing gender inequalities			■	
2.2. Communication and advocacy address areas of gender inequality			■	
2.3. UNDAF monitoring and evaluation measures progress against planned gender equality results			■	
3. Partnerships				
3.1. UNCT collaborates and engages with the Government on gender equality and the empowerment of women				■
3.2. UNCT collaborates and engages with women's/gender equality CSO				■
4. Leadership and organizational culture				
4.1. UNCT leadership is committed to championing gender equality			■	
4.2. Organizational culture fully supports promotion of gender equality and the empowerment of women			■	
4.3. Gender parity in staffing is achieved	■			
5. Gender architecture and capacities				
5.1 The gender coordination mechanism is empowered to influence the UNCT for gender equality and the empowerment of women			■	
5.2 The UNCT has adequate capacities developed for gender mainstreaming			■	
6. Resources				
6.1. Adequate resources for gender mainstreaming are allocated and tracked		■		
7. Results				
7.1. UN Programmes make a significant contribution to gender equality in the country		■		

The completed Scorecard findings by indicator can be found in annex B. A summary of key findings by dimension is provided below.

4.2 Findings overview by dimension

4.2.1 Planning

UNCT Ukraine is adequately performing in this dimension concerning the 2018-2022 UNPF, with two indicators (1.2 and 1.3) meeting minimum requirements, but it is not meeting minimum standards for the CCA indicator (1.1), suggesting that current work should be strengthened in relation to the mainstreaming of gender equality across the CCA.

Indicator 1.1. The UNCT just approaches minimum requirements for the CCA as gender analyses are not visibly integrated across all sectors and consistent sex-disaggregated data are not included under all sections. Although the CCA is a high-quality document as far as gender equality is concerned, gender analysis is not provided under the climate change and disaster risk management section or under the analysis of the humanitarian-development-peace nexus. In addition, data disaggregated by sex are not provided under the sections on environment, climate change and disaster risk management, and SDG financing. The criteria for this indicator require that gender analysis and consistent data disaggregated by sex are included across all sectors in the CCA, including the underlying causes of gender inequality and discrimination.

Indicator 1.2. The UNCT meets minimum requirements for the mainstreaming of gender equality in UNDAF outcome areas because all UNPF outcomes visibly mainstream GEEW through the formulation of gender-responsive statements and the formulation of gender-specific outputs. The performance of the UNCT in this area is then satisfactory. Nevertheless, there is no particular outcome in the UNPF specifically targeting gender equality, and this in itself results in the UNCT not exceeding the minimum requirements.

Indicator 1.3. The UNCT meets minimum requirements concerning UNDAF indicators due to the fact that out of 49 outcome indicators formulated in the UNPF Results Framework, 17 indicators (35 per cent) track progress towards gender equality results. However, this percentage is the minimum required to meet this indicator, suggesting that greater effort needs to be made by the UNCT with regard to the disaggregation of indicators by sex whenever possible and the formulation of outcome indicators that track progress towards gender equality in the upcoming UNSDCF Results Framework.

4.2.2 Programming and M&E

This is one of the dimensions best performed by UNCT Ukraine, with all three indicators meeting the minimum standards.

Indicator 2.1. Concerning Joint Programmes (JPs), gender equality is visibly mainstreamed into all JPs operational at the time of the assessment. In addition, there is one JP on promoting GEEW that is operational over the current UNPF period. A system to ensure gender mainstreaming in JPs still needs to be in place, be it the GTG or an external entity.

Indicator 2.2. Concerning communication and advocacy, the UNCT contributed collaboratively to advocacy campaigns on GEEW during the past year, although all joint communication activities fell into traditional thematic areas, such as the 16 Days of Activism against Gender-Based Violence. In addition, the inter-agency communication group's annual workplan visibly includes GEEW communication and advocacy. To exceed the minimum standards in this regard, joint communication and advocacy on GEEW should target at least one non-traditional thematic area.[2]

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[2] Non-traditional thematic areas are those areas in which women are underrepresented, such as the environment and climate change, technological innovation, infrastructure, transport, etc.

Indicator 2.3. Concerning M&E, out of 55 indicators at the output level tracked under the UNCT joint workplan, 25 indicators (46 per cent) are gender-sensitive, and data for 23 of them have been reported. The One UN reports for 2018, 2019 and 2020 assessed progress against gender-specific results; further, a training on gender-sensitive M&E was carried out in 2019 for M&E focal points. This training was focused on gender mainstreaming through results-based management (RBM), M&E and accountability processes, specifically through usage of a gender equality marker.

4.2.3 Partnerships

This is the dimension where the UNCT in Ukraine performs excellently, with both indicators exceeding minimum requirements.

Indicator 3.1. The UN system has collaborated with a large number of government agencies on joint initiatives to promote gender equality, such as the Ministry of Justice, the Ministry of Internal Affairs, the State Migration Service and the Ministry of Social Policy, within the current UNPF cycle. The UNCT has even contributed to strengthening government participation and engagement in gender-related SDG localization and implementation. In addition, the national women's machinery participated in consultations on the 2018-2022 UNPF.

Indicator 3.2. The UN system has collaborated with gender equality civil society organizations (CSOs) and women's rights advocates on joint initiatives that foster GEEW and have contributed to substantively strengthen gender equality CSO participation and engagement in gender-related SDG localization and/or implementation. Likewise, CSOs working on gender equality and/or women's rights advocates participated in consultations on the 2018-2022 UNPF.

4.2.4 Leadership and organizational culture

The performance of the UNCT is this dimension is very good for indicators 4.1 and 4.2, related to HOA leadership and organizational culture, but is not adequate for indicator 4.3, related to gender parity in staffing.

Indicator 4.1. Concerning UNCT commitment to championing gender equality, senior managers play a critical role within the UNCT in the promotion of GEEW, and at least 60 per cent of HOA meetings should address GEEW. Accordingly, there should be evidence of decision-making and follow-through, rather than general information-sharing. In this regard, gender equality was discussed substantively in 61 per cent of HOA meetings held during the preceding 12 months. On the other hand, the Resident Coordinator (RC) must demonstrate leadership and public championing on gender equality, and at least one third of RC speeches over the preceding 12 months should have included references to GEEW and/or discussed how the UNCT is promoting GEEW. In this regard, it is estimated that the RC in Ukraine publicly defended gender equality in approximately 50 per cent of speeches made during public events over the 12-month period. Finally, 82 per cent of staff agree that the HOAs in this UNCT demonstrate leadership and commitment to gender equality in the workplace, as reflected in the results of the staff survey.

Indicator 4.2. The results of the survey on staff perception of the organizational environment for gender equality revealed a positive average score of 77 per cent. The survey dealt with perceptions of gender equality in the UN system, equal treatment in the workplace and work-life balance. Nevertheless, the positive response average from men reached 82 per cent, while 74 per cent were from women and only 35 per cent from non-binary persons. Thus, if only positive staff responses from men were considered, the UNCT would exceed minimum requirements. The questions that received the most negative opinions are the one related to the package of entitlements, such as maternity and paternity leave and breastfeeding facilities (12 per cent of all respondents; 14 per cent of women) and the one related to the package of

flexible work arrangements (9 per cent of all respondents; 10 per cent of women) for the support staff to achieve an adequate work-life balance. In addition, 10 per cent of staff thought that the HOAs are not supportive of staff to achieve an adequate relationship between home and work life. Finally, 100 per cent on non-binary persons, 19 per cent of women and 8 per cent of men had neutral responses to the question related to the procedures in place to prevent and address sexual harassment, exploitation and abuse.

Indicator 4.3. Concerning gender parity in staffing, the performance of the UNCT is low, as the score of the indicator is missing. This is due to the fact that the UNCT does not have in place a mechanism for monitoring gender parity in staffing that is regularly used to monitor parity levels for all staff categories. An analysis of the consolidated gender-disaggregated data on UNCT staffing showed that the representation of women was adequate, with an overall representation rate of 52 per cent, compared to 48 per cent for men. However, concerning international staff, women had a lower representation rate of 34 per cent, compared to 66 per cent for men; this gender imbalance continued at D1-level positions, with 17 per cent of women and 83 per cent of men occupying decision-level positions, although D2-level positions were 100 per cent occupied by women. Concerning national staff, the representation rate of women was 55 per cent, compared to 45 per cent for men, but there was a wide disparity at SB1-SB2 levels, with only 6 per cent of the positions occupied by women. Concerning general staff positions, the highest disparity remained at the G2 level as there were no women at this level. In conclusion, women were underrepresented in the staff categories of messenger, clerk and driver. The consolidated sex-disaggregated staffing data collected from the various UN agencies as part of the Scorecard exercise could serve as a baseline for future monitoring.

4.2.5 Gender architecture and capacities

The UNCT is satisfactorily performing in this dimension, with both indicators meeting minimum requirements.

Indicator 5.1. The GTG is adequately empowered to influence the UNCT with respect to gender equality and the empowerment of women. The GTG is chaired by one of the HOAs, as required in the indicator criteria. The group has a TOR and an approved annual workplan, and it meets regularly. The GTG prepares its annual report, which is approved by the UNCT. Nevertheless, members of the group do not include at least 50 per cent senior staff (P4 and above; NOC and above), as required in the indicator criteria.

Indicator 5.2. Concerning UN staff capacities for gender mainstreaming, the performance of the UNCT is adequate. In 2018, a learning needs assessment of the UNPF Pillar Working Groups and the GTG was carried out to identify their specific requirements to ensure greater partnership, investment and accountability towards gender equality under the UNPF. As a result, a two-phased approach to UNCT training on gender mainstreaming was adopted. Phase I of the trainings was carried out in 2018 and phase 2 in 2019. In 2020, the GTG members strengthened their capacity through the refresher training on the UNSDCF and UNCT-SWAP Gender Scorecard assessment. In addition, a capacity needs assessment was carried out in March 2021 to identify the gaps and learning needs of the GTG, and a capacity development plan for 2021 was endorsed as part of the GTG annual workplan. Nevertheless, the UNCT does not have a gender equality briefing kit or gender training for the orientation of new UN staff members.

4.2.6 Resources

The performance of the UNCT in this dimension is capable of improvement as this Scorecard exercise assessed the resource tracking indicator as approaching minimum requirements.

Indicator 6.1. The UNCT has carried out one training on the gender equality marker over the current UNPF cycle. Phase II of the gender mainstreaming trainings was focused on gender analysis, gender mainstreaming and the gender equality marker. The presentation on the gender equality marker included core concepts, best practices and proposed methodologies. The training also included an analysis on the 2018 application/piloting of the gender equality marker in the UNPF. Nevertheless, the UNCT has not established a financial target for programme allocation for GEEW during the 2018-2022 UNPF cycle.

4.2.7 Results

The UNCT is on track to achieve some results on GEEW as outlined in the UNPF Results Framework in line with SDG priorities, including SDG 5.

Indicator 7.1. When the final evaluation of the 2018-2022 UNPF is conducted, it will be possible to determine whether the UNCT has achieved all gender equality results as planned under the UNPF outcomes. Progress on gender results is being reported in UNPF annual progress reports, and it is expected that the final UNPF evaluation systematically and thoroughly assesses progress towards GEEW. To exceed minimum requirements for this indicator, at least one outcome-level UNPF result must contribute to transformative change in relation to GEEW. Therefore, the UNCT should be able to determine whether any outcome-level UNPF result has contributed to substantial GEEW change in the country by the end of the current planning cycle.

5. CONCLUSION

The results of this Scorecard assessment are very satisfactory, in general. The exercise revealed exceptional performance for two indicators:

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

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

- Gender equality is mainstreamed in UNDAF outcomes (indicator 1.2);
- UNDAF indicators measure changes on gender equality (indicator 1.3);
- Joint Programmes contribute to reducing gender inequalities (indicator 2.1);
- Communication and advocacy address areas of gender inequality (indicator 2.2);
- UNDAF monitoring and evaluation measures progress against planned gender equality results (indicator 2.3);
- UNCT leadership is committed to championing gender equality (indicator 4.1);
- Organizational culture fully supports promotion of gender equality and the empowerment of women (indicator 4.2);
- The gender coordination mechanism is empowered to influence the UNCT for gender equality and the empowerment of women (indicator 5.1);
- The UNCT has adequate capacities developed for gender mainstreaming (5.2).

