UNITED NATIONS CAMBODIA

UNCT-SWAP Gender Equality Scorecard

Assessment Report and Action Plan

United Nations Country Team in Cambodia

Phnom Penh, Cambodia

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Acronyms

AWP	Annual Work Plan
BOS	Business Operations Strategy
CARD	Council for Agriculture and Rural Development
CCA	Common Country Analysis
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CG	Communications Group
CNCW	Cambodian National Council for Women
CSO	Civil Society Organization
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GEEW	Gender Equality and the Empowerment of Women
GEWE	Gender Equality and Women's Empowerment
HOA	Heads of Agency
IAT	Interagency Team
ILO	International Labour Organization
IPV	Intimate Partner Violence
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
M&E	Monitoring and Evaluation
MOEYS	Ministry of Education, Youth and Sport
MOH	Ministry of Health
MOI	Ministry of Interior
MOINF	Ministry of Information
MOLVT	Ministry of Labour and Vocational Training
MOSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation
MOWA	Ministry of Women's Affairs
OHCHR	United Nations Office of the High Commissioner for Human Rights
OMT	Operations Management Team
PSEA	Prevention of Sexual Exploitation and Abuse
RC	Resident Coordinator
RCO	Resident Coordinator Office
RGC	Royal Government of Cambodia
SDG	Sustainable Development Goal
SWAP	System Wide Action Plan
TWG-SP&FSN	Technical Working Group – Social Protection and Food Security and Nutrition
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNAKRT	United Nations Assistance to the Khmer Rouge Trials
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United National Development Program

UNFPA	United Nations Population Fund
UNIDO	United Nations Industrial Development Organization
UNSDCF	United Nations Sustainable Development Country Framework
UNSDG	United Nations Sustainable Development Group
UNTG-G	United Nations Theme Group on Gender
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNW CCO	UN Women Cambodia Country Office
UNW ROAP	UN Women Regional Office for Asia and the Pacific
VNR	Voluntary National Review

1 Context

The work of the United Nations Country Team (UNCT) in Cambodia is guided by the United Nations Development Assistance Framework (UNDAF) 2019-2023 structured around five priority areas, People, Prosperity, Planet, Peace and Urbanization, and respective outcomes as follows:

- People – Expanding Social Opportunities
- Prosperity – Expanding Economic Opportunities
- Planet – Supporting sustainable living
- Peace – Strengthening participation and accountability
- Urbanization – Managing Urbanization

At the time of the UNCT-SWAP Gender Equality Scorecard Exercise in Cambodia, the UN System in Cambodia is in the second year of the implementation of the UNDAF 2019-2023 and has been operating within the global COVID-19 pandemic since March 2020.

2 Background

The UNCT-SWAP Gender Equality Scorecard is a globally standardized rapid assessment of UN country level gender mainstreaming practices. The framework is designed to foster adherence to minimum requirements for gender equality processes across the UN System set by the United Nations Sustainable Development Group (UNSDG). The UNCT-SWAP Gender Equality Scorecard focuses on the performance of the UN System as a whole. By focusing on gender mainstreaming processes at the country level, the tool highlights the growing importance of interagency collaboration and coordination to achieve gender equality and the empowerment of women (GEEW) results at the country level.

The Scorecard was endorsed by the United Nations Development Group (UNDG, now the UNSDG) in 2008, in response to the UN Chief Executive Board for Coordination 2006 Policy on Gender Equality and the Empowerment of Women (CEB/2006/2) to establish an accountability framework for assessing the effectiveness of gender mainstreaming by UN Country Teams. The UNCT SWAP Gender Equality Scorecard has been aligned with the UN System Wide Action Plan (UN SWAP[1]) to ensure a coherent accountability framework at country, regional and HQ levels.

The Scorecard is an accountability framework that promotes improved planning, coordination, programming and results for GEEW at the country level, tied to support to Member States to achieve the SDGs. The Scorecard supports UNCTs in self-assessing and reporting on their standing with response to a set of Performance Indicators drawn from inter-governmental mandates, and based on review and

[1] The UN SWAP focuses on corporate processes and institutional arrangements at the individual entity level, and was extended to cover development and normative results tied to the SDGs in 2018.

analysis of UNCT processes. The Scorecard was updated in 2018 based on a review of past UNCT experience, and innovative ideas and lessons from other UN gender accountability frameworks[2].

