

# UNCT-SWAP GENDER EQUALITY SCORECARD

## COMPREHENSIVE ASSESSMENT REPORT AND ACTION PLAN

### United Nations Country Team in Botswana 2021

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



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## 1. Background

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

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

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

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

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

### Cooperation Framework Guidance (2019)

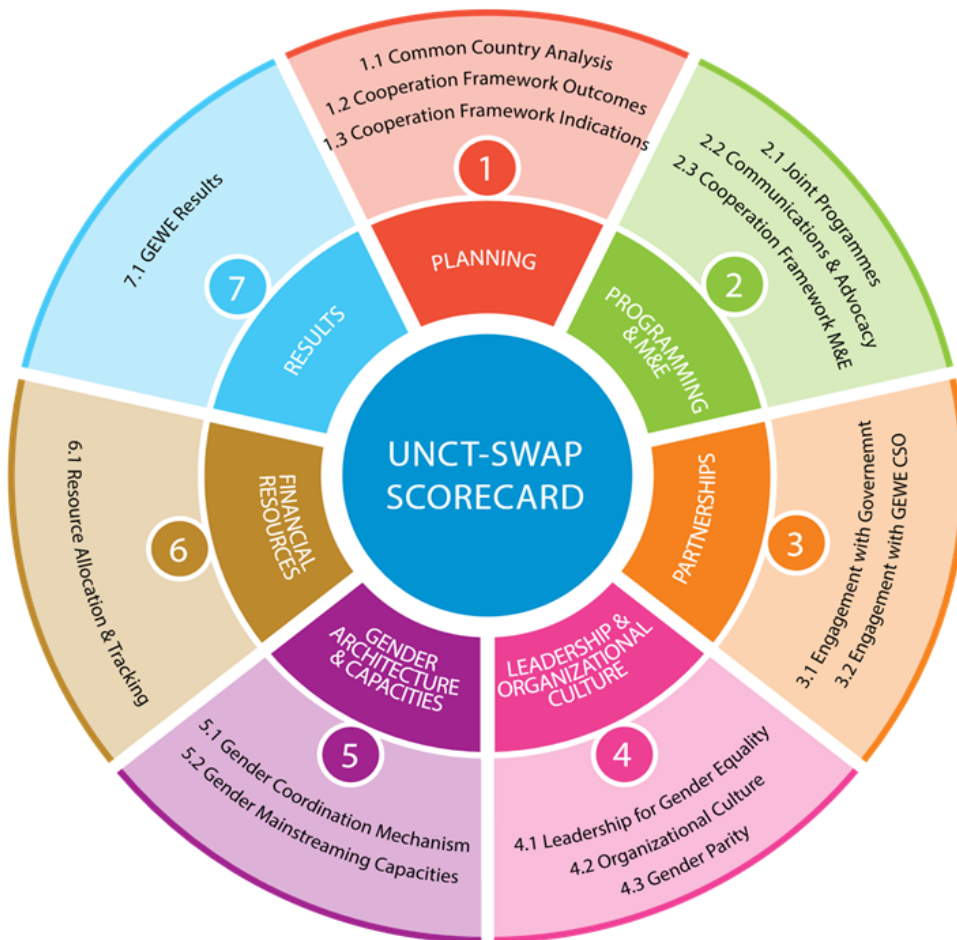
Gender equality and women's empowerment are integral to realizing the 2030 Agenda and all of the SDGs. To integrate a focus on these issues throughout the Cooperation Framework, UN development entities should put gender equality at the heart of programming, driving the active and meaningful participation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

(Para 20, page 11).

## 2. The UNCT-SWAP Framework

### 2.1 Performance Dimensions and Indicators

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



## 2.2 Performance Indicator Ratings and Explanation

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

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

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

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

## 3. The UNCT-SWAP Methodology

### 3.1 Participatory Self-Assessment

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

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

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

### 3.2 UNCT-SWAP Comprehensive Reports

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

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

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

### 3.3 Supporting Evidence and Knowledge Hub

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

## 4. Quality Assurance and Global Reporting

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

## 5. The UNCT-SWAP Process in Botswana

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

Assessment process:

The process follows five chronological steps: (1) Preparatory Step, (2) Self-Assessment, (3) Verification and Triangulation, (4) Action Plan Development and Endorsement, (5) Implementation and follow up. The assessment took place from mid-June 2021 to November 2021, in the period leading up to the formulation of the new United Nations Sustainable Development Cooperation Framework (UNSDCF 2022-2026). The revision, verification and triangulation followed with support from the Resident Coordinator's Office (RCO), the Inter-Agency Team (IAT) and the Gender and Human Rights Theme Group (GHRTG). The UNCT-SWAP Gender Scorecard has largely benefited from the secondary data made available by the RCO. Through a WeTransfer link, a large number of

documents was shared with the consultant, organized in folders corresponding to the seven-dimensions of the scorecard, to support a comprehensive review and evidence-based scoring and analysis. Documentation shared included: UNCT reports, analysis conducted in the context of the final evaluation of the UNSDF 2017-2021, the Country Context Analysis conducted in 2020, documents produced in the context of the development process of the new UNSDCF (2022-2026), program documents, Human Resources lists, strategies and plans, work plans of different inter-agencies groups, samples of communication materials, including audio-visuals, speeches and many more.

#### Preparatory step:

The RCO discussed the need for a UN system-wide assessment on GEEW during the UNCT meeting held in June 2021, in line with the 2021 Annual Work Plan (AWP) of the UNCT and the AWP of the GHRTG. Following the meeting, UN Women SAMCO, in close coordination with the RCO, assumed technical leadership and provided support to the UNCT, including hiring an international consultant. An overview of the Scorecard and the roadmap for its implementation was developed and presented to the UNCT for endorsement. The opportunity was sized to briefly present the objectives, scope and methodology of the scorecard, including examples of how it could support the UNCT to leverage its performance on gender and contribute to more transformational results at the country level. During the meeting the UNCT was also briefed on the need to set up an Inter-Agency Team to drive and support the exercise, the team's composition requirements and roles it should play. Following the meeting, the UNCT endorsed the proposal of nominees for the IAT, submitted by the RCO in close articulation with the consultant. Upon the RCO's call, a first meeting with the IAT members was conducted in July, to discuss the following topics: What is the UNCT- SWAP Gender Scorecard; Why (It's importance in the context of the UN System reform); When (scorecard in the context of the UNSDCF cycle); The methodology (dimensions and indicators/ rating system); Internal coordination and the role and responsibilities of IAT; Expected Outputs; Steps and timelines, in line with the Roadmap endorsed by the UNCT. A similar meeting with the GHRTG followed, as the last step in preparation of the self-assessment. The division of tasks followed the guidance provided in UNCT SWAP Gender Equality Scorecard Documents (UNDG, 2018).

#### Self-assessment:

After endorsement of the roadmap by the UNCT, the IAT worked with the international consultant to complete the assessments of the indicators by carrying out desk reviews. Online contacts and key informant interviews were held to orient staff and promote co-ownership of the assessment process, and to deepen synergies across programmes and operations teams: with the GHRTG, OMT, UNSDF Pillar Group III and the UNCG. During the self-assessment process, the international consultant supported the IAT by addressing issues on indicators, assessment process and methods. The IAT, the GHRTG and the RCO worked with the international consultant to review and finalize the report, following the reporting template of the UNDG (2018).

#### Verification and triangulation:

The draft report was prepared by the international consultant and reviewed by the IAT, the GHRTG and the RCO to triangulate the findings. The feedback received was addressed by the international consultant, into a consolidated final report, which was presented in a validation meeting with the IAT and the GHRTG and presented to the UNCT for analysis and endorsement.

#### Action plan development and endorsement:

Based on the findings, the IAT and the GHRTG discussed possible recommended actions to improve gender mainstreaming practices. The recommendations, as part of the final report, was shared with the UNCT during its annual retreat, held in November, for final feedback and endorsement. Based on the recommendation, the action plan was developed by the consultant in close collaboration with the Gender Advisor of the RCO.