It further found three indicators approaching minimum requirements, where the UNCT should concentrate efforts to upgrade the scorings in the short term:

- Common Country Assessment integrates gender analysis (indicator 1.1);
- Adequate resources for gender mainstreaming are allocated and tracked (indicator 6.1);

- UN Programmes make a significant contribution to gender equality in the country (indicator 7.1).

The exercise found only one indicator to be missing, where the UNCT should urgently enhance performance:

- Gender parity in staffing is achieved (indicator 4.3).

As a result of the assessment, the strengths of UNCT Ukraine related to gender equality are as follows: (1) UNDAF outcomes and indicators; (2) programming, communication and advocacy, and M&E; (3) leadership and organizational culture; (4) gender architecture and UNCT capacities for gender mainstreaming; and (5) partnerships.

Areas requiring improvement are the (1) CCA, (2) resources and (3) results.

The weakness/area requiring major improvement is gender parity in staffing.

6. ACTION PLAN

The findings of the assessment have fed into a structured UNCT-SWAP Scorecard action plan designed for UNCT performance improvement on GEEW, which can be found in annex C.

This action plan underlines the gaps between UN minimum requirements and UNCT current practices, procedures and processes identified during the assessment. It includes the steps to be taken, the time frame, the allocation of responsibilities and the resources required. It also points out the linkages to the UNCT-SWAP Scorecard indicators for tracking purposes.

With the aim to ensure a comprehensive response to many of the issues highlighted in the action plan, a good understanding and appropriation of the recommendations by the UNCT is needed. The action plan must be on the agenda of the UNCT HOA meetings to ensure follow-up, at least every six months until all actions are completed.

The action plan must further be part of the meetings of the GTG and other inter-agency groups that are assigned responsibilities in the plan. The responsibility for implementation needs to be shared among UN agencies and sectors to encourage the decentralization of responsibility and accountability for GEEW.

As a management response and commitment towards gender equality at the UNCT senior management level, the action plan was endorsed by the HOAs at the meeting held on 30 April.
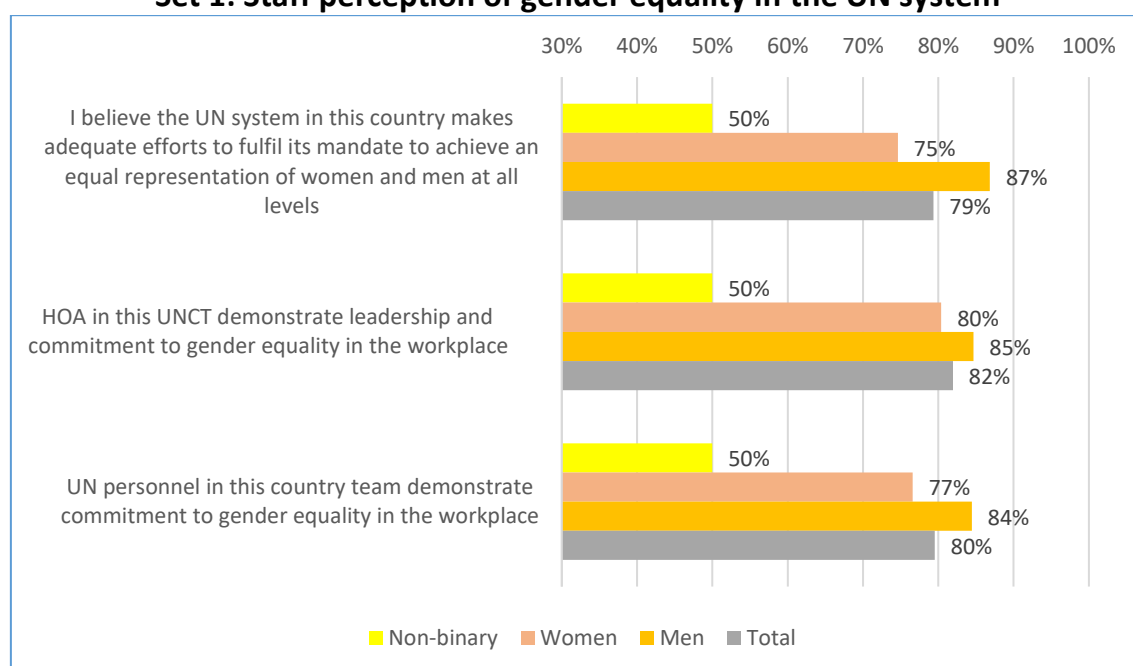
ANNEX A: Organizational culture staff survey results in Ukraine

The charts below display the positive responses (strongly agree and agree) of the survey opened in March 2021. There were 365 responses in total, with a confidence interval of 7.5.
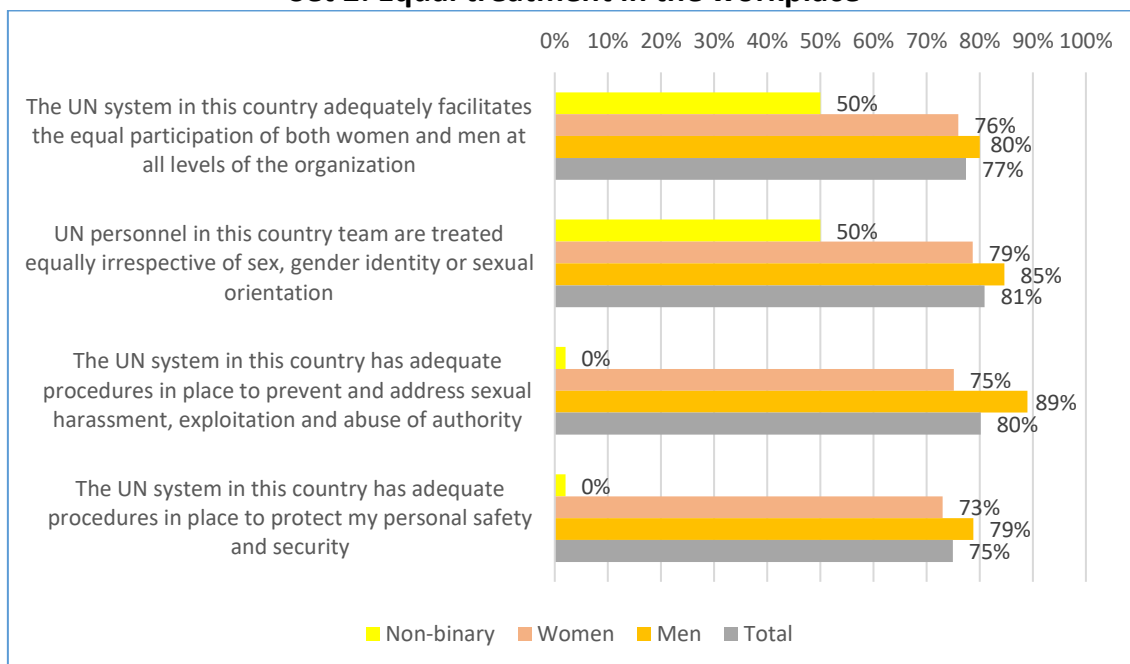
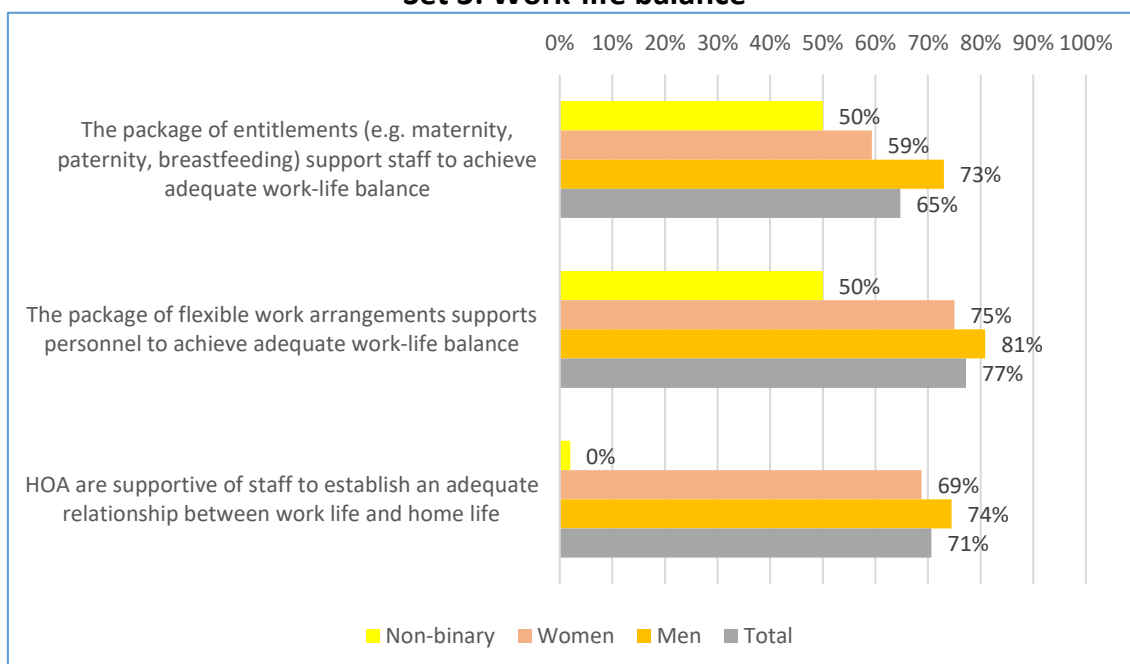## BREAKDOWN OF POSITIVE SURVEY RESPONSES BY SET OF QUESTIONS
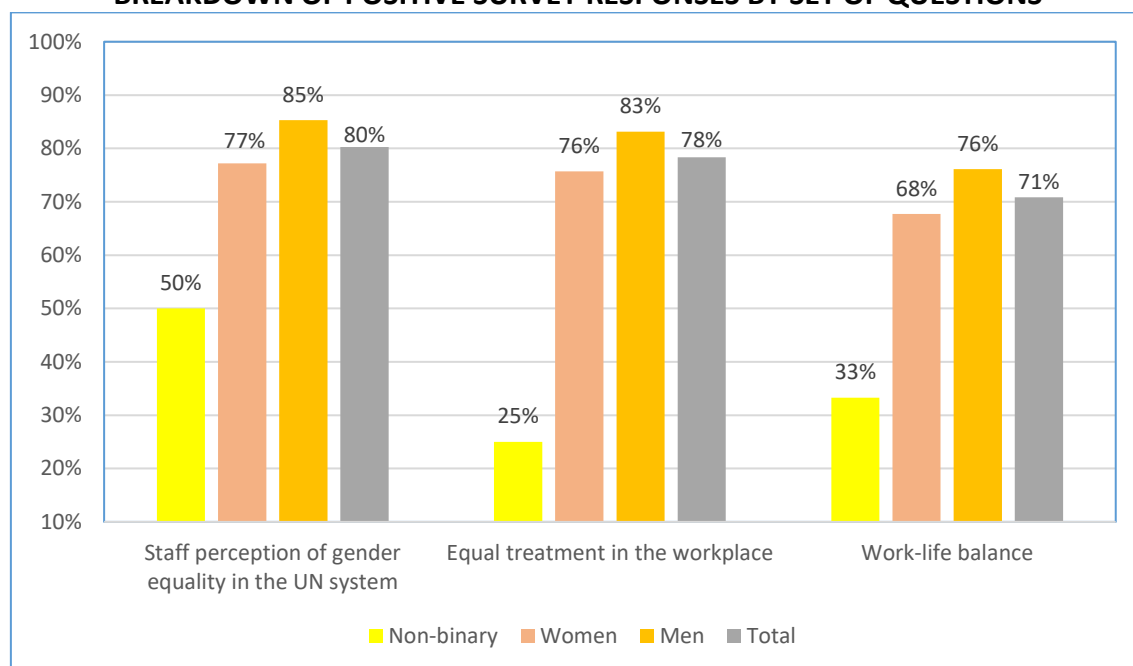
Set 1: Staff perception of gender equality in the UN system