3 Assessment Objectives and Methodology

3.1 Objectives

The UNCT-SWAP Gender Equality Scorecard assesses the UN system's performance in gender mainstreaming across seven (7) dimensions, namely: 1) Planning, 2) Programming and Monitoring and Evaluation (M&E), 3) Partnerships, 4) Leadership and Organizational Culture, 5) Gender Architecture and Capacities, 6) Resources and 7) Results. Data and evidence are analyzed in accordance with the fifteen (15) dimension-related indicators and minimum requirements outlined in the UNCT-SWAP Gender Equality Scorecard – 2018 Framework and Technical Guidance.

The purpose of the exercise in Cambodia is to assess the effectiveness of the UNCT in gender mainstreaming and the promotion of gender equality and women's empowerment (GEWE) for the period of the current UNDAF cycle up to 2020, and to develop an action plan that will help improve performance over the remaining UNDAF period (2021-2023).

The specific objectives of the assessment are as follows:

- To assist the UNCT in identifying areas in which they are meeting or not meeting minimum requirements
- To stimulate constructive dialogues within the UNCT about the current status of support for gender equality and women's empowerment and how it can be improved
- To identify where technical assistance can support the achievement of minimum requirements
- To share good practices in supporting national priorities to advance gender equality and women's empowerment.

3.2 Methodology

The UNCT-SWAP Gender Equality Scorecard methodology consists of four levels of the scoring system:

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

[2] Notably UNDP's Gender Equality Seal, ILOs Participatory Gender Audit and the Inter-Agency Standing Committee Gender Marker

The UNCT scores as “approaches”, “meets”, or “exceeds” minimum requirements, based on which criteria it meets for each indicator. If the UNCT fails to meet the criteria under “approaches minimum requirements”, the indicator is scored as “missing”. Most of the 15 indicators contain multiple criteria.

“Meeting minimum requirements” should be seen as the starting point from which the UNCT should wok to deepen efforts to “exceed minimum requirements”, thereby achieving better results and serving as leaders on advancing gender equality.

3.3 IAT Configuration and Responsibilities

The UNCT-SWAP Gender Equality Scorecard methodology has been designed to be participatory to foster deeper understanding and ownership of results. To ensure a solid knowledge base on joint UN system actions, the UNCT-SWAP Interagency Team (IAT) was comprised of 18 representatives from the Resident Coordinator Office (RCO) and 8 UN Agencies (FAO, OHCHR, UNAIDS, UNDP, UNFPA, UNIDO, UN Women), and including the UN Theme Group on Gender (UNTG-G), Monitoring and Evaluation (M&E) Focal Persons from the UNDAF Results Groups, Communications Group (CG), and Operations Management Team (OMT).

Following the endorsement at the UNCT Heads of Agency (HOA) meeting in November 2020, the IAT members familiarized themselves with the UNCT-SWAP Gender Equality Scorecard process and guidance on the dimensions and indicators. This involved a presentation and discussion on the indicators, scoring criteria, evidence required and means of verification for each indicator in the technical guidance before the start of the assessment. This was initially led by the UNCT-SWAP Scorecard focal person for the UN Women Cambodia Country Office (CCO) in June and July 2020 and later with remote technical support of a consultant with UN Women CCO from November to December 2020.

To facilitate IAT group work, cluster coordinators for each group of indicators were assigned and communicated directly with the UNCT-SWAP consultant coordinator. Following the formation of the IAT, two to four person teams took the responsibility to gather and review the data against each indicator or group of indicators, with strong support from the RCO and UN Women CCO, and conducted preliminary assessments. The consultant with support from the UN Women Regional Office for Asia Pacific (ROAP) provided remote support to IAT members to review the process, guidelines and documents, verify the data, reviewed the tentative “score” for each indicator using the provided template and noted any gaps or other issues. The preliminary assessments were presented and briefly discussed at a IAT meeting in early December for consensus and were then circulated for final review, along with draft action points. The preliminary indicator assessments and draft action points were also sent to UN Women ROAP and the UN Women Gender Scorecard Helpdesk in December for quality review and feedback was incorporated into the final assessments.

The final indicator assessments and draft action points were circulated to the UNCT HOA in early January 2021 for review. The UN Women CCO consultant made a summary presentation at the UNCT HOA meeting on 12 January 2021, highlighting indicator scores and areas for improvement.

4 Management of Assessment

The assessment process was managed by UN Women as Chair of the UN Theme Group on Gender Equality, with support from the Resident Coordinator's Office. The process initially started in June 2020 until July 2020 in the midst of the COVID-19 pandemic with four IAT members, and was picked up again from October 2020 to December 2020, with 18 IAT members.

5 Findings

The assessment found that the UN system in Cambodia has met (4) or exceeded (1) minimum requirements for five (34 percent) out of the fifteen indicators. Eight (53 percent) indicators have been scored as "approaching minimum requirements", while two (13 percent) indicators have been scored as "missing minimum requirements. The graph and table below provide a detailed picture of the score for each indicator.