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

Considering the principles of inclusiveness, multi-disciplinary representation and dialogue and gender balance, the IAT was composed of 13 UN staff, from program to operations, members of different inter-agency groups and offices (RCO, GHRTG, Operations Management Group – OMT, the UN Communication Group – UNCG and UNSDF Pillar 3 on M&E). The following were the nominees for the IAT:

#### Name/ Sex/ Agency/ Entity Inter-Agency

1. Kagiso, Female, IOM, Gender and Human Rights Theme Group
2. Natasha, Female, UNDP, Gender and Human Rights Theme Group
3. Kesa, Female, UNFPA, Gender and Human Rights Theme Group
4. Boitumelo, Female, UNAIDS, Gender and Human Rights Theme Group

5. Gomolemo, Female, UNICEF, Gender and Human Rights Theme Group
6. Vanilde, Female, RCO, Gender and Human Rights Theme Group, IAT-PSEA Coordinator
7. Lesedi, Female, FAO, Gender and Human Rights Theme Group
8. Helen, Female, RCO, RCO Team Leader
9. Rosinah, Female, RCO Data Management and Reporting, Pillar 3 (M&E), Gender and Human Rights Theme Group
10. Nchidzi, Male, RCO Communication & Advocacy, Chair of the Inter-Agency Communication Group
11. Priscilla, Female, UNFPA, Member of the Inter-Agency Communication Group
12. Bame, Male, UNDP, Member of the Pillar 3 (M&E), Member of the Inter-agency group on PSEA
13. Wilfred, Male, WHO, OMT

It is important to note that appointed members had different levels of engagements: some did not actively engage in the exercise, while others provided substantive inputs. Other colleagues, who were not included in the IAT, provided substantive inputs during the discussions and review of the draft report. Examples of such engagements are: the Youth and Gender Specialist of the UNFPA ESA Regional Office, Ms. Anandita Philipose and the Common Services Analyst of the UNDP Botswana Office, Ms. Bogadi Gakale. The assessment was technically conducted by Mr. Kareem Buyana (UN Women SAMCO, Consultant) with the overall coordination support of Ms. Vanilde Furtado (Gender Advisor - UN RCO, Consultant).

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

the UNCT is progressing very well on gender mainstreaming, as 40% of the indicators exceed the minimum requirements, while 26.7% meet the minimum requirements. The findings demonstrate good progress on integrating GEWE issues in the CCA, UNSDCF and in joint programming. Partnerships with government and CSOs, as well as communication and advocacy events are also responsive to the removal of structural barriers to gender equality in Botswana. However, more needs to be done to bring the HoAs together around issues of creating an organizational culture that is inclusive and supportive to the effective implementation of in-house UN policies on gender parity, sexual harassment and work-life balance. Also, there is a need for substantial investment in enhancing the technical and collaborative capacities of the GRTG, UN M&E Group, RCO, OMT and UNCG, to coordinate gender equality work in operations, for example through the use of visuals or infographics on trends in gender equality spending by outcome area of the UNSDCF and on common budget services, as per the requirements of the Global UNCT Gender Marker Coding System. The other area for critical action by the UNCT, is putting in place a mechanism for monitoring gender parity levels for General Service staff and all professional levels, with regular updates during UNCT meetings, for action by OMT and HR Managers.

## 6. Overview of Results by Performance Indicator

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

Table 1: Botswana UNCT-SWAP Results in 2021



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

### Dimension Area 1: Planning

#### PI 1.1 Common Country Analysis

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

**Planning**

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

UN Botswana CCA 2020 includes a strong gender analysis and has detailed sex-disaggregated data on governance, economy, social dimensions, COVID impacts, LNOB, gender-diversity. Stories of human-interest that reflect gender-diversity trends are presented (see Life in Botswana chapter).

The CCA includes: in-depth targeted analysis of groups that are marginalized base on gender, in line with the SDG focus and LNOB (rural women, LGBTI, female and male sex workers, women with disabilities, young women and adolescent girls, women with HIV-AIDS ...) – criterion C - ; furthermore it has more than 50% of level of gender analysis – criterion A - including dedicated chapter on gender inequalities and inter-sectorial analysis to capture gender issues as structural cause of social and economic inequalities, and that cut across sectors and; more than 75% of gender sensitive data - criteria B -: consistently use of sex-disaggregated data as available. Limitations of availability of sex-disaggregated data was noted in the CCA (as per the



scorecard guidance, page 23). In addition, the CCA included information on the status of international normative frameworks in the country, including conclusions and recommendations of CEDAW, Beijing Declaration and Platform of Action, ICPD, UPR, ... and other regional and sub-regional ones, namely the SADC protocol and others.

Gender disparities in productive and reproductive activities, different opportunities to equally participate in politics and decision-making spheres, high incidence of violence and discrimination against women and girls, poverty and unemployment of women, were identified as the main barriers for women's prosperity in Botswana and key drivers of persisting inequalities in the country, between groups of people, between regions and age groups. While a gender dedicate chapter was development under People, Gender and Social Inclusion, gender analysis is consistently mainstreamed across all other chapters in the CCA, including in the Executive Summary, the Country Profile, the Governance, Prosperity... risks and opportunities, but also included in the annexes (example is the SDG's table, on critical issues in each 17 goals). For each chapter, and in particular under People, Gender and Social Inclusion, a gender analysis of vulnerable groups was developed, in line with LNOB principle and SDGs.

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

Rural and poor women, women heads of households, women in the informal sector, adolescent girls and young women, women with disabilities, LGBTIQ, male and female sex workers, migrant women and men, refugees, women victims of GBV

**List the Means of Verification. (E.g. CCA document or equivalent, other joint country level analysis)**  
UN Botswana Common Country Analysis (CCA), 2020

*PI 1.2 Cooperation Framework Outcomes*

<b>Performance Indicator 1.2: Gender equality mainstreamed in Cooperation Framework outcomes EXCEEDS MINIMUM REQUIREMENTS</b>	<b>Planning</b>
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**(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 Cooperation Framework outcome specifically targets gender equality in line with the Cooperation Framework Theory of Change and SDG priorities, including SDG 5.**

This indicator exceeds minimum requirements. GEWE issues are visible in all the 5 outcomes of the UNSDCF (2022-2026). Outcome 1 of the UNSDCF (2022-2026) specifically focuses on GEWE. The exceed minimum requirement rating is seconded by the Regional Peer Review of the UNSDCF:  
'GEEW is visibly mainstreamed across all outcome areas and outcome 1 specifically targets gender equality with rights-based approach that address gaps in duty bearers and rights holders and tackles structural issues'.

Outcome 1 of the UNSDCF (2022-2026), By 2026, gender inequality is reduced, and women and girls are empowered to access their human rights and participate in and benefit from inclusive development, specifically targets GEEW in line with the Theory of Change (ToC) and SDG priorities including SDG 5. This outcome aims to help build a Botswana in which gender inequalities and discrimination do not limit the rights of thousands of girls and women and other vulnerable groups, and where women and girls can live their lives free of violence and reach their full potential, in line with national and international commitments and standards. The UN system will contribute to the achievement of Outcome 1 through three outputs that focus on strengthening the capacities of duty bearers and empowering rights holders to address gender inequality and empower women and girls: Output 1.1. Policy and legal frameworks and institutional capacities strengthened to address gender inequality and human rights, in line with national and international commitments; Output 1.2. Enhanced capacities of women, especially young women, to participate equally in political and economic spheres and Output 1.3. Strengthened multi-sectoral prevention and responses, including mechanisms for addressing harmful social norms, to achieve a progressive

reduction in gender-based violence (GBV) and violence against children.

Furthermore, specific gender related SDG and SDG targets, including of SDG 5, and ToC of each outcomes stress the centrality of women's empowerment and gender equality to achieve the expected results, in addition to women and young women being identified as part of vulnerable groups to be targeted.

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

Outcome 1: By 2026, gender inequality is reduced, and women and girls are empowered to access their human rights and participate in and benefit from inclusive development

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

UNSDCF 2022-2026 - Botswana (signed with the Government of Botswana in November 2021)

**PI 1.3 Cooperation Framework Indicators**

**Performance Indicator 1.3:**

**Cooperation Framework indicators measure changes on gender equality**

**Planning**

**EXCEEDS MINIMUM REQUIREMENTS**

**More than half of Cooperation Framework outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets, including SDG 5.**

This indicator exceeds minimum requirements. More than one-half (40) of the 64 UNSDCF indicators, at outcome and output levels, measure changes in gender equality and the empowerment of women. This corresponds to 62.5 percentage of gender sensitive indicators overall. There are 13 out of a total of 29 UNSDCF outcome indicators that contribute to measuring change in GEWE (41.3%), which is above the minimum of 33% set by the guidance (between one-third and one-half (33- 50 percent). At the output level, 27 out of 35 output indicators (representing more than 71%) measure changes in gender equality and the empowerment of women and girls, in line with SDG targets. There is a considerable number of sex disaggregated indicators, combined with indicators specifically targeting women and girls.