Set 2: Equal treatment in the workplace

The UN system in this country adequately facilitates the equal participation of both women and men at all levels of the organization
- Non-binary: 50%
- Women: 76%
- Men: 80%
- Total: 77%

UN personnel in this country team are treated equally irrespective of sex, gender identity or sexual orientation
- Non-binary: 50%
- Women: 79%
- Men: 85%
- Total: 81%

The UN system in this country has adequate procedures in place to prevent and address sexual harassment, exploitation and abuse of authority
- Non-binary: 0%
- Women: 75%
- Men: 89%
- Total: 80%

The UN system in this country has adequate procedures in place to protect my personal safety and security
- Non-binary: 0%
- Women: 73%
- Men: 79%
- Total: 75%

Legend: Non-binary, Women, Men, Total

Set 3: Work-life balance

The package of entitlements (e.g. maternity, paternity, breastfeeding) support staff to achieve adequate work-life balance
- Non-binary: 50%
- Women: 59%
- Men: 73%
- Total: 65%

The package of flexible work arrangements supports personnel to achieve adequate work-life balance
- Non-binary: 50%
- Women: 75%
- Men: 81%
- Total: 77%

HOA are supportive of staff to establish an adequate relationship between work life and home life
- Non-binary: 0%
- Women: 69%
- Men: 74%
- Total: 71%

Legend: Non-binary, Women, Men, Total

ANNEX B: UNCT Ukraine - SWAP Scorecard findings by indicator

1. PLANNING

INDICATOR 1.1: COMMON COUNTRY ASSESSMENT 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 in 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.

Score: Approaches Minimum Requirements

Findings and explanation:

a) The CCA, approved on 16 April 2021, includes gender analysis across the majority of sections. The document has benefited from a dedicated gender review. Gender analysis is streamlined across much of the document, in some key sections and across the SDGs, including in the political (elections and representation) and peacebuilding chapters, in the labour-market analysis and in the sections on the economy, social security and human rights. Within the section on economic transformation, there is a specific subsection on gender equality and women's economic empowerment, while in the section on the analysis of compliance with international human rights, norms and standards, there is a subsection on fighting gender-based violence (GBV).

In addition, the CCA identifies gender equality and the economic empowerment of women as a key development opportunity for Ukraine. The document includes a specific section on GEEW that explicitly describes structural barriers and underlying root causes limiting gender equality progress in line with SDG priorities.

Nevertheless, the climate change and disaster risk management section contains no reference to gender beyond mentioning that disasters disproportionately affect the most vulnerable, including elderly women. This section could have benefited from a more consistent integration of the gender aspects, and this fact in itself makes the UNCT fall short of meeting minimum requirements. Moreover, the analysis of the humanitarian-development-peace nexus also contains no reference to gender, despite the earlier analysis in the peacebuilding chapter.

b) The document includes some sex-disaggregated and gender-sensitive data. A recognized challenge in the CCA is the lack of availability of gender-disaggregated data, in part due to a lack of recent census data. In particular, data disaggregated by sex are provided under the sections on vulnerable groups, political analysis, social protection, human rights and migration but are not provided under the sections on environment, climate change and disaster risk management, and SDG financing. For some sections, this may be due to the absence of gender-disaggregated data in the country statistical system. In any case, the CCA raises the key issue on the need to significantly improve national data collection and disaggregation of data by sex, age, geographical location and other characteristics to meaningfully analyse progress and strengthen the evidence base for informed policies that are human rights-based and gender-responsive.

A CCA revision is planned at the end of this year in line with Peer Support Group review recommendations. These recommendations include, among others, strengthening sex-disaggregated data throughout the CCA, especially for the section on the impact of the conflict. For that section, additional information on the impact of the conflict on the different categories of women would also need to be included.

c) A targeted gender analysis of those furthest behind is not included in the CCA. However, a sound analysis of this issue is planned for the next CCA revision in line with Peer Support Group review recommendations.

Evidence or means of verification:

- Common Country Analysis Ukraine, March 2021

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.
Score: Meets Minimum Requirements		

Findings and explanation:

a) GEEW is visibly mainstreamed across all UNPF outcomes, in line with SDG priorities, including SDG 5. Gender equality is mainstreamed across UNPF outcome areas through the formulation of gender-responsive statements and/or the formulation of gender-specific outputs, as follows:

- Outcome 1.1: "By 2022, all women and men, especially young people, equally benefit from an enabling environment that includes labour market, access to decent jobs and economic opportunities"
- Outcome 1.2: "By 2022, national institutions, private business and communities implement gender-responsive policies and practices to achieve sustainable management of natural resources, preservation of ecosystems, mitigation, adaptation to climate change and generation of green jobs"
- Outcome 2: "By 2022, women and men, girls and boys equitably benefit from integrated social protection, universal health services and quality education"
- Outcome 3: "By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, [and] effective, transparent and non-discriminatory public services"
- Outcome 4: "By 2022, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support". Even though the outcome 4 statement does not visibly mainstream GEEW, it includes specific outputs targeting GEEW. These are output 4.1.1, "Selected conflict-affected communities and key stakeholders are mobilized and empowered to strengthen social cohesion and gender-responsive community-based security"; output 4.1.2, "National, regional and local authorities and other stakeholders are equipped with skills and resources to ensure quality, non-discriminatory and equitable social services in eastern Ukraine"; and output 4.1.3, "Conflict-affected women and men are equipped with skills and resources and benefit from improved public infrastructure required for sustainable livelihoods".

b) There is no particular outcome in the UNPF specifically targeting GEEW in line with the UNDAF Theory of Change and SDG priorities including SDG 5. The inclusion of a specific gender equality outcome will be prioritized in the process of development of the upcoming UNPF document.

Evidence or means of verification:

- Government of Ukraine - United Nations Partnership Framework (UNPF) 2018-2022

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 per cent) 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 per cent) 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.

Score: Meets Minimum Requirements

Findings and explanation:

Between one third and one half (33-50 per cent) of the UNPF outcome indicators track progress toward gender equality results in line with SDG priorities including SDG 5. The indicators in the UNPF Results Framework align with 15 out of 17 SDGs (SDG 2 and SDG 17 are missing). Of the 49 outcome indicators, **17** (**35 per cent**) track progress towards gender equality results.

A particular analysis by outcome revealed higher levels of gender sensitivity in outcomes 3 and 4 with lower levels in outcomes 1 and 2, suggesting a need for greater attention on consistency in mainstreaming in the future. Specifically:

- For outcomes 1.1 and 1.2, **31 per cent** of indicators measure changes in gender equality. (Thematic Pillar 1: Sustainable economic growth, environment and employment)
- For outcome 2, **29 per cent** of indicators measure changes in gender equality. (Thematic Pillar 2: Equitable access to quality and inclusive services and social protection)
- For outcome 3, **43 per cent** of indicators measure changes in gender equality. (Thematic Pillar 3: Democratic governance, rule of law and civic participation)
- For outcome 4, **44 per cent** of indicators measure changes in gender equality. (Thematic Pillar 4: Human security, social cohesion and recovery with a particular focus on eastern Ukraine)

Many indicators could benefit from sex-disaggregation to gain a better picture of progress towards GEEW in the country (for example, indicators 1.1.4, 1.1.7, 2.5, 2.6, 2.7, 2.13 and 2.14). Additionally, it may be worth considering including sex-disaggregated targets for more indicators in the Results Framework.

It is worth noting that in UNCT annual workplans (AWPs), more sex-disaggregated and gender-sensitive indicators are included at the output level (42 per cent).

The assessment qualified an indicator based on either a definition that includes disaggregation by sex or a definition that is gender-specific, considering the means of verification that were specific to gender.

Evidence or means of verification:

- Government of Ukraine - United Nations Partnership Framework (UNPF) 2018-2022

2. PROGRAMMING AND M&E

INDICATOR 2.1: JOINT PROGRAMMES CONTRIBUTE TO REDUCING GENDER INEQUALITIES		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
a) Gender equality is visibly mainstreamed into at least 50 per cent of JPs operational at the time of assessment. **or** **b)** A Joint Programme on promoting gender equality and the empowerment of women is operational over the 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 Programme 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.
Score: Meets Minimum Requirements		

Findings and explanation:

a) At the time of the assessment, there are three operational JPs as follows:

- "SDG Financing" (UNDP, UNICEF, WHO, UNECE): This JP addresses SDG 1 (No poverty), SDG 3 (Good health and well-being), SDG 5 (Gender equality), SDG 16 (Peace, justice and strong institutions) and SDG 17 (Partnerships for the goals). The project targets, among other objectives, are to "adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels" and has a gender equality marker score of 1, which means that gender equality is a significant objective.

- "United Nations Recovery and Peacebuilding Programme" (UNDP, UN Women, UNFPA, FAO): The programme aims to promote gender equality since one of the specific objectives is "to enhance local capacity for gender-responsive decentralization and administrative reforms to improve governance, local development and the delivery of services". The results chain table includes the following: (1) outcome 2.3.9, to promote and support stereotype-free education and employment choices for young women; (2) outcome 2.3.10, to promote and support the design and implementation of lifelong learning programmes for women at risk of multiple forms of discrimination and violence; and (3) outcome 3.1, for the establishment of a network of citizen groups to promote social cohesion and sustainable socioeconomic development, which is related to the promotion of positive masculinity and responsible fatherhood and a more equitable distribution of chores.

- Regional "EU 4 Gender Equality: Together against gender stereotypes and gender-based violence" (UN Women, UNFPA): This programme specifically aims to promote gender equality since its main objective is to strengthen equal rights and opportunities for women and men, through shifting social perceptions, gender stereotypes and men's participation in caretaking.

From the analysis above, it is concluded that gender is visibly mainstreamed in all three JPs currently operational in Ukraine.

b) A JP on promoting GEEW is operational over the current UNPF period in line with SDG priorities including SDG 5. This is the aforementioned JP "EU 4 Gender Equality", funded by UN Women and UNFPA.

c) At the time of the assessment, there was no system in place to ensure gender mainstreaming in JPs.

Evidence or means of verification:

- "SDG Financing" ProDoc, implementation period 1 August 2020 – 31 July 2022
- "United Nations Recovery and Peacebuilding Programme" ProDoc, reporting period of second year implementation: 1 January 2021 – 31 December 2021
- "EU 4 Gender Equality" ProDoc, implementation period 1 March 2020 – 28 February 2023
- "EU 4 Gender Equality" annual report, 13 April 2021 (covering the period from 1 March 2020 to 28 February 2021)
- "EU 4 Gender Equality" Steering Committee minutes of the meetings (24 September 2020 and 15 April 2021)

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

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Score: Meets Minimum Requirements

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Findings and explanation:

a) The UNCT has contributed collaboratively to joint communication activities on GEEW during the past year, as follows:

- Joint UN campaign on the 16 Days of Activism against Gender-Based Violence in 2020: The campaign was launched by the First Lady of Ukraine and the Deputy Prime Minister for European and Euro-Atlantic Integration. Interactive theatre performances featuring stories of GBV survivors in the Wild Theater performance *New Scars*, advocacy by famous Ukrainian musicians, and illuminated shopping malls in several Ukrainian cities further helped raise awareness, while the "Break the Circle" campaign was strongly promoted by national celebrities. As part of the 16 Days of Activism against GBV, UN Women, jointly with UNFPA and UNOPS, supported the Ministry of Internal Affairs in organizing an open-air campaign on ending domestic violence called "The Thing Is". The "Strong. Courageous. Equal" campaign, launched on International Women's Day, promoted gender equality and women's leadership, while the "Women, Peace and Security" event commemorating the twentieth anniversary of UN Security Council resolution 1325 (2000) raised awareness of the important role of women in peacebuilding. Finally, targeted at a younger audience, the online campaign "Sprovokuvala?" ("Did She Provoke?") reached over 1.5 million people on YouTube and generated discussions on the root causes of GBV.

b) The 2021 UNCT Communications Workplan visibly includes GEEW communication and advocacy. Gender equality is defined as a priority for RC and UNCT external communications in 2021. Several activities will be dedicated to International Women's Day and aimed at advocating for gender equality and women's empowerment as well as the elimination of violence against women, particularly those activities during the 16 Days campaign.

c) The UNCT has not contributed collaboratively to communication or advocacy in a non-traditional thematic area during the past year.