Figure 1: Cambodia UNCT-SWAP Gender Equality Scorecard Results Overview 2020

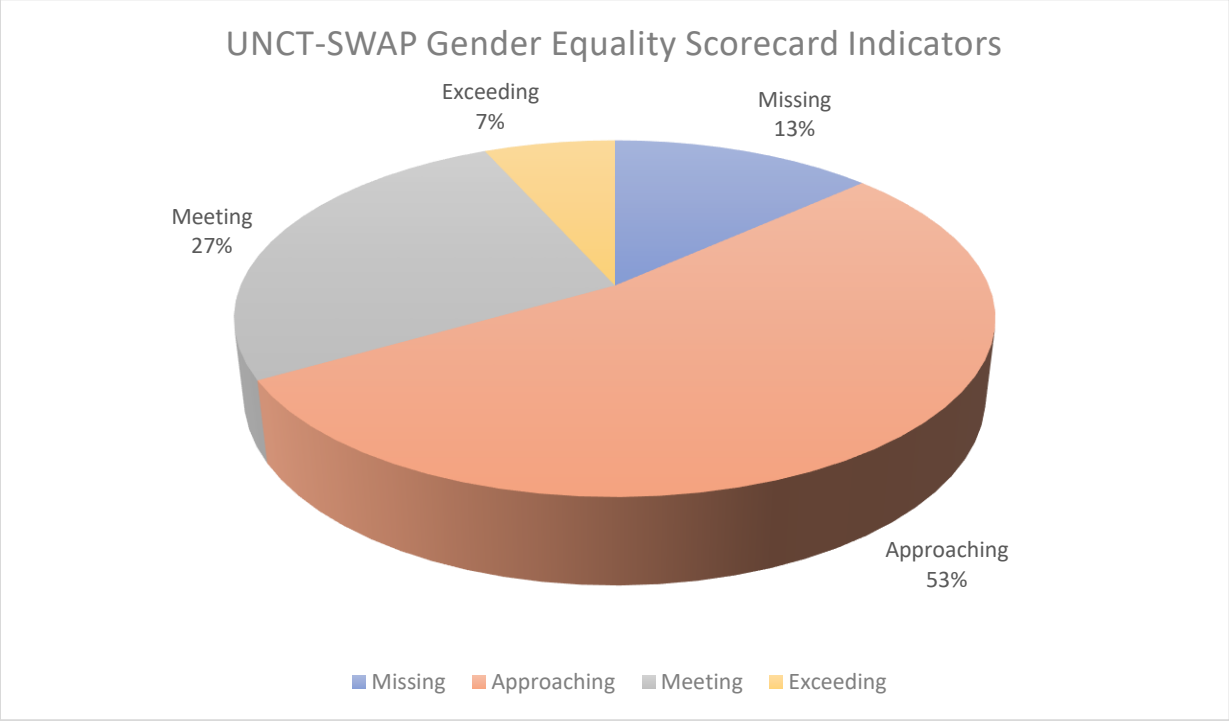


Table 1: Cambodia UNCT-SWAP Gender Equality Scorecard Results by Dimension and Indicator – 2020

	Scoring			
Dimensions and Indicators	**Missing Minimum Requirements**	**Approaching Minimum Requirements**	**Meeting Minimum Requirements**	**Exceeding Minimum Requirements**
1. Planning				
1.1 Common Country Analysis				
1.2 UNDAF Outcomes				
1.3 UNDAF Indicators				
2. Programming and M&E				
2.1 Joint Programs				
2.2 Communications and Advocacy				
2.3 UNDAF M&E				
3. Partnerships				
3.1 Engagement Government				
3.2 Engagement GEEW CSO				
4. Partnerships				
4.1 Leadership				
4.2 Organizational Culture				
4.3 Gender Parity				
5. Gender Architecture and Capacities				
5.1 Gender Coordination Mechanism				
5.2 Capacity Development				
6. Resources				
6.1 Resource Tracking and Allocation				
6 Results				
7.1 Results				

5.1 Findings Overview by Dimension

5.1.1 Planning:

The indicators under this dimension focus on gender sensitivity of the Common Country Analysis (CCA) and UNDAF Outcomes and Indicators. The Cambodia CCA is scored "approaching minimum requirements" as some sectors lacked gender analysis, and gender sensitive and/or sex disaggregated data was not used consistently. For UNDAF Outcomes, the score is approaches minimum requirements as only some Outcomes (1, 2 and 4) visibly mainstreamed gender while others lacked substantive gender analysis and description. For UNDAF Indicators, the score is meets minimum requirements as 45.5 percent of the indicators (20 of 44) are gender sensitive and track progress against GEWE.