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

UNSDCF 2022-2026 - Botswana

**Dimension Area 2: Programming and M & E**

**PI 2.1 Joint Programmes**

**Performance Indicator 2.1:**

**Joint programmes contribute to reducing gender inequalities**  
**MEETS MINIMUM REQUIREMENTS**

**Programming and  
M&E**

**(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 empowerment of women and girls is operational over current Cooperation Framework period in line with SDG priorities, including SDG 5.**

All three existing joint programmes of the current UNSDF (2017-2021) are gender responsive, with targeted gender outcomes and/or outputs. In addition, one out of the 3 is a gender specific Joint Programme, known as Botswana's UN Joint Gender Program on GBV (UN Women, UNICEF, UNDP, UNFPA, UNAIDS, WHO and IOM). It was in operation from 2018 up to the end of the second quarter of 2021. The UN Joint Gender Programme was signed in 2018 with the Government of Botswana. Its implementation has contributed so far to strengthened GBV prevention and response in line with national policies, laws and

strategies. Interventions under the program cover a range of diverse activities using different strategies: capacity building, policy dialogue, community mobilization, public education, advocacy and awareness-campaigns, assessments and studies, development of guidance, manuals and tools for harmonized and quality services provision in line with international norms and standards, mechanism to enhance women's access to justice, among others. In more details, the UN has supported the Government and Civil Society Organizations in producing and disseminating Radio and TV programmes to disseminate existing laws, policies and GBV support services; in developing knowledge, skills and capacity of young women and adolescent girls across the country to reduce their vulnerability to GBV and HIV; in trainings service providers (justice/prosecution, Dikgosi, law enforcement Officers, health workers and social workers); in implementing and monitoring GBV standards, policies and laws, including to address child abuse; in developing a Knowledge, Attitudes and Practices (KAP) study on Sexual Exploitation and Abuse of Children-SEA, which informed the Strategy to address SEA and a GBV campaign; in piloting the mobile legal clinic in Gaborone; in developing the Manual for Health Workers on Intimate Partner Violence, among others. Additionally, remote training guidelines were developed and an online training for community responders was successfully piloted. During 2020, the UN supported the Department of Gender Affairs in developing and implementing the National GBV COVID-19 response plan, with the following milestones achieved so far: a nationwide awareness raising campaign on GBV conducted; ensuring the availability to GBV victims of legal aid through the program Legal Aid Botswana. Support was also provided to Botswana Red Cross Society to roll-out a GBV and COVID-19 awareness response through the Local Emergency Operation Centers and involving private sector and media.

Over 400,000 people across the country were reached with messaging on prevention of HIV, GBV and COVID-19 through utilization of a combination of online and offline approaches. This was later implemented in the context of our joint Program on HIV-AIDS, which has a strong gender component and addresses the correlation between HIV and GBV. The 2gether4SRHR, closely linked to JUTA, is the second joint programme jointly implemented by UNFPA, UNAIDS, UNICEF and WHO. The SDG-Financing JP also mainstreamed GEWE visibly in its design and implementation, with a gender specific output (2.1: Gender analysis undertaken and mainstreamed in the INFF and SDGs financing strategy, based on which a gender-based budgeting strategy is developed). Under this output the UN enabled the Directorate of Gender Affairs, in the Ministry of Nationality, Immigration and Gender (MNIG), to broaden the scope of engagements beyond the ministerial mandate.

Despite all this, the UNCT lacks a system/ tool of screening process to ensure quality of gender mainstreaming across JPs.

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

Botswana's UN joint Gender Program on GBV (2018-2021)  
SDG-Financing JP (2020-2022)  
2gether4SRHR/ JUTA (2020-2021)

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

- List of JPs over current CF period (2017-2021)
- ProDoc of JP on Gender Equality
- Prodoc SDG-F Joint Program

#### **PI 2.2 Communication & Advocacy**

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

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

### **Meets minimum requirements AND (d) The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.**

This indicator exceeds minimum requirements. The UN Communication Annual Work Plan (2020-2021) contains activities for messaging on GEWE issues and, in particular, linked to promoting SDG5, supporting the implementation of the 16 days of activism campaign to end VAWG, provide support to the implementation of activities to prevent Sexual Exploitation and Abuse, and on the celebrations of the IWD. The UNCT in Botswana communicates and holds joint advocacy events on GEWE on International Women's Day, International Day to Erradicate Violence and Discrimination against Women and Girls and

International Day on the Girl Child. The 16 Days of Activism to Eliminate Violence against Women and Girls has been a sustain campaign that unites all UN agencies under a common planning framework, coordinated by the Gender and Human Rights Theme Group in collaboration with the UN Communication Group.

Concrete examples of joint advocacy initiatives and collaborative communication can be: (2020-2021): Campaigns and Advocacy initiatives (criteria a and b) carried-out under the outcome 1 of the JP on Botswana's UN joint Gender Program on GBV, including UNiTE campaign & 16 Days of Activism Campaign; under the lead of the RCO and with collaboration of the GHRTG, the UNCT organized 3 Gender Dialogues in partnership with the Government – Gender Department Affairs and the French Embassy: Inter-generational Dialogue on GEEW (April 2021); Generation Equality Dialogue (June 2021) and Men Against GBV (Nov 2020).

From Nov 2020 to October 2020, 3 audiovisual gender specific materials (videos) were jointly produced and published in UNCT social media channels and widely disseminate through UN's networks: Beijing Generation, 25 Nov (featuring all heads of agencies), and one on Widows (which responds to criteria D, as this was the very first time that specific challenges and needs of Widows were communicated and featured in a UN and national outreach audio-visual material), to mark the International day of Widows; additional posts on facebook and twitter on GEEW.

The UNCT has also jointly supported significant advocacy and communication initiatives related with the impact of COVID-19 on women and girls, including on GBV.

In addition, the UN developed 2 issues/position papers, in the context of advocacy for gender and human rights responsive legal framework in line with gender and HR recommendations to the country: one on the Education Law Amendment (including aspects of gender-related discriminatory practices in the education system – sexual and reproductive rights and health, sexual violence and harassment, among others) and the second on the Ombudsman Bill.

The CCA communication materials, such as the Country Profile has high level of gender mainstreaming, along with the videos and stories featuring Life in Botswana (bringing issues around young women, women with disabilities, women with HIV-AIDS, among others).

Finally, another key UNCT initiative, jointly conducted by RCO, UNDP and UN Women was the Women in Trade national consultations, which was a key moment to advocate for increased opportunities for women in both formal and informal trade. This is a clear example of UNCT joint advocacy on a non-traditional thematic, which has potential for further programmatic developments.

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

- UNCG Work plan (2021)
- UN Botswana Country Profile (integrated in the CCA);
- Audio-visual files and event photographic records
- UN Leadership public statements
- Concept notes, program of events and communication assets of advocacy activities conducted

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

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

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

**Programming and M&E**

**MEETS MINIMUM REQUIREMENTS**

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

**specific results. (c) The M&E Group or equivalent has received technical trainings on gender sensitive M&E at least once during the current Cooperation Framework cycle.**

This indicator meets minimum requirements. Gender-sensitive indicators have been included in the Results Framework for the UNSDCF (2022-2026). In addition, the agreed Monitoring, Evaluation and Learning Plan includes gender specific activities to address issues of sex disaggregated data to inform progress on results indicators, but also gender assessments and capacity training.