Evidence or means of verification:

- UNCT Communication Workplan, 2021
- GTG Annual Report, 2020
- https://eca.unwomen.org/en/news/stories/2020/9/digital-campaign-challenges-ukrainians-to-rethink-gender-based-violence
- https://rozirvykolo.org/

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.

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Score: Meets Minimum Requirements

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Findings and explanation:

a) UN Joint Workplan Results Matrix data for gender-sensitive indicators are being generally gathered as planned, but because there are some gaps to be filled, this criterion is not considered met. The Results Matrix has the following four results areas/pillars:

- Results Area 1: Sustainable economic growth, environment and employment
- Results Area 2: Equitable access to quality and inclusive services and social protection
- Results Area 3: Democratic governance, rule of law and civic participation
- Results Area 4: Human security, social cohesion and recovery with a particular focus on eastern Ukraine

There are five outcomes distributed among these four Results Areas (two outcomes in Results Area 1 and one outcome each in Results Areas 2, 3 and 4) and 17 outputs in total. At the output level, 55 indicators are tracked under the UNCT joint workplan. Twenty-five (46 per cent) of the indicators are gender-sensitive, and data for 23 of the indicators have been reported, although there are still some gaps.

Summary on gender-sensitive output indicators in Workplan Results Matrix						
Variables	**Results Area 1**		**Results Area 2**	**Results Area 3**	**Results Area 4**	**Total**
	Outcome 1.1	Outcome 1.2	Outcome 2.1	Outcome 3.1	Outcome 4.1	
Total number of outputs	3	1	7	3	3	17
Total number of output indicators	7	5	23	10	10	55
Number of gender-sensitive output indicators	4	-	8	5	8	25
Number of indicators reported with gender data	4	-	8	4	7	23

For the UNPF Results Framework, which includes indicators at the outcome level, no reporting was made.

b) The 2018-2022 UNPF provides the basis for M&E measures against gender equality results. The following indicators can be cited: in Strategic Priority 3 on women's participation in the executive and legislative structures; in Strategic Priority 1 on wage gaps between men and women; in Strategic Priority 2 on women's access to family planning for those of reproductive age (aged 15-49); and in Strategic Priority 4 on physical, sexual or psychological violence against women and girls. However, there are a number of indicators that can be strengthened by including sex and age disaggregation, e.g. Strategic Priority 2 on HIV prevention and treatment, on access to education and on children vaccination. The 2018 One UN Report included progress against gender-specific results; however, most of the progress was observed under Results Area 3 on democratic governance, the rule of law and civic participation. The report also raised issues related to data availability, as disaggregation by gender for some crucial socioeconomic indicators in state statistics were not available (for example, for a gender profile of poverty). On the other hand, progress against gender-specific results is also assessed in the 2019 One UN Report and in the 2020 UNCT annual results report.

c) The UNCT has carried out a capacity-building event for M&E focal points on gender-sensitive M&E during the current UNPF cycle (2018-2022). The training, conducted in June 2019, was focused on gender mainstreaming through RBM, M&E and accountability processes, specifically through usage of the gender equality marker. The training included a presentation on the UNCT Gender Equality Marker, covering core concepts, best practices, proposed methodologies and a practical exercise on coding the Annual Pillar Workplans of the UNPF Ukraine.

Evidence or means of verification:

- UNPF 2018-2022
- UNCT Joint Workplan, Table of indicators of outcomes and outputs by pillar, 2019
- Progress Report on UN Ukraine 2018-2022 Partnership Framework/One UN Report 2018
- 2018-2022 Ukraine – UNPF 2019 results report/One UN Report 2019
- UNCT Ukraine annual results report, 2020
- Agenda of the Gender Equality Marker training, 12-14 June 2019

3. PARTNERSHIPS

INDICATOR 3.1: UNCT COLLABORATES AND ENGAGES WITH THE 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 SDG 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 SDG localization and/or implementation.

Score: Exceeds Minimum Requirements

Findings and explanation:

a) The UNCT has collaborated with government agencies on joint initiatives that foster gender equality within the current UNPF cycle, as follows:

- Joint UN collaboration (OHCHR, UNHCR, UNODC, UN Women, UNDP) in support of the Ministry of Justice to develop a new version of the National Human Rights Strategy (March-May 2020). The UNCT largely promoted a gender-based approach to the development, realization and monitoring of state policies in public life, as well as supported the inclusion of the elimination of a gender pay gap, gender stereotypes and other forms of discrimination against women in the strategy. The UNCT's recommendations were largely reflected in the final version of the strategy approved by the President of Ukraine (adopted in March 2021).
- Joint (UNDP/UNFPA/UN Women/FAO) collaboration in support of the Ministry of Internal Affairs, the National Police and the State Emergency Service to prevent and eliminate GBV and of local authorities in Donetsk and Luhansk regions to better carry out gender-responsive, evidence-based strategic planning and budgeting, as well as ensuring better employment opportunities for women via the joint United Nations Recovery and Peacebuilding Programme (August 2018 – July 2022) in the conflict-affected areas in the east of the country.
- Joint UNFPA/UNAIDS collaboration for the integration of HIV screening into GBV social protection services at the municipal level, enabling clients of the GBV crisis centres to learn their HIV status and reduce the risk of HIV infection in case of likely exposure (2019-2020).
- Joint UNHCR/ILO/UNAIDS collaboration in support of the State Migration Service to strengthen its capacity to provide services free of HIV stigma and discrimination aiming to ensure better access to HIV/tuberculosis-related services, including HIV testing for stateless persons. The State Migration Service built a partnership with local NGOs and other stakeholders to expand their services to its beneficiaries by obtaining a passport or a residence permit, which opens up access to health-care services, including HIV testing, screening and treatment (2019-2020).
- Joint collaboration (FAO, ILO, IOM, OCHA, OHCHR, UNAIDS, UNDRR, UNDP, UNFPA, UNHCR, UNICEF, UNOPS, UN Women, UNV, WHO) in support of the Government of Ukraine to respond to the pandemic via the UN COVID-19 Socio-Economic Impact Assessment (UN SEIA). The assessment was conducted between March and July 2020. The UN SEIA's main objectives were (1) to understand the immediate and long-term effects of COVID-19 on the health and well-being of women and men; and (2) to review the current response, identify possible gaps and suggest immediate measures and policy options for the future. The gender perspective is integrated into the UN SEIA as cross-cutting. All of these objectives informed a discussion on the formulation of a recovery plan that aims to build forward better, leaving no one behind. The UN SEIA is part of the United Nations response that aims to help Ukraine respond to the COVID-19 crisis and manage its complexity and uncertainty through three programmatic windows, summarized as follows: (1) under the guidance of WHO, the health response aims to suppress the virus transmission and control the pandemic; (2) under the guidance of OCHA, it supports the most

vulnerable and most affected people with life-saving assistance; and (3) under the guidance of UNDP, it supports a recovery process that builds forward better and is well anchored in the SDGs, including SDG 5.

▪ Joint UNDP/FAO/UN Women collaboration in support of the Government of Ukraine to assess the socioeconomic impact of the COVID-19 outbreak on women and men in households and businesses to conceive effective policy options and response measures. The report covers the findings of two separate surveys that reached 974 owners of MSMEs and 1,022 households in all 24 regions and in the city of Kyiv. The surveys, which took place between 20 May and 3 June 2020, looked at the direct and indirect impacts of the pandemic on SMEs, employment, living conditions, livelihoods, autonomy and the decision-making of women and men, considering the type of settlement (urban, rural), age, gender and region in Ukraine, with a focus on identifying gender gaps under each topic/sector.

▪ Joint UN Women/OHCHR collaboration in support of the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration in developing the Strategy for the Prevention of and Response to Conflict-Related Sexual Violence in Ukraine and its accompanying road map, which was endorsed by the Deputy Prime Minister in November 2018.

▪ The UNCT (IOM, DPPA, OCHA, OHCHR, UNHCR, UNDP, UN Women) provided its comments on the draft law "On the State policy of the transition period" to the Minister for Reintegration of the Temporarily Occupied Territories, responsible for the development of the draft (February 2021). The UNCT recommended conducting a gender assessment of the draft law to ensure the inclusion of gender-specific transitional justice measures and to include provisions about women's equal and meaningful participation in conflict prevention, resolution and post-conflict recovery.

b) The women's machinery is defined in Ukraine as the Deputy Prime Minister for European and Euro-Atlantic Integration (in March 2017, the GoU assigned the functions and responsibilities for the coordination of the state gender equality policy to the Deputy Prime Minister), the Government Commissioner for Gender Equality Policy (in June 2017, the GoU introduced this post), the Ministry of Social Policy and the Equal Opportunities Parliamentary Caucus.

In this regard, the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration, the Ministry of Social Policy, the Equal Opportunities Parliamentary Caucus, and the Ombudsperson's Office (which has a representative on ensuring equal rights and freedoms) participated in consultations on the 2018-2022 UNPF, namely regarding the CCA, the strategic prioritization process for the development of the UNPF and implementation.

c) The UNCT has made contributions to substantively strengthen government participation and engagement in gender-related SDG localization and/or implementation, as follows:

▪ Joint support from the UN system (RCO, UNICEF, UNIDO, UN Women, WHO, other UN agencies) in the preparation of the Voluntary National Review (VNR) that analyses the achievement of each of the 17 SDGs, including SDGs 5 and 10.

▪ JP on SDG Financing (UNDP, UNICEF, WHO, UNECE) that aims, among other objectives, to adopt and strengthen sound policies and enforceable legislation for the promotion of GEEW at all levels.

Evidence or means of verification:

- National Human Rights Strategy, which aims at ensuring equal rights and opportunities for women and men in all areas of public life (adopted 24 March 2021)
- RC letter to the Government with UNCT comments on the National Human Rights Strategy (27 March 2020)
- GBV Prevention Action Plan of the Ministry of Internal Affairs (11 June 2020) and minutes of meetings (11 June 2020 and 21 January 2021)
- United Nations Recovery and Peacebuilding Programme, ProDoc, 1 March 2020 – 28 February 2023
- UNAIDS Joint Programme Monitoring System (2019-2020)
- Survey on HH & business (2020), UN SEIA (2020)
- Strategy for Prevention of and Response to Conflict-Related Sexual Violence in Ukraine (2019)
- RC letter with annex to the Government with UNCT comments on the draft law "On the State policy of the transition period" (February 2021)
- List of participants of UNPF 2018-2022 consultations (2016)
- VNR report (2020), Monitoring Report (2019), local report (2019), Baseline National Report (2017), CMU
- JP "SDG Financing" ProDoc (March 2020)

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 CSOs and women's rights advocates on **at least one** joint initiative that fosters gender equality and the empowerment of women within the current UNDAF cycle.	Meets **two** of the following: **a)** The **UNCT** has collaborated with GEEW CSOs and women's rights advocates on **at least two** joint initiatives that foster gender equality and the empowerment of women within the current UNDAF cycle. **b)** GEEW CSOs participate 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 SDG localization or implementation.	Meets **all** of the following: **a)** The **UNCT** has collaborated with GEEW CSOs and women's rights advocates on **at least two** joint initiatives that foster gender equality and the empowerment of women within the current UNDAF cycle. **b)** GEEW CSOs participate 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 SDG localization and/or implementation.