5.1.2 Programming and Monitoring and Evaluation (M&E)

The indicators under this dimension focus on gender mainstreaming and gender sensitivity in joint programmes, communication and advocacy and UNDAF M&E. The team assessed six out of eight Joint Programmes (JPs) and found that three of the six JPs visibly mainstreamed gender, one did not address gender, one lacked gender sensitive indicators and one results framework was not available for assessment. The JP indicator is scored "approaching minimum requirements" as only half of the JPs mainstreamed gender. There is no JP specifically targeting gender equality and there is an absence of a formal screening system to ensure gender mainstreaming in JPs. For Communications and Advocacy, the score is "approaching minimum requirements" as there is substantial evidence that the UN has conducted several joint events, campaigns and activities related to GEWE involving at least 3 UN Agencies, government stakeholders and GEEW CSOs, and the UN has pro-actively supported LGBTIQ activists to advocate for inclusive and gender responsive policies and services (non-traditional thematic area), however the Communications Group lacks an Annual Work Plan which limits systematic planning and monitoring of gender specific communications and advocacy.

For UNDAF M&E, the score is also "approaching minimum requirements" as while the UNDAF Results Report 2019 and UNDAF Results Matrix monitoring sheets contain progress against some gender specific indicators, specifically for Outcomes 1 and 4, and to some extent Outcome 5, there is no updated information against indicators in Outcomes 2 and 3. Furthermore, targeted gender training on gender sensitive M&E has not taken place for M&E focal points in the UNDAF Results Groups.

5.1.3 Partnerships:

The partnership dimension measures UN system engagement with the government system, including the national women's machinery in Cambodia, as well as engagement with GEEW CSOs. Partnerships were a strong area of focus for the UNCT in Cambodia. For joint engagement with government, the score is "exceeding minimum requirements", with several UN agencies joining to provide technical support for the National Action Plan to Prevent Violence Against Women 2019-2023 (NAPVAW III), under the leadership of the Ministry of Women's Affairs (MOWA) and to ensure gender is mainstreamed in the National Strategy for Food Security and Nutrition (NSFSN) 2019-2023. The UNCT actively and extensively engaged the government especially the national women machinery in all UNDAF processes while also strengthening the data and statistical architecture and capabilities across the line ministries, Ministry of

Planning and National Institute of Statistics and provided technical assistance on gender statistics and indicators with government officials/ministries.

For Indicator 3.2 which measures engagement with GEEW CSOs, the score is "meeting minimum requirements" as the UNCT actively joined and supported several initiatives to foster GEEW including CSO monitoring of CEDAW, CSO coalition for gender equality through movement building and feminist transformative leadership, and awareness raising activities for International Women's Day, 16 Days of Activism against GBV and a national policy dialogue on the rights of LGBTIQ people and communities. While GEEW CSOs were involved in many aspects of UNDAF consultations, they have not been involved in UNDAF monitoring processes to date, and while GEEW CSOs were involved in SDG localization consultations and the 2019 Voluntary National Review (VNR) process, their contribution on gender related matters was limited.

5.1.4 Leadership and Organizational Culture:

The indicators under this dimension assesses the UNCT performance in leadership for GEEW, organizational culture with regards to gender related issues and gender parity within the UN System. For leadership, the score is "meeting minimum requirements" as evidence shows the Resident Coordinator (RC) has public championed gender equality on numerous occasions through speeches, press releases and virtual events on issues such as promoting women's entrepreneurship, impact of COVID-19 on women, gender role models and campaigns on elimination of violence against women, however only 33 percent of UNCT HOA meetings included gender equality as an agenda item. Heads of Agencies are regarded by a significant majority of staff (83 percent of survey respondents) as committed to gender equality in the workplace. The RC and UNCT Performance of Results[3] for 2019 incorporates gender equality through activities, but not objectives or goals, so this is an area for further improvement.

The survey on gender in organizational culture assessed three areas: gender equality in the workplace, discrimination and personal security, and work life balance. Overall 79 percent of respondents have a positive perception across all 10 survey questions, with 13.5 neutral and 7.5 percent negative, allowing for a "meeting minimum requirements" score. The highest scores (over 80 percent) were on HOA and UNCT commitment to gender equality in the workplace, UN having adequate procedures to protect personal safety and UN efforts to achieve equal representation of women and men while the lowest scores (72-75 percent) were about work life balance. Of note is that on average, male respondents were more positive than females across all areas, with males as a group providing an overall positive rating of 84 percent compared to females' positive rate of 73 percent, over 10 percent higher. Reasons for differences in male and female perceptions require qualitative assessments.