Evidence of tracking gender results can also be drawn from the previous UNSDF: Output 2.4 of Botswana's first UNSDCF 2017-2021 focused on promoting human rights of the vulnerable and disadvantaged groups in line with the values and principles of the SDGs, including: gender equality and women's empowerment. The Summative Evaluation of UNSDCF 2017-2021, conducted between late October until end of December 2020, reported on the gender equality interventions accomplished by different agencies in line with Output 2.4. In addition, it's worth to note that gender equality was part of the evaluation and a cross-cutting issue throughout the evaluation: in the ToRs gender was a central requirement, in the guidance notes and discussions provided for the exercise, methodology - including composition of the evaluation team – the evaluation consultancy team had a dedicated gender specialist, the participatory process of implementation of the evaluation, involving gender stakeholders and CSO, and finally the membership of the UN quality/ reference team for the evaluation – including the Gender Advisor of the RCO. GEEW issues were consistent across the evaluation report; In addition, 3 out of 15 recommendations under the Evaluation Management Response (March 2021), approved by the UNCT and the Government, are gender specific and guide improvements in programming and the next UNSDCF cycle. These include more investments in institutional capacity building for effective gender mainstreaming, including on gender statistics and sex-disaggregated data; more inclusive structures for the implementation of the next UNSDCF and support to institutionalization of GRB.

Additionally, tracking of gender results was ensured through different UNCT annual reports, namely, the coordination results report, the IMS annual reporting, the UNCT annual reports and a specific report on gender results covering the UNSDF period (2017-2021).

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

- Final Summative Evaluation of the Botswana-United Nations Sustainable Development Framework 2017-2021; the
- Results Framework and the MEL Plan of the UNSDCF (2022-2026)

Gender Results Report, 2017-2021

UNCT Annual report

UNCT coordination Report

## Dimension Area 3: Partnerships

### PI 3.1 Engagement with Government

#### Performance Indicator 3.1:

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

**EXCEEDS MINIMUM REQUIREMENTS**

Partnerships

**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 Cooperation Framework cycle. (b) The National Women's Machinery participates in Cooperation Framework consultations: country analysis, strategic prioritization, implementation, M&E. (c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.**

Besides engaging with government on the CCA results and formulation of the UNSDCF (2022-2026), the UNCT has collaborated with the Ministry of Nationality, Immigration and Gender Affairs (MNIG), to enable the Government of Botswana (GoB) to domesticate and report on its international gender equality obligations, including CEDAW, The Beijing Platform for Action, SDG 5 at the Commission on the Status of Women (CSW), and the development of the M&E Plan for the implementation of National Policy on Gender and Development. In 2021, UN in collaboration with the Ministry of Local Government and Rural Development convened stakeholders for the Africa's Day commemoration under the theme Access to the Child-Friendly Justice System. This was to build on earlier work with the Gender Affairs Department (GEAD), which the UN supported in 2019-2020, to engage the justice system with a view to establishing a GBV referral system with standardized operational procedures for use by the police, social protection officers, and other professions working with victims of GBV, such as nurses, social workers and teachers.

In addition to SDG-Financing and to the policy advice and technical support jointly provided to the Ministry of Nationality, Immigration and Gender Affairs on GBV and normative frameworks, the Women in Trade National Consultation Initiative is another good example of recent joint effort of UN agencies and offices (UN Women, UNDP, UNECA and RCO) to support not only the national gender machinery but also other relevant ministries/ sectors in promoting women's economic empowerment, such as the Ministry of Industry and Trade and the Ministry of Local Government and Rural Development: during May-June national multi-stakeholder workshop on Women in Trade in Botswana was conducted, aiming to identify existing and potential challenges that women in Botswana face including solutions / measures to address such and opportunities to tap into as women engage in intra-African trade. The National Consultations in Botswana were organized by UNDP Botswana in partnership with the UN Resident Coordinator's Office in Botswana as well as UN Women Multi-Country Office based in South Africa. A working group (WG) was put together with representatives from the two agencies and the RCO, led by the UNDP team. The working group held weekly virtual meetings to discuss and agree on the modality, approach, programme, budget, invited speakers and guests, additional partnerships, among other issues. The WG further reached out to partners including the International Trade Centre and the UN Economic Commission for Africa (ECA) to provide technical support to the exercise, given their lead experience in the area of gender and trade. The final results of the Consultations were presented at a half-day workshop, a hybrid event with 30 participants attending in-person, whilst the remainder attended virtually. The event was attended by the Minister of Nationality, Immigration and Gender Affairs as well as the Assistant Minister of Investment, Trade and Industry, indicating the support of the Botswana Government at the highest level. The Chief Negotiator for Botswana at MITI was invited to provide context to the discussion, providing an update on the implementation of the agreement. Numerous women in business and various women from business sectoral associations were in attendance. The consultation consisted of a majority women trader to ensure that the ideas, challenges, and recommendations provided would truly reflect the needs of the beneficiaries.

In July 2020, the UN in Botswana jointly supported the government to develop a national GBV plan in the context of COVID-19.

On the involvement of the UNSDCF development process it is worth to note that, in addition to internal UNCT prioritization exercises, prepared through the UNCT nominated inter-agency CF Core Group and facilitated by the RCO, over 120 stakeholders participated in broader consultations and working groups around prioritization and RF development, including a wide range of Government representatives, being the MNIG one of them and LNOB groups (for example, PWDs, youth, LGBTIQ persons), also other civil society organizations working on gender and human rights. Another 50 persons were consulted through other processes, for instance focus group discussions, including refugees, GBV survivors, men against GBV etc. These processes were facilitated by focal UN agencies, such as UNHCR, UNFPA etc. Where gaps were identified, further key informant interviews were conducted, including with representatives of LNOB groups and women's associations, led by the RCO. The Program Steering Committee (which includes representatives of the MNIG) held extraordinary session to agree on the CF Road Map, discuss priority results areas and outcomes of the stakeholder consultations, as well as to validate the full CF document. The PSC further nominated technical persons to join the CF prioritization working groups as well as to work hand in hand with the RCO in developing and finalizing the CF results framework. These technical nominees came from different Ministries including MNIG. Two specific workshops on Gender in the UNSDCF were facilitated by the RCO, targeting the senior management and staff of the Gender Department Affairs, to review and agree on the results framework and finalize the indicators framework under outcome 1. Additionally, in the context of the CCA and UNSDCF formulation, a baseline of key issues on the SDG's implementation status was developed, highlighting gender key challenges and gaps across SDGs and under Goal 5. The summary table is part of the CCA and is integrated in the UNSDCF doc.

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

- Report of the Summative Evaluation of the UNSDF 2017-2021 (annex - list of participants)
- Documentation of the CF consultation process
- Communications/ Letters of engagement with the Ministry of Nationality, Immigration and Gender Affairs (MNIG);
- PPT presentation on Gender Outcome under UNSDCF (validation workshop with Gender Affairs Department)
- Women in Trade - Botswana's Consultation - Concept Note
- Booklet on CEDAW Committee Recommendations to Botswana (support to policy and program formulation)

### **PI 3.2 Engagement with GEWE CSO**

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

**Partnerships**

**Meets all of the following: (a) The UNCT has collaborated with GEWE CSO and women's rights advocates on AT LEAST TWO joint initiatives that foster gender equality and empowerment of women within the current Cooperation Framework cycle. (b) GEWE CSO participates in Cooperation Framework consultations: country analysis, strategic prioritization, implementation, M&E. (c) The UNCT has made AT LEAST ONE contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.**

The UN has collaborated with women's associations, young women, networks of people living with HIV/AIDS and the LGBTQ community in consultations for the CCA 2020, strategic prioritization and formulation of the UNSDCF (2022-2026), and in documenting UN-supported gender equality interventions, during the preparation of the Final Summative Evaluation of the Botswana-United Nations Sustainable Development Framework 2017-2021. The National Gender-Based Violence Strategy 2015–2020, also built the momentum for women-led associations and networks, advocates/champions, to play a greater role in communication and advocacy around progressive change in social norms and laws that perpetuation GBV. The joint advocacy efforts between the UN and CSOs, for example ensured that GoB pilots a Gender-based Violence Referral System, which has put in place measures to assist survivors who report the crime, in the period leading up to the finalization of the UNSDCF (2017-2021). CSOs were also largely involved in the three Gender Dialogues organized in partnership with the Gender Department Affairs of the Ministry of Nationality, Immigration and Gender Affairs and the Embassy of French in Botswana.

It is also important to emphasize that, during the past six months, under the leadership of the RCO, the UNCT has supported NGOs and CSOs in Botswana working on gender issues in two critical endeavors: in preparation of the CSW 65th to develop a common issue paper on critical challenges and recommendations to advance women's rights in Botswana and, more recently, the Women's CSOs position paper on the 2022 State Budget Strategy.