Score: Exceeds Minimum Requirements

Findings and explanation:

a) The UNCT has collaborated with GEEW CSOs and/or women's rights advocates on joint initiatives that foster gender equality and the empowerment of women within the current UNPF cycle, as follows:

- Joint UN system (UN Women, OHCHR, UNICEF, UNFPA, UNDP, IOM, ILO, UNAIDS and RCO through GTG) annual collaboration with GEEW CSOs to mark the 16 Days of Activism against GBV campaign. Under the 2020 UNiTE campaign theme "Orange the World: Fund, Respond, Prevent, Collect!", UN agencies conducted an interactive campaign (using the hashtags #16days, #новішрами and #шрами) and developed communications materials. The *New Scars* project, created in collaboration between UN Ukraine and the Wild Theatre, collected real stories of Ukrainian women and their physical and mental wounds that cannot not heal (November-December 2020). Through various art forms, viewers were able to hear these stories on the stage of the theatre, on television (through the broadcasters UA:Kultura and MEGOGO) and on Facebook, and they could co-create their own theatrical performance in an interactive game format with multiple endings. In addition, a set of infographics with facts on the issue of GBV (shared as an Instagram post) was produced. In support of the movement against GBV, people were encouraged to step up and share their stories against violence on social media and choose to wear an orange item (clothing, make-up or accessory) for photos and videos (see Instagram post 1 and Instagram post 2). Moreover, in the city of Kyiv, the Gulliver shopping mall illuminated the building in orange for 16 days (2020) and, on 25 November 2020, displayed a thematic image on the building.
- Joint UNDP/UN Women annual collaboration with Ukrainian Women's Congress to accelerate the gender equality agenda via annual/semi-annual public policy dialogues with Parliament, the Government, the private sector, civil society and the media (December 2019, July 2020 and December 2020).
- Joint UNAIDS/UNDP annual collaboration with the NGO "Positive Women" to organize HIV National Forums to bring attention in a united UN voice to such important priority topics as the results of the follow-up to the gender audit and the application of gender assessment tools, the Global Partnership for Action to Eliminate All Forms of HIV-related Stigma and Discrimination and the COVID-19 impact on women (2019-2020).
- Joint UNDP/UN Women collaboration with GEEW CSOs to contribute to the Beijing+25 Sub-regional Review (Eastern Partnership countries) and the Regional Review for the Europe and Central Europe region that laid foundations for the global progress review (September-October 2019). To complement the National Report prepared by the State, Ukrainian GEEW CSOs prepared a parallel report on Ukraine's implementation of the BPfA and presented it to the public in August 2019. With UNDP/UN Women support, GEEW CSOs took part in a sub-regional meeting of CSOs from six Eastern Partnership countries in Chisinau (4-5 September 2019) that resulted in an outcome document describing common issues and positions for the Beijing+25 Regional Review Meeting in Geneva (29-30 October). At the Beijing+25 Geneva meeting, UNDP hosted a side event titled *Politics, Parity, Power: Towards a #NextGen Gender Equality in the Balkans and Eastern Europe* (29 October) and contributed to Session 9, *Women in Leadership and Decision-Making* (30 October), where Ukrainian GEEW CSOs along with representatives of the Government and Parliament discussed BPfA achievements and challenges.
- OHCHR/UN Women jointly conducted a workshop with 31 women's human rights defenders (30 of them women) working across Ukraine (including in Kharkiv, Kramatorsk, Kyiv, Lviv, Mariupol, Pokrovsk and Sloviansk) on various

issues, including women's rights, the rights of persons with disabilities, LGBTQI persons, Roma, IDPs, veterans and persons living with HIV (February 2020). The event served to assess the specific challenges they face in their work, identify opportunities for building partnerships among them and with the United Nations, and thus inform further OHCHR and UN Women programming in support of women's human rights defenders.

b) GEEW CSOs and women's rights advocates participated in consultations on the 2018-2022 UNFP, namely regarding the CCA, the strategic prioritization process for the development of the UNPF and implementation. They also participated in the consultation process for the CCA developed last year and approved on 16 April 2021.

c) The UNCT has contributed to substantively strengthen GEEW CSO participation and engagement in gender-related SDG localization and/or implementation, as follows:

- Joint UNDP/UNICEF/ILO/WHO/OCHA collaboration on the MAPS mission in consultation with civil society and non-governmental organizations, including women's groups, IDPs, people with disabilities and youth. These groups were closely involved in the SDG nationalization process, including SDGs 5 and 10.

Evidence or means of verification:

- 16 Days campaign materials (2020)
- Agendas of Ukrainian Women's Congress (December 2019, July 2020, December 2020)
- Agendas of HIV Forums, reports (2018, 2019, 2020)
- Sub-regional meeting, Outcome document (Chisinau, 4-5 September 2019), agenda of the Beijing+25 Regional Review (Geneva, 29-30 October 2019), side event *Politics, Parity, Power: Towards a #NextGen Gender Equality in the Balkans and Eastern Europe* and Session 9: *Women in Leadership and Decision-Making*
- Women's Human Rights Defenders Workshop Ukraine, Final Report (2020)
- List of participants of UNPF 2018-2022 consultations (2016)
- List of participants of CCA consultations (May-October 2020)
- MAPS mission (2018), MAPS reports summary, MAPS Ukraine

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

Score: Meets Minimum Requirements

Findings and explanation:

a) Although GEEW is rarely targeted as a dedicated (central) UNCT meeting topic, it is a regular topic of UNCT discussions. As a general rule, discussions on GEEW are related to activities or events. It must be noted that in 2020, most UNCT meetings were organized as COVID Crisis Committee meetings, focusing on such topics as COVID-19 response and the duty of care. Of the 26 meeting minutes that are accessible, GEEW issues, with various levels of detail, were directly covered in 16 meetings (61 per cent according to available information), for instance:

- 10 April 2020: Discussion on the launch of the UN Socio-economic and SDG Working Group (WG), where the WG also agreed to focus its work on the needs of the most vulnerable, with response actions to be provided through the lenses of human rights and gender equality.
- 17 April 2020: Discussion on data disaggregation and the upcoming presentation of the rapid gender assessment of the COVID-19 impact.
- 1 May 2020: Discussion on the first UN sitrep and the need to disaggregate data.
- 8 May 2020: Discussion on the planned GoU engagement over GBV and the public petition for the removal of the Government Commissioner for Gender Equality Policy.
- 15 May 2020: Discussion on the active engagement and contribution to the GTG and the 2020 GTG Workplan.
- 22 May 2020: Approval of the 2020 GTG Workplan by the UNCT.
- 29 May 2020: Discussion on the 16 Days against GBV campaign and gender aspects of migration.
- 30 October 2020: Discussion on the coordination meeting with the EU and on GEEW as a substantial joint priority.
- 15 January 2021: Discussion on concerns about the 2019 UNCT assessment Key R-UNSDG, such as low government awareness, low mainstreaming of gender equality and the need for more senior-level engagement in the GTG. Note: these concerns were subsequently contested by the UNCT as inaccurate, i.e. gender equality has been confirmed as a significant UNCT priority.
- 19 February 2021: Discussion on the CCA findings presentation to the EU and development partners, where the economic empowerment of women and GBV were discussed as significant priorities for joint UN/EU action.
- 28 August 2020: Discussion on the COVID-19 Multi-Partner Trust Fund proposal "Economic empowerment of women as response to COVID-19 crisis in Ukraine", the PBF programme focusing on women's role in peacebuilding, and an update on local elections.
- 5 March 2021: International Women's Day discussion on a coherent UNCT approach to the celebration and communication. Discussion on the 2021 UNCT Strategic Communication Workplan, where GEEW is one of the priorities.
- 19 March 2021: Update on the Gender Scorecard exercise.
- 16 April 2021: Discussion on the new Cooperation Framework road map and the role of gender-specific outcomes.

b) The RC is a strong advocate of GEEW issues and indeed acts as a role model, systematically delivering necessary gender equality advocacy throughout public engagements. The RC, as a rule, leads and is present in all relevant GEEW-related

events, and it also refers to GEEW in relevant thematic events and high-level GoU consultations as well as promotes GEEW as co-chair of the development partners forum and maintains close connection with women's rights CSOs. Examples are as follows:

- 23 July 2020: Event with VPM noting the disproportionate impact of the COVID-19 pandemic on women and those who are among the most crisis-affected groups.
- 22 September 2020: Opening of the Positive Women Forum.
- 16 October 2020: Opening of the SDG ambassador programme.
- 22 October 2020: UN 75th anniversary speech and Labour Code policy paper presentation.
- 7 December 2020: Interview to the local media on the SDG agenda, the impact of COVID-19 on women and the need to consult and empower women.
- 14 January 2021: Development partners' meeting that included a presentation on gender mainstreaming.
- 11 March 2021: Opening of the conference "Women in Law Enforcement".

Although all speaking points are not available, the RCO estimates that GEEW promotion, being a core advocacy topic, is mainstreamed in at least 50 per cent of RC public speaking interventions – and definitely in half of the available speeches (15 out of 30).

c) This criterion is met because 81.93 per cent of staff either strongly agree or agree with the second question on the organizational culture survey: "Heads of Agencies in this UNCT demonstrate leadership and commitment to gender equality in the workplace".

d) The UNCT has not yet used the template for the new ARC. However, the 2020 UNCT report states clearly that human rights and gender equality are central to the work of the United Nations across humanitarian, recovery and sustainable development, and in the past year, the UN system helped address the gender-related dimension of COVID-19. Furthermore, the 2020 RC Self-Assessment states that in 2020, the RC led on supporting the GoU on data disaggregation and gender statistics.

Evidence or means of verification:

- The minutes of all 26 UNCT meetings held between April 2020 and April 2021
- RC speeches between April 2020 and April 2021
- Survey results of UN staff perception of the organizational environment concerning the promotion of gender equality
- UNCT Report 2020
- RC Self-Assessment 2020

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 the organizational environment for the promotion of gender equality scored a positive rating between 50 per cent and 64 per cent.	Survey results of personnel perception of the organizational environment for the promotion of gender equality scored a positive rating between 65 per cent and 80 per cent.	Survey results of personnel perception of the organizational environment for the promotion of gender equality scored a positive rating of over 80 per cent.

Score: Meets Minimum Requirements

Findings and explanation:

The results of the staff survey show a positive average score of 77 per cent, placing the UNCT in the rank of meeting minimum standards. Nevertheless, there are significant differences between the proportion of positive responses expressed by women, men and non-binary persons. The results of the men's survey show an average positive score of 82 per cent, while the average positive score for women is 74 per cent and for non-binary persons is 35 per cent. Thus, if only positive staff responses from men were considered, the UNCT would exceed minimum standards, whereas if only staff responses from women were considered, the UNCT would still meet minimum standards but with an 8 per cent lower difference in scoring than for men. If only positive responses from non-binary persons were considered, the UNCT would not even approach minimum requirements.

Each of nine questions' overall positive score surpasses the bar of 65 per cent (each of 10 questions scored more than 65 per cent positive for men, while nine questions did so when looking at the results for women). The highest number of positive opinions (82 per cent of respondents: 85 per cent of men and 80 per cent of women) was expressed in relation to the leadership and commitment demonstrated by the HOAs to promote gender equality in the workplace. Many respondents (80 per cent: 84 per cent of men and 77 per cent of women) also believed that UN personnel demonstrate commitment to gender equality at work.

A large number of survey respondents believe that UN personnel are treated equally irrespective of sex, gender identity or sexual orientation (81 per cent of respondents: 85 per cent of men and 79 per cent of women). However, this question received many negative answers (8 per cent), especially from women (9 per cent).

The vast majority of respondents consider that the UN system has adequate procedures in place to prevent and address sexual harassment, exploitation and abuse (80 per cent of respondents). While men gave the highest positive score to the latter question on abuse (89 per cent), women are much less positive about it (75 per cent). This question has the biggest gap between men's and women's positive answers (14 per cent). Moreover, 100 per cent on non-binary persons, 19 per cent of women, and only 8 per cent of men have neutral responses to this question. This demonstrates the different perceptions of women, men and non-binary persons with regard to protection from sexual misconduct, suggesting that effort needs to be made by the UNCT to address women's and non-binary persons' perceptions regarding the adequate procedures to prevent and address sexual harassment, exploitation and abuse.