As part of the implementation of recommendations of the evaluation of the UNSDF 2017-2021, the new governance and implementation structures for the UNSDCF 2022-2026, foresees the co-chairing (UN and Government counterpart) and expanded membership (to include NGOs and CSOs) of the gender results and joint team, as a central mechanism to support the implementation of the outcome 1 on gender and the mainstreaming of gender across all other outcomes. In addition, the current proposal of the Joint UN/ National Steering Committee is also discussing its expanded membership, to include representation of vulnerable groups, including of women's groups, in line with gender and LNOB principles. These measures will allow the UN to strengthen its collaborative efforts to improve gender results in close dialogue with Civil Society Organizations working on gender equality and empowerment of women. Another cross-cutting theme group was also proposed, on human rights, disability and youth.

Up to date, UNDP co-leads with the European Union a dialogue mechanism called 'Gender Dialogue', which integrates



representatives of CSOs and of Government institutions, including the Gender Department Affairs, to ensure information sharing and increase opportunities of collaboration and synergies between partners. The platform is open to the participation of UN agencies. However, the results achieved through this platform is yet to be assessed along with its relevance in the context of other existing and proposed mechanisms.

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

- Botswana CCA document
  - Evidence of consultative process of the CF involving CSOs working on gender (list of participation in different workshops); Concept note, programs and list of invitees and participants in different dialogue events organized by the UN in partnership with govt and other development partners
  - Example of advocacy tools produced to support CSOs to promote human rights framework and SDGs (booklets, ...)
- Example of a Position Paper of CSOs developed with the support of the UN
- UNSDCF 2022-2026
  - UNCT Configuration Concept note - for the Implementation of the UNSDCF 2022-2026)

## Dimension Area 4: Leadership & Organizational Culture

### PI 4.1 Leadership for Gender Equality

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

**Leadership and organizational culture**

**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.**

As deliberated by the UNCT, gender equality is a standing point of the UNCT regular meetings. This is ensured through regular updates from the chair of the GHRTG (UNFPA Country Director) on progress, challenges, and upcoming activities in the context of the implementation of the group's annual work plan. The accountability for results is therefore ensured at the highest level of the UNCT. Of a total of 11 UNCT meetings conducted during 2020 and 2021 (8 in 2020 and 3 in 2021 – up to April), all of them addressed meaningfully gender equality and women's empowerment issues. Minutes of meetings have shown a consistent interest and meaningful discussion of the Heads of Agencies on different topics related to GEWE activities, both internally and externally with implementing partners. Other regular updates on the coordination mechanism on gender has been provided by the Chairperson of the Gender and Human Rights Theme Group, with the RCO's support.

The RC has demonstrated public championing of gender equality during the last 12 months. From November 2020 to October 2021, the RCO has co-led and engaged in several public events targeting gender equality and women's empowerment, and delivered over 5 public statements on different occasions, including for the 2021 IWD, the 2020 Day for the elimination of Violence Against Women and Girls, for the national kickoff event of the Generation Equality Forum and others. In addition, the RCO has organized a UN celebration of the 2021 IWD and championed the UNCT video on GBV, involving all heads of agencies.

The UN RC also led a UN engagement session with the Parliamentarian Women Caucus in Botswana in June 2021. Participated by the UN Women and UNFPA Representatives, the focus of the 3-hours online interaction with parliamentarian women in Botswana was to brief on UN's main contributions on GEWE, plans regarding identified priority issues and opportunities for partnership with the parliament on GEWE.

On the occasion of the 2021 International Widows Day the RC held a courtesy meeting with women representing Widows group in Botswana and promoted, in partnership with UNFPA, a video to support visibility of discriminations faced by widows'



and to advocate for equal rights and opportunities for them in the context of the national gender agenda.

Under the leadership of the RC and with UNCT support, an Inter-Agency Team on Prevention of Sexual Abuse and Exploitation (PSEA) has been created in 2021 to enhance UNCT's accountability and results on PSEA, in line with UN policies and the UN-SG strategy. The group is composed of PSEA focal points of different agencies and offices, including UNDP, FAO, UNICEF, UNFPA and RCO. Following its creation, the group has developed an Annual Work Plan that was approved by the UNCT in July 2021.

In addition to this, a few open discussions were held between the RC and the GHRTG on the required gender equality actions for UNCT. For example, on April 2020, the RC met with the GHRTG to discuss the disability strategy.

The 2021 UNCT work plan has gender equality as one of the outcomes and includes activities such as the gender scorecard, support to advocacy initiatives, among others.

The 2020 RC Performance Appraisal noted that 2 out of 10 planned results were gender responsive, that gender equality has been captured under self-appraisal sub-chapter and partnerships and that women have been considered as part of vulnerable groups to be targeted, in line with the LNOB principle. However, despite all the positive initiatives and efforts, it is worth noting that the staff perception survey showed that HoAs should improve their commitment to gender equality in the workplace.

Results from the survey on gender and organizational culture show that 61.8 percent of staff either strongly agree (15.73%) or agree (46.07%) that HoAs are committed to gender equality in the workplace (the minimum requirement to meet this criteria is 65 percent). The agreement was slightly higher among male staff than female staff (64.7 and 60 respectively) and with significant differences between female and male who strongly agree, only 7.27 percent of female against 29.41 percent of male. A significant percentage of staff was neutral (32.58, being 34.55 female and 29.41 male) and few colleagues, corresponding to 4.49 percent (more male than female), do not feel that HoAs are committed to gender equality in the workplace.

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

- UNCT HOA Minutes of Meetings 2020 and 2021
- UN RC's public speeches from November 2020 to October 2021
- UNCT Annual Work Plan 2021
- ToRs, 2021 AWP and emails to the UNCT on the IAT-PSEA
- Results of the UN Gender and Organization Culture Survey - Botswana 2021
- Assessment of Results and Competencies (ARC) – 2020
- UNCT Annual Report 2020
- Briefings/ Presentations on UN results and commitments to gender equality

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

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

**Leadership and  
organizational culture**

#### **Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-64 percent.**

A total of 92 staff responded to the survey on the UN Gender and Organization Culture in the context of the UNCT SWAP Gender Scorecard.

Overall, the feedback was positive (strongly agree and agree). Most of the UN staff responding to the survey has a positive perception of the gender equality in the UN environment in Botswana: 59.1 percent.

While staff are less confident about the level of the leadership (HoAs) commitment on gender (61.8%) and of their support to

staff to establish an adequate relationship between work and home life (62.92), as well as the adequacy of procedures in place to prevent and address sexual harassment, exploitation and abuse of authority (62.07%), other issues gather a more positive perception among staff, both female and male, such as work arrangements to support staff to achieve adequate work-life balance (75.28%), UNCT efforts to fulfil its mandate to parity in all work levels (69.66%) and equal treatment of staff, irrespective of sex, gender identity or sexual orientation.

There is a gender gap of almost 15 percent on the positive feedback: it is higher among male staff (75.29 percent) than female staff (60.34 percent). For all indicators/ questions women have less positive perception/ understanding of gender equality in UN work environment, than men: a significant number don't feel that the UN is doing all in its capacity to promote gender equality in the work environment, they don't agree that there is equal treatment for all staff, and a significant number don't feel that HoA are supportive of staff to establish an adequate relationship between life and home life.

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

- Results of the Survey on UN Gender and Organization Culture - Botswana 2021

#### PI 4.3 Gender Parity

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

**Leadership and  
organizational culture**

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

This indicator misses the minimum requirements, because the UNCT has no mechanism in place to monitor gender parity in staffing. However, gender-disaggregated data on UN staffing across agencies was obtained through the existing detailed UN staff list. The list is updated in a regularly manner, with information disaggregated by sex, nationality, and functions. According to last updated list (July 2021), the UN in Botswana is made of a total of 167 staff, being 89 women (60 national and 23 international) and 78 men (55 national and 23 international), representing a good gender balance. The list does not provide the staff category, but only the functions. According to availed information individual agencies have their own mechanism in place that could be useful to inform a collective mechanism for the UNCT.

The current Business Operation Strategy (BOS) is also silent on which systems are in place for regular monitoring of gender parity amongst staff and lacks gender-specific actions and indicators for the pillars on human resources, procurement, ICT, communication and knowledge management.