While respondents' overall positive score to the question on the UN system's efforts to achieve an equal representation of women and men at all levels is rather high (79 per cent), there is a sizeable gap between men's and women's answers – 12 per cent (87 per cent of men and 75 per cent of women). Women also gave many neutral answers to this question (20 per cent).

Another large gap (14 per cent) between men's and women's answers was to the question on the package of entitlements (e.g. maternity, paternity, breastfeeding) and adequate work-life balance. It has the lowest positive score of respondents – 65 per cent. While women feel the most unprotected in this area, men also gave the lowest positive score to this question (59 per cent of women and 73 per cent of men). Moreover, this question received the most negative answers – 14 per cent of women and 9 per cent of men (12 per cent of all respondents). It is also important to note that 27 per cent of women, compared to 18 per cent of men, have neutral responses to this question (24 per cent of all respondents), suggesting that substantive effort needs to be made by the UNCT to address perceptions regarding the package of entitlements and adequate work-life balance.

In relation to the package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule), 81 per cent of men, compared to 75 per cent of women, agreed that these measures support adequate work-life balance. However, this question was among those that received many negative opinions overall (9 per cent). It is also among the issues that received many negative opinions from women (10 per cent).

In addition, 75 per cent of men respondents think that the HOAs are supportive of staff to establish an adequate relationship between work life and home life, while only 69 per cent of women think so (71 per cent overall). The absolute

majority (100 per cent) of non-binary persons has neutral answers to this question (20 per cent overall: 21 per cent of women and 17 per cent of men). This question also received a high number of negative responses (10 per cent), from 10 per cent of women and 9 per cent of men.

Furthermore, only 73 per cent of women think that the UN system has adequate procedures in place to protect their personal safety and security. This question also received many neutral answers – 100 per cent from non-binary persons, 19 per cent from women and 18 per cent from men.

Evidence or means of verification:

- Survey results of personnel perception of the organizational environment for the promotion of gender equality: 365 responses (219 women, 144 men and 2 non-binary persons) out of a total of 1,434 staff, with a confidence interval of 7.5

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.

Score: Missing Minimum Requirements

Findings and explanation:

a) The UNCT implements several measures aimed at achieving equal representation of women and men at various recruitment levels, such as initiatives for recruiting more women, an equal number of male and female representation at interview panels, etc. However, the UNCT does not have a joint mechanism for monitoring gender parity in staffing; such monitoring is undertaken at the agency level by human resources staff. The consolidated data collected as part of this exercise serve as the only available monitoring tool at the country level.

b) The UNCT's consolidated sex-disaggregated staffing data analysis showed that the representation of women is adequate with an overall representation rate of 52 per cent for women, compared to 48 per cent for men.

- Concerning international staff, women have a lower representation rate of 34 per cent, compared to 66 per cent for men. It is worth noting that for P3 positions, 32 per cent are held by women and 68 per cent by men; and for P4 positions, the distribution is 26 per cent women and 74 per cent men. There is a similar trend for P5 positions (40 per cent women and 60 per cent men). The gender imbalance continues at the D1 level with one woman and five men occupying decision-level positions (17 per cent and 83 per cent, respectively). Interestingly, it is noted that both D2 positions are occupied by women.

- Concerning national staff, women have a representation rate of 55 per cent, compared to 45 per cent for men. The SB level is 52 per cent female and 48 per cent male. The proportion changes depending on the position or grade. For SB1-SB2 positions, a very small number of women are recruited: SB1 (driver or messenger positions) – 6 per cent held by women and 94 per cent by men; SB2 (driver or clerk positions) – 12 per cent held by women and 88 per cent by men. For senior positions, the percentage is changing towards more engagement of women: SB3 – 69 per cent held by women and 31 per cent by men, with a similar distribution for SB4 and SB5 positions.

- A similar situation arises with General Staff positions. The highest disparity remains at the G2 level; there are no women at this level, which usually correspond to driver positions. As for G3 posts, 16 per cent are held by women and 84 per cent by men. The situation changes for G4-G7 positions, with 65 per cent of positions occupied by women and 35 per cent by men. There is a 60:40 women-to-men ratio for NOA and NOB positions. As for NOC positions, 69 per cent are held by women and 31 per cent by men. Finally, there is only one person in an NOD position – a woman.

- Regarding SSAs/ICs and UNVs, the distribution is almost equal, with 64 women (54 per cent) and 54 men (46 per cent).

c) The 2018-2022 Business Operations Strategy (BOS) was approved by the UNCT and recently transitioned from an offline version to a specialized online platform. The following UN agencies are participating in the Ukraine BOS: OHCHR, IOM, UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, OCHA, UNODC, UNOPS, UNV, UN Women. The Ukraine BOS runs parallel to and complements the 2018-2022 UNPF. The BOS focuses on the common services that are implemented jointly, such as HR, administration, finance, ICT, procurement and logistics services. While there are no specific references to fostering gender equality through the BOS, it is considered within the activities of the Human Resources WG.

Evidence or means of verification:

- Consolidated sex-disaggregated staffing data from ILO, DPPA, UNHCR, FAO, IOM, OCHA, OHCHR, RCO, UN Women, UNAIDS, UNDP, UNDSS, UNFPA, UNICEF, UNOPS and WHO
- Business Operations Strategy 2018-2022

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 **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 workplan; **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.	Meets **three** 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 workplan; **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.	Meets **all four** 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 workplan; **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.

Score: Meets Minimum Requirements

Findings and explanation:

a) The gender coordination mechanism for the UNCT is the GTG, which has been chaired by the UN Women Country Representative since 2016. The group meets on a quarterly basis or more frequently if deemed necessary by the members/GTG Head. In total, the GTG held four meetings during the past year. The number of meetings was reduced as compared to the previous year (six meetings held in 2019) due to the engagement of GTG members in the UN SEIA and Response Plan process and COVID-19-related meetings.

b) The GTG has its TOR and operates based on the annual workplan (endorsed by the GTG and the UNCT). The AWP for 2021 includes the M&E framework with the set of indicators to be measured throughout the year. The GTG prepares its Annual GTG Report, which is approved by the UNCT.

c) Members of the GTG include the following 10 senior staff, by position: 3 P5 staff; 2 P4 staff; 3 NOC staff; 1 IICA2 staff; and 1 LOCA-10 staff. In total, there are 27 GTG members; therefore, this criterion is not met. The GTG membership and mailing lists are managed by UN Women and are updated annually.

d) The GTG provided substantive inputs into the current UNDAF through participation in the UNCT M&E task force, joint workplan development and reporting. In 2018, the GTG, jointly with the HOAs, undertook the analysis of gaps in the implementation of GEEW normative commitments in Ukraine. The identified gaps and related recommendations were mapped against each of the four UNPF Pillars, and the GTG representative was included in each Pillar WG to ensure gender expertise during joint workplan planning, monitoring and reporting processes.

The GTG provided inputs to ensure gender mainstreaming into the Ukraine CCA (initiated in 2020 and finalized in the first quarter of 2021). In addition, as part of the CCA process and in preparation for the UNCT-SWAP Scorecard assessment, the GTG was exposed to the presentation of good-practice CCAs and UNDAFs from the Europe and Central Asia region reviewed against the Scorecard assessment criteria related to the CCA (facilitated by UN Women Regional Office for Europe and Central Asia). The GTG will be actively engaged in the process of developing the new UNSDCF.

Under the coordination and guidance of the GTG Chair, the GTG Task Force on Gender and COVID-19 was established to provide technical expert advisory support to the UNCT to ensure that HR and GEEW principles are integrated into the joint UN response to COVID-19. The GTG focal points from the following agencies – UNDP, UN Women, UNFPA, OCHA and UNAIDS – were assigned to each SEIA pillar. The UNCT Ukraine SEIA and its Response Plan were recognized as one of the best examples of the One UN approach in ensuring multitrack gender mainstreaming by UNDP HQ, which led the process globally.

Evidence or means of verification:

- GTG membership and mailing lists, 2021
- GTG Annual Workplans 2020 and 2021
- GTG TOR
- GTG Annual Report 2020

- Common Country Analysis Ukraine, March 2021
- GTG minutes of the meetings (February, March, April, September 2020)

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 **two** of the following three: 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. c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.	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. 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.

Score: Meets Minimum Requirements

Findings and explanation:

a) Overall, during the 2018-2022 UNPF, the UNCT undertook a series of capacity development initiatives on gender equality and gender mainstreaming. In 2018, a learning needs assessment of the UNPF Pillar WGs and the GTG was carried out to identify their specific requirements to ensure greater inter-agency partnership, investment and accountability towards GEEW under the UNPF. In a follow-up to the capacity assessment, a two-phased approach to training of the UNCT on gender mainstreaming has been adopted. In November 2018, phase I of gender mainstreaming trainings of the UNCT was carried out through training for the GTG and the UNPF Pillar WGs on the basic concepts and UN system requirements around gender mainstreaming. During the second quarter of 2019, phase II of gender mainstreaming trainings was carried out and focused on gender analysis, gender mainstreaming and accountability tools (including RBM, M&E, financing and budgeting, and the UNCT Gender Equality Marker (GEM)). The trainings also included an analysis on the 2018 application/piloting of the UNCT GEM in the UNPF.

In 2020, to align with the new UNSDCF planning stage and CCA process, the GTG members refreshed their knowledge on the UNCT-SWAP Gender Scorecard assessment through a refresher training on the UNSDCF and Scorecard assessment. In addition, OHCHR and UN Women jointly organized a workshop on women's human rights defenders for the staff from its respective teams in Kyiv and in field offices (February 2020). A senior expert from UN Women and OHCHR staff presented the respective guidance documents and facilitated discussions on how the two agencies currently work with women's human rights defenders, as well as the ways and means to strengthen this work jointly.

b) A capacity needs assessment was carried out in March 2021 to identify the capacity gaps and learning needs, as well as to use results to develop a Capacity Development Plan for 2021 (endorsed as part of the GTG AWP). Respondents indicated their level of confidence against 18 statements, relating to five core capacities of work on GEEW: (1) gender analysis and strategic planning; (2) gender-responsive programming, budgeting and implementation; (3) knowledge management, communication and gender-responsive M&E; (4) effective partnerships and advocacy on promoting gender equality; and (5) innovation in gender transformative approaches. The highest level of confidence was scored in the following areas: (1) gender analysis and strategic planning (understanding and explaining gender concepts and advocating for a gender analysis and strategic planning); 2) gender-responsive programming, budgeting and implementation (mainstreaming gender throughout programmes and operations); and (3) effective partnerships and advocacy on promoting gender equality (building effective partnerships and developing joint gender advocacy materials). A lower level of confidence was recorded under the following areas: (1) gender planning and programme development; (2) knowledge management, communication and gender-responsive M&E; and (3) innovation in gender transformative approaches. The proposed Capacity Development Plan included the following activities (integrated into the GTG AWP): activity 1.5, "Conduct at least one training to GTG based on the needs' assessment with the support of the Regional Coalition of Gender Equality"; and activity 1.7, "Facilitate a session for communities of practice where members can share best practices/challenges faced with gender mainstreaming".

c) The UNCT does not have a unified induction package for new staff; specific gender-oriented trainings are included in the mandatory agency-specific training packages. The RCO and UNDP also include the "What is gender?" component in the training package.

Evidence or means of verification:
- Agendas for GTG and UNPF Working Groups training (2018, 2019)
- Training Reports (2018, 2019)
- UNCT Ukraine Organizational Culture Survey 2018
- PPP "Phase II training: RBM", 2019; and PPP "Phase II training: UNCT GEM", 2019
- PPP "Integration of GEEW in the ECA region (UNSDCF planning stage and CCA process)"
- PPP "UNCT-SWAP Gender Equality Scorecard: Briefing for UNCTs", 2020
- Capacity Needs Assessment Report and Capacity Development Plan, March 2021

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 programme allocation for gender equality and the empowerment of women.	Meets minimum requirements **and** **c)** The UNCT has established and exceeded a financial target for programme allocation for gender equality and the empowerment of women.
Score: Approaches Minimum Requirements		

Findings and explanation:

a) Over the current UNPF cycle (2018-2022), the UNCT undertook a series of capacity development initiatives on gender equality, including on the gender equality marker. In 2018, a learning needs assessment of the UNPF Pillar WGs was carried out to identify their specific requirements to ensure greater inter-agency partnership, investment and accountability towards GEEW under the UNPF. In a follow-up to the capacity assessment, a two-phased approach to training of the UNCT on gender mainstreaming has been adopted. In November 2018, phase I of gender mainstreaming trainings of the UNCT was carried out through training for the GTG and the UNPF Pillar WGs on the basic concepts and UN system requirements around gender mainstreaming. During the second quarter of 2019, phase II of gender mainstreaming trainings was carried out and focused on gender analysis, gender mainstreaming and accountability tools, including the UNCT GEM. The presentation on the UNCT GEM included core concepts, best practices and proposed methodologies. The training also included an analysis on the 2018 application/piloting of the UNCT GEM in the UNPF as well as a practical exercise of coding the Annual Pillar Workplans of the UNPF Ukraine.

b) and c) The UNCT has not established or met a financial target for programme allocation for GEEW during the 2018-2022 UNPF cycle. However, according to UN INFO, UN agencies' efforts under the current 2018-2022 cycle contributed significantly to gender equality with a strong focus on SDG 16 (Peace, justice and strong institutions), SDG 3 (Good health and well-being), SDG 5 (Gender equality) and SDG 4 (Quality education).

Evidence or means of verification:

- Agenda of the Gender Equality Marker training, 12-14 June 2019
- UN INFO activity reports and dashboards
- UNCT GEM report, June 2019
- UNCT 2018-2022 Joint Workplan

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** GEEW 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** GEEW 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.
Score: Approaches Minimum Requirements		

Findings and explanation:

a) The UNCT is on track to achieve some of the GEEW results as set out in the UNPF Results Framework in line with SDG priorities including SDG 5, as follows:

- **STRATEGIC PILLAR 1. SUSTAINABLE ECONOMIC GROWTH, ENVIRONMENT AND EMPLOYMENT.** To ensure the inclusivity of economic opportunities, the United Nations promoted the ethical employment of migrant workers and facilitated access to income-generating opportunities for vulnerable migrants and former victims of trafficking (VoTs). In 2020, the United Nations provided business training to 90 former VoTs (43 women, 47 men), of whom 60 (31 women, 29 men) received grants for micro-entrepreneurship and self-employment initiatives, advancing their economic self-sufficiency. This field of work was further supported by United Nations policy advice to the then Ministry of Economic Development, Trade and Agriculture of Ukraine (MoEDTA) on the development of a draft law on the economic reintegration of labour migrants. Having a distinct focus on assisting the most vulnerable groups in Ukraine, the United Nations also supported refugee and asylum-seeking men, women and youth with business start-up grants, language training and vocational training (to facilitate their self-reliance and economic inclusion). As a result of United Nations support, 152 local enterprises and more than 200,000 women and men improved their livelihoods and economic opportunities through multi-stakeholder, sustainable development initiatives in the areas of local economic development, energy efficiency, waste management and sustainable transportation.

- **STRATEGIC PILLAR 2. EQUITABLE ACCESS TO QUALITY AND INCLUSIVE SERVICES AND SOCIAL PROTECTION.** The United Nations also supported vulnerable populations in accessing social and public services and providing capacity-building to professionals to ensure appropriate support for VoTs, IDPs and survivors of GBV, among others. The United Nations also engaged in advocacy for gender-sensitive and youth-friendly services, leading to an amendment in the National Plan for the Elimination of Mother-to-Child Transmission of HIV. The United Nations continues its efforts in ensuring gender-sensitive education through the capacity-building of teachers, including hackathons for educators as well as publishers and authors of school textbooks to create non-discriminative text and visual content. Overall, 65 per cent of publishing houses of school textbooks have been capacitated by the United Nations to create modern educational content free from stereotypes. The number of textbooks dominated by discriminatory practices was reduced from 86 per cent in 2016 to 2 per cent in 2020.

- **STRATEGIC PILLAR 3. DEMOCRATIC GOVERNANCE, RULE OF LAW AND CIVIC PARTICIPATION.** Support was also provided to develop new legal frameworks and update existing ones that promote, enforce and monitor equality and non-discrimination, including for people with disabilities, and to counter gender-based discrimination. In 2020, with United Nations support, the Parliament and the GoU amended the electoral code to strengthen the sanctions for non-compliance with the 40 per cent gender quota (Law of Ukraine No. 805-IX of 16 July 2020). The GoU also strengthened the institutional and coordination mechanisms of the national gender machinery by establishing the Coordination Commission for Ensuring Equal Rights and Opportunities for Women and Men (Resolution of the Cabinet of Ministers No. 784 of 2 September 2020) and by institutionalizing the positions of gender advisers and gender units at executive bodies at national and regional levels (Resolution of the CMU No. 930 of 9 October 2020).

- **STRATEGIC PILLAR 4. HUMAN SECURITY, SOCIAL COHESION AND RECOVERY WITH A PARTICULAR FOCUS ON EASTERN UKRAINE**. Through a joint UN programme focusing on eastern Ukraine, 360,000 persons living in conflict areas (57 per cent women) benefited from improved social infrastructure and quality public services. Women and

men, including those facing multiple and intersecting forms of discrimination, in the conflict-affected regions of Donetsk, Luhansk and Zaporizhzhia benefited from 21 local socioeconomic development strategies, 16 target programmes, 30 budget programmes and five programmes on socioeconomic development, all of which were supported by the United Nations. All of these strategic documents are more gender-responsive, conflict-sensitive and inclusive of the needs of community members, including the most vulnerable, and are aligned with the SDGs. **The second National Action Plan on UNSCR 1325 on Women, Peace and Security (NAP 1325) was developed and adopted in 2020.** Grass-roots women leaders from 36 target communities in the east engaged in the development of the new NAP 1325. The United Nations helped amplify women's voices by facilitating their participation in online multilevel consultations and strategic sessions. More than 50 per cent of the proposed recommendations were reflected as goals and tasks in the new NAP 1325. Twenty-one Local Action Plans on UNSCR 1325 on Women, Peace and Security were monitored, costed and budgeted to strengthen and accelerate their effective operationalization of the Women, Peace and Security agenda at the local level. Finally, the United Nations applied a gender accessibility audit tool to identify barriers restricting the access of women with disabilities to public infrastructure and services in eastern Ukraine, as well as shared its recommendations with the Government. The United Nations supported the regional authorities in Donetsk and Luhansk in developing their regional development strategies for the period until 2027, which includes strategic goals aimed at a renewed and competitive economy, an improved quality of life and human development, and gender equality. Communities in the regions of Donetsk, Luhansk and Zaporizhzhia benefited from socioeconomic development programmes, which include measures aimed at preventing gender-based discrimination and violence against women and girls. This result was achieved due to the tailored capacity development on gender mainstreaming provided to the local authorities by the United Nations, as well as due to the increased knowledge of women from self-help groups on the prevention and combating of violence against women and their meaningful participation in local decision-making.

b) At this stage of the 2018-2022 UNPF implementation, no transformative change on gender equality is recorded at the outcome level.

Evidence or means of verification:

- Government of Ukraine - United Nations Partnership Framework (UNPF) 2018-2022
- Progress Report on UN Ukraine 2018-2022 Partnership Framework/One UN Report 2018
- 2018-2022 Ukraine – UNPF 2019 results report/One UN Report 2019
- UNCT Ukraine annual results report, 2020
- Law of Ukraine No. 805-IX of 16 July 2020
- Resolution of the Cabinet of Ministers No. 784 of 2 September 2020
- Resolution of the CMU No. 930 of 9 October 2020
- Second National Action Plan on UNSCR 1325 on Women, Peace and Security (NAP 1325)

ANNEX C: Action plan for UNCT Ukraine performance improvement on GEEW

Action	Primary Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
1. Planning				
Indicator 1.1. COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS				
1.1. Integrate gender analysis and consistent gender-sensitive and sex-disaggregated data (whenever possible) across all sections of the upcoming revision of the CCA, including the climate change and disaster risk management sections and the humanitarian-development peace nexus, referring to underlying causes of gender inequality and discrimination	**RCO** With support of: CCA reference group, agencies that are programmatically supporting environment, disaster reduction and humanitarian action, and GTG	Staff time; no additional financial resources are required	Within the 4th Q	Gender analysis must be included across **all** sectors of the CCA, including underlying causes of gender inequality and discrimination. In addition, consistent sex-disaggregated and gender-sensitive data must also be included in the CCA wherever available and, where data are not present (e.g. sections of environment, disaster risk reduction and humanitarian action), the lack of available data should be noted in the particular section.
1.2. Integrate a targeted gender analysis of those furthest behind in the next revisions of the CCA document	**RCO** With support of: CCA reference group and GTG	Staff time; no additional financial resources are required	Within the 4th Q	These measures will improve the integration of GEEW in the CCA and will have a positive impact on indicator 1.1. However, more actions are required within agencies to raise awareness on the lack of gender-disaggregated data and to address evidence gaps.
Indicator 1.2. GENDER EQUALITY MAINSTREAMED IN UNDAF OUTCOMES[3]				

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[3] Responsibility for actions under indicators 1.2 and 1.3 will also fall to the Outcome Groups that will be formed for the development of the upcoming UNSDCF.

Action	Primary Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
1.3. Visibly mainstream gender equality across all outcome areas of the upcoming UNSDCF	**PMT** With the support of GTG and RCO	Staff time; no additional financial resources are required	By December 2022	All UNSDCF outcomes should include explicit reference (that is, visible mainstreaming) to gender equality, even though gender equality is not the core purpose of the outcome. In addition, the document should have at least one gender-targeted outcome, which means that the principal purpose of the outcome is to advance GEEW.
1.4. Ensure that gender is central in the new UNSDCF through: option 1) Outstanding GE Outcome; 2) Mainstreaming GE throughout the outcomes; 3) GE as a subset of one outcome area.	**UNCT/PMT** With the support of GTG and RCO	Staff time No additional financial resources are required	By December 2022	Action 1.3 will keep indicator 1.2 meeting minimum requirements. Action 1.4 will move indicator 1.2 to exceeding minimum requirements.
Indicator 1.3. UNDAF INDICATORS MEASURE CHANGES ON GENDER EQUALITY				
1.5. Formulate at least 50% of indicators that can measure changes in GEEW in the results framework of the upcoming UNSDCF	**PMT** With the support of GTG and M&E task force	Staff time; no additional financial resources are required	By December 2022	Of the 49 outcome indicators set out in the 2018-2022 UNPF, **17** indicators (**35%**) track progress towards gender equality results, so the UNCT is currently meeting minimum requirements for indicator 1.3. This action will move indicator 1.3 from meeting to exceeding minimum standards.
2. Programming and monitoring and evaluation				
Indicator 2.1. JOINT PROGRAMMES CONTRIBUTE TO REDUCING GENDER INEQUALITIES				
2.1. A) Develop a resource (for example a check-list) that can be used by the UNCT to ensure gender mainstreaming in joint programmes. B) Put in place a system to ensure gender mainstreaming in the formulation of Joint Programmes.	A) **GTG** B) **RCO + Lead Agency**	Will be determined according to system to be formalized	By September 2021	This measure would ensure the contribution of joint programmes to the reduction of gender inequalities in the country, in line with SDG 5. The action will move indicator 2.1 from meeting to exceeding minimum standards.
Indicator 2.2. COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY				
2.2. Increase the interaction/concertation	**UNCG**	Staff time	Annually	Joint communication and advocacy on gender issues is an