### Gender parity data

General Service and National/International Professional Staff Category	Number of Women Staff in Category	Number of Men Staff in Category
G1	0	0
G2	0	0
G3	0	0
G4	0	0
G5	0	0
G6	0	0
G7	0	0
NOA	0	0
NOB	0	0
NOC	0	0
NOD	0	0
P1	0	0
P2	0	0

P3	0	0
P4	0	0
P5	0	0
P6	0	0
D1	0	0
D2	0	0

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

- List of Botswana UN Staff (as of June 2021)
- Botswana Business Operations Strategy 2017-2021

## Dimension Area 5: Gender Architecture and Capacities

### PI 5.1 Gender Coordination Mechanism

#### Performance Indicator 5.1:

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

**Gender architecture and capacities**

**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 work plan. (c) Members include at least 50% senior staff (P4 and above; NOC and above). (d) The group has made substantive input into the Cooperation Framework including the country analysis, strategic prioritization, results framework and M&E.**

There is a functional coordination mechanism for gender equality in the form a Gender and Human Rights Theme Group (GHRTG), conducting regular monthly meetings, currently chaired by UNFPA's Head of Agency, with terms of reference (ToR) and an annual work plan for 2020/2021 that reflects the overall priorities of the UNCT. Both the Terms of Reference and the AWP have been endorsed by the UNCT. The GHRTG has been central to obtaining positive scores on mainstreaming GEWE in the CCA, 2020; the UNSDCF (2022-2026) and in documenting UN-supported gender equality interventions and results in the Final Summative Evaluation of the Botswana-United Nations Sustainable Development Framework 2017-2021. The GRHTG has also played a technical leadership role in coordinating policy engagements and normative support to the MNIG and the GoB, in line with international conventions and instruments on human rights, disability, gender equality, social protection, HIV and youth. Despite including representation of most of the UN agencies contributing to the UNSDF (resident and non-resident), the seniority of the membership does not comply. Members of the GHRTG do not include at least 50 per cent senior staff (P4 and above; NOC and above)

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

- The group has made substantive input into the Cooperation Framework including the country analysis, strategic prioritization, results framework and M&E.
- The group has a TOR and an approved annual work plan.
- A coordination mechanism for gender equality is chaired by a HOA.

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

- Gender and Human Rights Terms of Reference and 2020 Annual Work Plan
- Gender and Human Rights Membership list
- Group's Minutes of Meetings
- Memo of meetings of the Gender and Human Rights Theme Group documenting preparatory work on gender mainstreaming strategy to input in the Cooperation framework and PPT on the inputs of the group to the discussions on the CF implementation structures and coordination mechanisms

## PI 5.2 Gender Mainstreaming Capacities

**Performance Indicator 5.2:**  
**UNCT has adequate capacities developed for gender mainstreaming**  
**APPROACHES MINIMUM REQUIREMENTS**

**Gender architecture and capacities**

### **(a) At least one substantive inter-agency capacity development activity for UN personnel has been carried out during the past year.**

There is no evidence of comprehensive trainings developed during the past year. However, information on webinar and trainings and capacity building opportunities have been widely disseminated among UN staff and members of the GHRTG and the IAT-PSEA, in the context of COVID-19 and its regulations. Staff were continuously encouraged, at the senior management level, to participate in training opportunities, as identified and shared by the RCO. In addition, the induction package for UN staff includes training by the UNDSS, including gender specific courses (I know Gender) and others targeting Sexual Violence and Exploitation issues. Individual agencies also have in place gender specific training modules in their induction plans and packages, which includes gender equality and women's empowerment commitments and related development challenges in Botswana, in line with agencies' mandates, strategies and Program documents.

In the context of the implementation of the UNCT SWAP Gender Scorecard, the RCO and UN Women SAMCO organized virtual inter-agency gender capacity development activities for the OMT, UNCG, UNHR and Pillar 3 Group on M&E. However, these capacity building interventions were not based on an UN-wide gender competence assessment and capacity building plan for the GRTG, OMT and other inter-agency working groups.

In October 26th 2021, a Town All on UN Policies on SEA was organized by the RCO in partnership with the IAT-PSEA group. The organizers were technically supported by colleagues of the Office of the Special Coordinator on improving UN response to Sexual Exploitation and Abuse (Ms. Lynne Goldberg) and DCO (Ms. Florence Bastly). The main goal of the assembly was to inform UN Staff in Botswana on UN values, policies and standards on PSEA. The Town-hall was mainly a call to action for UN organizations on Protection from Sexual Exploitation and Abuse (PSEA). Colleagues had the opportunity to recall the SG's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse (ST/SGB/2003/13) and to review the IAT-SEA's progress and materials. The town-hall has served as a dialogue platform about the importance of the issue, how and why things go wrong and why organizations need to act to prevent SEA.

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

- Virtual Recordings of the Gender online engagements and trainings supported by the UN Women SAMCO and RCO.
- Roadmap for the implementation of the UNCT SWAP Gender Scorecard (2021)
- Schedule of online engagements and trainings with different inter-agency teams in the context of the UNCT SWAP Gender Scorecard (2021)
- Agenda of the Town-All on UN Policies on SEA.

## Dimension Area 6: Financial Resources

### PI 6.1 Resource Allocation & Tracking

**Performance Indicator 6.1:**  
**Adequate resources for gender mainstreaming are allocated and tracked**  
**MISSING REQUIREMENTS**

**Resources**

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

The UNCT does not have a mechanism for setting financial targets for programme allocations to GEWE, tracking and reporting financial resources spent on gender capacity building, consultants, advocacy events and development interventions. The UNCT does not have a system to track and utilize country-level budgetary data to ensure adequate allocation of resources for

GEWE e.g., a gender marker system for the CBF and BOS. However, under the new UNSDCF a gender marker is to be developed and trainings to be provided for its implementation. Discussions are ongoing, in line with the UNSDCF guidelines, to set a target for resource allocations to GEEW in the context of the elaboration of the UN Joint Partnership and Resources Mobilization Strategy.

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

- Online interviews with the IAT for the Scorecard and the GHRTG; results of online interactions with the OMT;
- UN Botswana Business Operations Strategy 2017-2021;
- UNCT Botswana detailed budget 2021

Dimension Area 7: Results

PI 7.1 GEWE Results

<div> Performance Indicator 7.1:  UN programmes make a significant contribution to gender equality in the country  <b>APPROACHES MINIMUM REQUIREMENTS</b> </div>	Results
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**(a) The UNCT has achieved or is on track to achieve some gender equality and empowerment of women results as planned in the Cooperation Framework outcomes in line with SDG priorities, including SDG 5.**

Evidence in the Summative Evaluation of UNSDCF 2017-2021, CEDAW Report and Beijing +25 reports, shows that the UNCT is on track to achieve some gender results in line with SDGs, but more needs to be done to demonstrate UN’s contributions to GEWE at outcome level of the UNSDCF and all SDG 5 targets.

The UN cooperation with Botswana is implemented through the provision, among others, of support to policy development, technical assistance and capacity building for the implementation of initiatives that contribute to ending gender-based violence, efforts to improve WEE and WLPP, and also normative support to ensure gender responsive governance striving to ensure that policy, legal and programmatic interventions are aligned with international commitments on gender. The UN also supports partnerships and resources mobilization, knowledge dissemination based on national studies conducted and the sharing of international norms, standards, practices, and guidance tools. The UN has also been playing a key role to support advocacy for the ratification and domestication of international conventions on human rights issues affecting women and girls, guided by the principle of Leaving No One Behind. Examples of this are the launching of the HeForShe campaign in 2017, the UN Secretary-General UNITED against GBV campaign as well as the annual 16 days of activism campaign, Women’s and Girls Body Autonomy, the Sexual Exploitation and Abuse of Children and GBV campaign, among others.

On policy development, the UN has, for example, supported the following: (i) development of the National Policy on Gender and Development and its National Strategy; (ii) the National Strategy Towards Ending Gender-Based Violence; (iii) the Advocacy and Social Mobilization Guidelines; (iv) the First Lady’s Strategy for the Empowerment and Engagement of Adolescents and Young People in Botswana, which addresses GBV from the youth Perspective, and (v) the latest approved National Strategy for PwD.