Action	Primary Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
between the GTG and the UN communication group (UNCG) through 1-2 meetings per year		No additional financial resources are required		essential aspect of the work of the UNCT. The roles and responsibilities of the inter-agency communication group include the identification of joint results areas and common themes such as gender equality.
2.3. Organize at least one joint communication and/or advocacy activity in non-traditional thematic areas[4] (environment, IT, STEM, etc.) every year	**UNCG**	Financial resources should be provided by the RCO and agencies	Annually	Action 2.2 will have a positive impact on indicator 2.2, contributing to keep it meeting minimum requirements. Action 2.3 will move indicator 2.2 from meeting to exceeding minimum standards.
Indicator 2.3. UNDAF MONITORING AND EVALUATION MEASURES PROGRESS AGAINST PLANNED GENDER EQUALITY RESULTS				
2.4. Disaggregate by sex the indicators (as far as possible) and indicate it in the definition (baseline and target) of indicators in UN joint work plans[5]	**PMT** With the support of GTG and M&E task force	Staff time; no additional financial resources are required	Annually	Gender-sensitive M&E is an essential means by which the UN system ensures that it meets its commitment to leave no one behind. The criteria to meet minimum requirements for indicator 2.3 require that the inter-agency M&E task force or an equivalent receives technical training on gender sensitive M&E at least once during the current UNDAF cycle.
2.5. Strengthen the capacity of the M&E task force on gender-sensitive M&E and data collection mechanisms	**RCO** With support of: Pillar working groups/PMT and GTG	USD 3.000 (1 local consultant or regional expertise and coffee break)	By December 2023	Action 2.4 will have a positive impact on indicator 2.3. Action 2.5 will keep indicator 2.3 meeting minimum requirements.
3. Partnerships				
Indicator 3.1. UNCT COLLABORATES AND ENGAGES WITH GOVERNMENT ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN				
3.1. Ensure full involvement and participation of the Women's Machinery in the consultations of	**GTG**	No financial resources are	By December	

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[4] Non-traditional thematic areas are those areas in which women are under-represented, such as environment, climate change, industry, transport, technological innovation, infrastructure, etc.
[5] Joint work-plans are developed on an annual basis for the implementation of the 2018-2022 UNPF.

Action	Primary Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
the upcoming UNSDCF (strategic prioritization, implementation, M&E)		required in case consultations are on-line	2022	
Indicator 3.2. UNCT COLLABORATES AND ENGAGES WITH WOMEN'S/GENDER EQUALITY CSO				
3.4. Ensure full participation of GEEW CSO in the consultations of the upcoming UNSDCF (e.g. strategic prioritization, implementation, M&E)	**GTG**	No financial resources are required if consultations are on-line	By December 2022	Partnerships with non-governmental actors are essential to an efficient and effective UN response, based on the principles of equality, transparency, results-oriented approach, responsibility and complementarity. GEEW CSOs include local non-governmental and civil society actors focused on GEEW. Groups may represent women and girls as well as those that are marginalized on the basis of their sexuality or gender identity. The UNCT is actually performing excellently on this indicator. Both actions will keep indicator 3.2 exceeding minimum requirements.
4. Leadership				
Indicator 4.1. UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY				
4.1. Substantially address GEEW in at least 60% of HOA meetings, including the follow-up of the Scorecard action plan as a substantive agenda item for discussion at least every six months	**RC/HOA**	Staff time; no additional financial resources are required	Annually	Senior managers play a critical role in the UNCT with respect to the promotion of gender equality, as outlined in the UN Leadership Model approved by the Chief Executives Board. At least 60% of HOA meetings should focus on gender equality, and there should be evidence of decision-making and follow-up, rather than general information sharing.
4.2. Include references to GEEW at least in one third of RC speeches over the year	**RC/RCO**	Staff time No additional financial resources	Annually	

Action	Primary Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
		are required		On the other hand, RC speeches make up one important element of demonstrating public championing, and at least one third of speeches over the year should include references to GEEW or discuss how the UNCT is promoting GEEW.
4.3. Substantially address GEEW in at least 60% of PMT coordination meetings	**PMT**	Staff time; no additional financial resources are required	Annually	The UNCT is currently meeting minimum requirements for indicator 4.1. These actions will then keep the indicator meeting minimum requirements.
Indicator 4.2. ORGANIZATIONAL CULTURE FULLY SUPPORTS PROMOTION OF GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN				
4.4. Organize brown bag lunches or an equivalent on different issues[6] regarding the package of entitlements (e.g. maternity, paternity, breastfeeding) and the package of flexible work arrangements (e.g. compressed work schedule, telecommuting, staggered hours) to support staff to achieve adequate work-life balance, aligned with the implementation of the UN Enabling Environment Guidelines[7]	**RCO** With support of: PMT and GTG	USD 1.000 (one speaker and coffee/lunch; or recruit the agencies' HR staff to provide the support)	By December 2021	The UNCT is currently meeting minimum requirements in this indicator because the survey results show a score of 77% positive responses. However, the question related to the procedures in place to prevent and address sexual harassment, exploitation, and abuse received a high number of neutral responses. On the other hand, the questions related to the package of entitlements (e.g. maternity, paternity, breastfeeding) and
4.5. Implement a survey within the UNCT to find out the reasons or causes for staff to respond neutrally or negatively to the UNCT-SWAP Scorecard survey questions	**OMT** With the support of: RCO and GTG	Staff time; no additional financial resources are required	By December 2021	the package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) for adequate work-life balance received the most negative answers. These measures will have a positive impact on indicator 4.2.
Indicator 4.3. GENDER PARITY IN STAFFING IS ACHIEVED				

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[6] Including ensuring that vacant positions are filled, redistributing the workload fairly, not encouraging overtime work, encouraging employees to take annual leave/sick leave and not to work during leave, introducing calm hours when meetings are not scheduled, reinforcing the rule of no obligation to respond to emails between 6 p.m. and 9 a.m., etc.

[7] See https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/gender-parity-enabling-environment-guidelines-en.pdf?la=en&vs=1535.

Action	Primary Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
4.7. Establish a mechanism for collecting gender-disaggregated staffing data from the UN system and regularly monitoring gender parity in staffing, to monitor parity levels for all staff category levels	**OMT** With the support of RCO	Staff time; no additional financial resources are required	By December 2021	The UNCT does not have a joint monitoring mechanism for gender parity. For the Scorecard, this is the first time that gender-disaggregated staffing data are collected from UN agencies. This measure will move indicator 4.3 from missing to approaching minimum standards.
4.8. Make concrete recommendations based on the findings from monitoring gender parity in staffing to inform UN processes and decision making at the UNCT leadership level.	**OMT** With support of: PMT and RCO	Staff time; no additional financial resources are required	By December 2022	Once the mechanism for monitoring gender parity in staffing is established, guidelines will be needed in order for the UNCT to demonstrate positive trends towards achieving parity commitments. This measure will have a positive impact on indicator 4.3.
		**5. Gender architecture and capacities**		
Indicator 5.1. GENDER COORDINATION MECHANISM IS EMPOWERED TO INFLUENCE THE UNCT FOR GEEW				
5.1. Make substantive input on GEWE into the upcoming UNSDCF, in particular to strategic prioritization and the results framework	**GTG**	Staff time; no additional financial resources are required	By December 2022	The GTG is a key mechanism for joint UN action and coordination at the country level. Capacity building and empowerment of the GTG is therefore essential to enable it to influence the UNCT for GEEW.
5.2. Carry out a retreat of the GTG on an annual basis	**GTG**	Will be determined on the basis of the days of duration and activities to be carried out, covered by the participating agencies	Annually	Action 5.1 will keep indicator 5.1 meeting minimum requirements while action 5.2 will have a positive impact on this indicator. Action 5.3 will move the indicator to exceeding minimum requirements. On the other hand, action 5.4 will have a positive impact on all Scorecard indicators since it will contribute to increased awareness and strengthened capacity of staff to improve the

Action	Primary Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
5.3. Nominate senior staff for participation in the GTG to include at least 50% senior staff (P4 and above; NOC and above) in GTG membership	**RCO/HOA**	No financial resources are required	By December 2021	performance of the UNCT in gender mainstreaming.
5.4. Present the findings of the UNCT SWAP Gender Equality Scorecard action plan to GTG members and request that they disseminate the findings of the exercise to their agencies	**GTG**	Staff time (with a possible consultant needed)	By Jun 2021	
Indicator 5.2. UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING				
5.5. Organize at least one substantive inter-agency gender capacity development activity for UN personnel on an annual basis	**GTG**	Based on the contribution of agencies	Annually	The lack of capacity for gender equality and women's empowerment was identified as one of the main obstacles to improving UNCT GEEW performance. The UN system's staff must have the capacity to fulfill the UN mandate on gender equality.
5.6. Implement the capacity development actions for the GTG, based on the capacity assessment carried out by the GTG in March 2021	**GTG**	Based on the contribution of agencies	By end of the current UNSDCF 2018-2022	Actions 5.5 and 5.6 will keep indicator 5.2 meeting minimum requirements while action 5.7 will move the indicator to exceeding minimum standards.
5.7. GTG members to monitor the use of gender equality induction materials for new staff within their agencies. (As part of the annual report GTG members should report on the percentage of newly recruited staff that have taken part in mandatory gender induction materials for their agencies)	**GTG** To discuss with PMT / GTG (potentially for OMT to monitor)	Staff time; no additional financial resources are required	By December 2023	

Action	Primary Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
6. Resources				
Indicator 6.1. ADEQUATE RESOURCES FOR GENDER MAINSTREAMING ARE ALLOCATED AND TRACKED				
6.1. Organize at least one capacity building event on the gender equality marker targeting UN staff during each UNSDCF programming cycle	**M&E task force** with the support of RCO and GTG	USD 3,000 (regional expert for 1.5 days plus coffee breaks)	By December 2023	Gender-sensitive targeting and financial tracking is an important means of monitoring UN investments against commitments to gender equality. Action 6.1 will keep indicator 6.1 approaching minimum requirements by organizing training on the gender equality marker at least once for each UNSDCF programming cycle.
6.2. Establish and track a financial target for programme allocation for gender equality and the empowerment of women	**PMT**	Shared financial resources of the UN agencies and the RCO (possibly requiring an external consultant)	By December 2022	Action 6.2 will move indicator 6.1 to meeting minimum requirements. Finally, action 6.3 will have a positive impact on the indicator.
6.3. Organize a capacity building event on gender-sensitive budgeting addressed to the GTG, programme staff and the PMT	**GTG**	USD 3,000 (regional expert for 1.5 days plus coffee breaks)	By Jun 2022	
7. Results				
Indicator 7.1. UN PROGRAMMES MAKE A SIGNIFICANT CONTRIBUTION TO GENDER EQUALITY IN THE COUNTRY				
7.1. Visibly include the responsibility for gender mainstreaming and the promotion of GEWE in the mandate/TOR of all UN coordination mechanisms	**PMT**	Staff time; no additional financial resources are required	By December 2021	The UNCT must be able to provide evidence to demonstrate progress on GEEW by assessing the extent to which the UNCT has contributed to gender equality in the country, with some form of measurable change.
7.2. Establish a link by organizing annual coordination meetings between the GTG and the Pillar Working Groups and between the GTG and the PMT	**PMT** With support of Pillar Working	Staff time; no additional financial resources are required	By December 2021	To meet the requirements of this UNCT-SWAP scorecard dimension, the UNCT should demonstrate that it has achieved (or is on track to achieve) all gender equality results as set out in the 2018-2022 UNPF. To exceed the requirements, the

Action	Primary Responsibility	Required Resources	Timing	Explanation and links to SWAP-scorecard assessment
	Groups, GTG and RCO			UNCT should demonstrate that at least one outcome level UNPF result has contributed to <u>transformative change</u> in relation to GEEW.
				These actions will have a positive impact on indicator 7.1.