The UN has also supported the development of a comprehensive gender assessment in agriculture – “National Gender Profile of Agriculture and Rural Livelihoods”. UN’s support also included the review of the Agricultural Policy and development of a strategy on Gender and Agriculture as part of the new policy. This activity was implemented and finalized in 2019, but both policy documents are still to be approved.

GBV has been a key thematic area of UN joint support, through the implementation of a Joint Programme, advocacy initiatives and policy support. The UN Joint Gender Programme on addressing Gender Based Violence (GBV), is a joint programmatic framework (UNJGP), signed with the Government of Botswana, whose implementation started in 2018. Its implementation has contributed so far to strengthen GBV prevention and response in line with national policies, laws and strategies. Interventions under the program cover a range of diverse activities using different strategies: capacity building, policy dialogue, community mobilization, public education, advocacy and awareness-campaigns, conduct assessments and

studies, development of guidance, manuals and tools for harmonized and quality services provision in line with international norms and standards, mechanism to enhance women's access to justice, among others. During 2020, the UN supported the Department of Gender Affairs to develop and implementation the National GBV COVID-19 response plan, with the following milestones achieved so far: a nationwide awareness raising campaign on GBV conducted; and ensuring availability to GBV victims of legal aid through the program Legal Aid Botswana. Support was also provided to Botswana Red Cross Society to roll-out a GBV and COVID-19 awareness response through the Local Emergency Operation Centers and involving private sector and media.

Prior to this, in 2017, the UN also joined the MNIG and Gender Links, to bring alive the Botswana National Relationship Study. The study is a follow-up to the initial 2012 baseline study, but the first of its kind, as it is broader in sample size (including all districts), in scope (to cover experiences of violence by both men and women) and in ensuring the principle of LNOB (dedicated lens on vulnerable groups, such as women with disabilities or links with HIV-AIDS). This report provides comprehensive data on GBV in the country, both intimate partner violence and non-partner violence, and brings into discussion correlations between mental health and GBV, alcohol consumption and GBV, child sexual abuse and rape in adulthood among women and men, gender attitudes around rape and violence, among other topics.

In addition, the UN is currently providing technical assistance to the Office of the First Lady, through a dedicated technical staff allocated to her office, in support to the implementation of her Strategy. In the same modality, but this time in the Ministry of Finance and Development, the UN ensured a dedicate staff to support the overall coordination of the implementation of the Joint Program on SDG-F.

When it comes to Women's Economic Empowerment, the UN has recently worked on initiatives related to Women and Trade, as an opportunity to add Batswana's voices and perspectives to the project of an African Protocol for Women in Trade, to be included in the Africa Trade Agreement. This is the third year of AWOME (Advancing Women Entrepreneurship) programme, which is being implemented with women in the OKAVANCO Delta, as part of a regional program.

The UN periodically provides technical support to Botswana in fulfilling its treaty reporting obligations as a State party to the CEDAW since 1996. The most recent example was the report prepared and submitted by Botswana in 2017, with UN technical support. UNCT also plays an instrumental role in the follow up of the submissions of the Country. In 2019, through a training workshop, the UN supported Botswana to respond to the list of issues raised by the CEDAW Committee based on the State report, an important preparation for the constructive dialogue with the CEDAW Committee.

Support was also provided on the elaboration of the country's Beijing+25 report, which highlights key progresses, challenges, and priorities in the implementation of this global platform of Action.

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

- Summative evaluation of the UNSDF 2017-2021;
- UNCT Annual Report, 2020
- UNCT Coordination Results, 2020
- UNCT Gender Results Report (2017-2021)

## 8. UNCT in Botswana Action Plan

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

Link to Performance Indicator	Action Points
<b>Dimension 1 - Planning</b>	

1.1 Common Country Analysis	1.1.1 Support UNCT to deepen gender analysis in the updated Common Country Assessment (CCA), in particular, gender in climate change and economic opportunities;
1.2 Cooperation Framework Outcomes	1.2.1 Develop a system, which includes fast tracking-tools, to facilitate the CF Results Groups to ensure gender mainstreaming in their JWP and in UN joint programmes;
1.3 Cooperation Framework Indicators	1.3.1 Undertake a technical training initiative for MEL group on gender sensitive M&E at least once during the UNSDCF (2022-2026);
<b>Dimension 2 – Programming and M&amp;E</b>	
2.1 Joint Programs	2.1.1 Foster partnership with the government on the development of joint program on gender equality within the UNSDCF cycle; 2.1.2 Conduct a mapping of opportunities for joint programmes on gender equality and potential donors & partners
2.2 Communication and Advocacy	2.2.1 Organize national events for visibility of UN's milestones and contributions to GEWE (e.g. Women's Day, 16-Days of Activism, Children's Day extra). 2.2.2 Provide technical support to UNCG on mainstreaming GEWE in the One-UN Communication Strategy and Work Plans, through the developed of targeted trainings, check-lists, do and don not lists, thematic discussions, among others. 2.2.3 Identify and work with gender advocates from the media, sports, creative arts, politics, business, traditional and religious institutions to enhance the visibility of UN's work on GBV, HIV, COVID-19 and SDG localization, during online and public events.
2.3 Cooperation Framework M&E	2.3.1 Support The use of gender disaggregated data in policy engagement and public events RCO, Gender Result and Theme Group, MEL and UNCG
<b>Dimension 3 - Partnerships</b>	
3.1 Government Engagement	3.1.1 Strengthen MNIG's participation in UNSDCF consultations and processes 3.1.2 Organize and institutionalize regular briefings, consultation meetings with MNIG 3.1.3 Engage relevant government departments to report on SDG implementation and Beijing +30.
3.2 GEWE CSO Engagement	3.2.1 Facilitate the participation of national GEWE actors from government, CSOs and private sector in governance and implementation structures, mechanisms and processes of the UNSDCF (2022-2026), including in the formulation of and reporting against JWPs 3.2.2 Support tailored technical support to civil society actors on advocacy techniques and tools; gender mainstreaming; gender responsive data; gender normative framework and global agendas, networks and coalition 3.2.3



	Support the establishment of a network of CSOs working on Gender equality (COS advisory groups)
<b>Dimension 4 – Leadership and Organizational Culture</b>	
4.1 Leadership	4.1.1 Support RCO and HoAs with data-based content that speaks out for GEWE at public functions and social media.
4.2 Organizational Culture	4.2.1 Provide technical support to OMT on mainstreaming gender in the BOS and CBF (gender review and inputs to the OMT and develop tools to support gender mainstreaming in the BOS); 4.2.2 Support OMT to provide an annual update to UNCT on gender parity on HR, Procurement and Common Budget Services in the context of implementation of the UNSDCF 4.2.3 Support UNCT investments in disability-friendly office spaces, break-away rooms and green spaces that enable staff to hold informal gender chats on personal experiences of parenting, healthy lifestyles, workload distribution and other real-life concerns. 4.2.4 Integrate spot-checks on work-life balance and workplace harassment in UNCT visits to field offices and back-to-office reports. 4.2.5 Support UNCT to implement UN corporate standards and accountability mechanisms for prevention of sexual harassment (SH) and sexual exploitation and abuse (SEA) in place.
4.3 Gender Parity	4.3.1 Drawing on existing agencies mechanisms, develop an online tool to support OMT to track and report to UNCT on gender parity among staff; 4.3.2 Support the RC to integrate and track results on gender parity in the performance reviews of HR managers and HoAs 4.3.3 Organize an annual capacity building session for HR managers on gender parity in recruitment and performance reviews.
<b>Dimension 5 – Gender Coordination and Capacities</b>	
5.1 Gender Coordination Mechanism	5.1.1 Update the ToRs and rolling annual work plan for the Gender Results Theme Group
5.2 Gender Capacities	5.2.1 Undertake a capacity building event for all inter-agency working groups on the UNCT Gender Marker during the drafting process of formulating JWPs and the BOS ;
<b>Dimension 6 - Resources</b>	
6.1 Financial Resources	6.1.1 Develop a gender marker to track UNCT resources allocated to contribute to gender equality 6.1.2 Undertake a capacity building event for all inter-agency working groups on the UNCT Gender Marker during the drafting process of formulating JWPs and the BOS
<b>Dimension 7 - Results</b>	



7.1 GEWE Results	7.1.1 Support the UNCT to network and showcase innovative practices on GEWE at international platforms (e.g. Commission on the Status of Women (CSW) and the UN High-level Political Forum on SDGs).
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## 9. Supporting Evidence

<b>PI1.1: Indicator 1.1: Common Country Analysis integrates gender analysis</b> <b>EXCEEDS MINIMUM REQUIREMENTS</b>		Planning
Category	Documents	
CCA or equivalent	<a href="#">BOTSWANA COMMON COUNTRY ANALYSIS (CCA) 2020</a>	

<b>PI 1.2: Indicator 1.2: Gender equality mainstreamed in Cooperation Framework outcomes</b> <b>EXCEEDS MINIMUM REQUIREMENTS</b>		Planning
Category	Documents	
Cooperation Framework	<a href="#">sample-v6 UNSDCF Botswana 2022 2026 (0712021)</a>	

<b>PI 1.3: Indicator 1.3: Cooperation Framework indicators measure changes on gender equality</b> <b>EXCEEDS MINIMUM REQUIREMENTS</b>		Planning
Category	Documents	
Cooperation Framework results framework	<a href="#">sample-v6 UNSDCF Botswana 2022 2026 (0712021)</a>	

<b>PI 2.1: Indicator 2.1: Joint programmes contribute to reducing gender inequalities</b> <b>MEETS MINIMUM REQUIREMENTS</b>		Programming and M&E
Category	Documents	
Joint Programmes documents	<a href="#">FINALS~1</a>	
Joint Programmes documents	<a href="#">UN JOINT GENDER PROGRAMME</a>	
Joint Programmes documents	<a href="#">UNCT Botswana Joint Programmes Aug2021</a>	
Joint Programmes documents	<a href="#">National COVID-19 GBV Action Plan UNCT inputs</a>	

<b>PI 2.2: Indicator 2.2: Communication and advocacy address areas of gender inequality</b> <b>EXCEEDS MINIMUM REQUIREMENTS</b>		Programming and M&E
Category	Documents	
Communication/Advocacy	<a href="#">2021 Workplan UNCG Botswana</a>	
Communication/Advocacy	<a href="#">LETTER~1</a>	
Communication/Advocacy	<a href="#">UNBOTS~1</a>	
Communication/Advocacy	<a href="#">WITBFL~1</a>	
Communication/Advocacy	<a href="#">WOMEN'~1</a>	

<b>PI 2.3: Indicator 2.3: Cooperation Framework monitoring and evaluation measures progress against planned gender equality results</b> <b>MEETS MINIMUM REQUIREMENTS</b>		Programming and M&E
Category	Documents	
Cooperation Framework reviews/monitoring data	<a href="#">1-12-2~1</a>	
Cooperation Framework reviews/monitoring data	<a href="#">Draft TOR- UNSDF 2017-2021 Evaluation v2</a>	
Cooperation Framework reviews/monitoring data	<a href="#">Evaluation Report Summary (2)</a>	
Cooperation Framework reviews/monitoring data	<a href="#">UNSDf Evaluation Management Response</a>	

<b>PI 3.1: Indicator 3.1: UNCT collaborates and engages with government on gender equality and empowerment of women</b> <b>EXCEEDS MINIMUM REQUIREMENTS</b>		Partnerships
Category	Documents	
Government engagement	<a href="#">007-IN~1</a>	
Government engagement	<a href="#">023-RE~1</a>	
Government engagement	<a href="#">ACTFOR~1</a>	
Government engagement	<a href="#">GENERA~1</a>	
Government engagement	<a href="#">National COVID-19 GBV Action Plan UNCT inputs</a>	

<b>PI 3.2: Indicator 3.2: UNCT collaborates and engages with women's/gender equality civil society organizations</b> <b>EXCEEDS MINIMUM REQUIREMENTS</b>		Partnerships
Category	Documents	
GEWE CSO engagement	<a href="#">BOTSWANA CSO POSITION TO CSW FINAL FINAL (1)38538 - Feb 2021</a>	
GEWE CSO engagement	<a href="#">CEDAW Recommendations to Botswana 2019 Booklet draft</a>	

GEWE CSO engagement	<a href="#">CONSUL~1</a>
GEWE CSO engagement	<a href="#">WOMEN~1</a>
GEWE CSO engagement	<a href="#">BOTSWA~1</a>

<b>PI 4.1: Indicator 4.1: UNCT leadership is committed to championing gender equality</b> <b>MEETS MINIMUM REQUIREMENTS</b>		Leadership and Organizational Culture
Category	Documents	
RC communications	<a href="#">4 UNCT MOM for 6 April 2021</a>	
RC communications	<a href="#">Botswana RC-UNCT workplan 2021- FINAL</a>	
RC communications	<a href="#">GEF 30June Zia speech GEF</a>	
RC communications	<a href="#">RC Speech 25 Nov 2020</a>	
RC communications	<a href="#">Survey Botswana ALL</a>	

<b>PI 4.2: Indicator 4.2: Organizational culture fully supports promotion of gender equality and empowerment of women</b> <b>APPROACHES MINIMUM REQUIREMENTS</b>		Leadership and Organizational Culture
Category	Documents	
Organizational culture survey results	<a href="#">Survey Botswana ALL</a>	
Organizational culture survey results	<a href="#">Survey Botswana FEMALE</a>	
Organizational culture survey results	<a href="#">Survey Botswana MALE</a>	

<b>PI 4.3: Indicator 4.3: Gender parity in staffing is achieved</b> <b>MISSING REQUIREMENTS</b>		Leadership and Organizational Culture
Category	Documents	
UNCT BOS	<a href="#">Botswana - BOS 1.0 2017-2021 (2)</a>	
Human Resource documents	<a href="#">UN BOTSWANA STAFF LIST - 30 JUNE 2021</a>	

<b>PI 5.1: Indicator 5.1: Gender coordination mechanism is empowered to influence the UNCT for gender equality and empowerment of women</b> <b>MEETS MINIMUM REQUIREMENTS</b>		Gender Architecture and Capacities
Category	Documents	
GTG TOR/AWP	<a href="#">2021 GHRTG Botswana Annual Workplan 16042021</a>	

GTG TOR/AWP	<a href="#">FINALT~1</a>
GTG TOR/AWP	<a href="#">Meeting Minutes #1 8February2021</a>
GTG TOR/AWP	<a href="#">MEMBER~1</a>
GTG TOR/AWP	<a href="#">PPP_Meeting9August2021_Gender and Human Rights Theme Group_CF Structures_fn (2) (002)</a>

<b>PI 5.2: Indicator 5.2: UNCT has adequate capacities developed for gender mainstreaming</b> <b>APPROACHES MINIMUM REQUIREMENTS</b>		<b>Gender Architecture and Capacities</b>
Category	Documents	
Capacity development	<a href="#">Botswana Roadmap for implementation of the UNCT Gender Scorecard vef</a>	
Capacity development	<a href="#">Schedule of meetings and gender scorecard trainings for inter-agency working groups</a>	
Capacity development	<a href="#">VIRTUAL TOWN-HALL on PSEA_05102021_FN_Botswana</a>	

<b>PI 6.1: Indicator 6.1: Adequate resources for gender mainstreaming are allocated and tracked</b> <b>MISSING REQUIREMENTS</b>		<b>Financial Resources</b>
Category	Documents	
Financial resources	<a href="#">Botswana - BOS 1.0 2017-2021 (2)</a>	
Financial resources	<a href="#">BUDGET- CS 2021 28012021_2.1</a>	

<b>PI 7.1: Indicator 7.1: UN programmes make a significant contribution to gender equality in the country</b> <b>APPROACHES MINIMUM REQUIREMENTS</b>		<b>Results</b>
Category	Documents	
Cooperation Framework reviews/monitoring data	<a href="#">Evaluation Report Summary (2)</a>	
Cooperation Framework reviews/monitoring data	<a href="#">Strategic Summary of Coordination Results - Botswana - 2020 - Export - 12-10-2020 (6)</a>	
Cooperation Framework reviews/monitoring data	<a href="#">UNBOTS_GENDER RESULTS AND PLANS_2021</a>	
Cooperation Framework reviews/monitoring data	<a href="#">UNDCO RESULTS REPORT TEMPLATE_19 March 2021-BWA (1)</a>	

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

FOR MORE INFORMATION ON THE UNCT-SWAP GENDER EQUALITY SCORECARD

PLEASE VISIT

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

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

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