The indicator on gender parity in the UN system scored "missing minimum requirements" as the UNCT does not have a mechanism in place to monitor gender parity in staffing at all levels, and there is an absence of gender parity overall as women comprise only 44.3 percent of all staff. Gender parity is reached for international staff levels and for national staff at mid-level staff categories but not at General Service

[3] The RC and UNCT Performance of Results in 2019 replaced the Assessment of Results and Competencies (ARC)

level and is especially low at the Senior Level. The Business Operations Strategy (BOS) developed in 2020 does not include any gender specific actions across the six domains, but there is an opportunity to incorporate GEEW in the BOS review scheduled for 2021.

5.1.5 Gender Architecture and Capacities:

This dimension refers to gender coordination mechanism and gender capacities across agencies and within the UN system. The indicator on gender architecture scores as "approaching minimum requirements" as the UN Theme Group on Gender (UNTG-G) is chaired by the head of UN Women, meets regularly, has a TOR and made substantial inputs into the UNDAF processes, including the CCA, gender reviews of Outcomes, Indicators and Results Matrix and participates in annual reviews. However, the UNTG-G did not develop an AWP for 2020 for UNCT endorsement and only 29 percent of UNTG-G members are senior staff of UN Agencies, thus limiting their ability to influence on gender related matters with the UNCT.

The indicator on gender capacities scores as "approaching minimum requirements" as the UN has had several interagency gender related capacity development activities including a learning session on Intimate Partner Violence (IPV), localizing IPV guidelines, E-training on Gender Equality Markers and a dialogue on gender statistics with several UN Agencies. However, there is no capacity development plan on gender based on a system-wide capacity assessment on gender and there is no centrally coordinated induction package that includes GEEW for new UNCT members. These are both areas for improvement.

5.1.6 Resources:

The indicators in this dimension measure UNCT capacity on implementing gender markers and setting financial targets for GEEW. The score is "missing minimum requirements" as the UNCT has not yet carried out a capacity building event on the gender marker, though discussions are underway at the UNTG-G on follow up measures to move forward with the GEM in Cambodia, and the UNCT has not set a target for resource allocation to GEEW. These are areas for improvement.

5.1.7 Results:

The assessment revealed that the indicator for this dimension is "approaching minimum requirements". This is the second year of the UNDAF 2019-2023 implementation and it is quite early to assess achievement of results. Nevertheless, the UNDAF Results Report 2019 indicates that the UNCT has achieved some of the key results and is on track to achieve the gender equality targets and results as planned in the UNDAF 2019-2023. Reasonable progress have been made under Outcomes 1 and 4 and to some extent under Outcomes 2 and 3, though none can be qualified as transformative under the UNCT-SWAP Guidance definition (page 64).

5.2 Detailed Findings on Scorecard Indicators

The information below provides indicator scoring criteria according to UNCT-SWAP Gender Equality Scorecard methodology, the IAT's scores for each indicator, findings and explanation on scores and means of verification.

5.2.1 Dimension Area 1 – Planning

Scoring Criteria: 1.1 – Common Country Analysis integrates gender analysis		
Approaches **Minimum Requirements**	**Meets** **Minimum Requirements**	**Exceeds** **Minimum Requirements**
CCA or equivalent includes: **a)** Gender analysis across the majority of sectors including underlying causes of gender inequality and discrimination 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.

Indicator 1.1: CCA Integrates Gender Analysis	**Score: Approaches Minimum Requirements**

Findings and Explanation

The Cambodia Common Country Analysis (CCA) includes 8 sectors: 1. Background, 2. Conceptual Framework, 3. Country Profile, 4. the 2030 Agenda for Sustainable Development, 5. Vulnerability Analysis, 6. Areas for UN Action, 7. Four Priority Areas for the UN and 8. Realizing the SDGs. Although the CCA includes some elements as required under 'meets minimum requirements', some sectors lack gender analysis and gender disaggregated data. Overall, gender analysis is included across some chapters including the Conceptual framework, Vulnerability Analysis, priority areas of the UN (in three priority areas out of four), and data is included on embedded gender analysis to align SDG targets into national framework/policies.

a) The CCA includes gender analysis across <u>the majority</u> of sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5. *<u>Not Met.</u>* Gender analysis is *not consistently* included in the Country Profile section, although the chapters on key achievements and challenges include some gender-specific information or disaggregated data on sectors such as health, education, vocational training, narrow economic base, but not in all – missing in infrastructure services, environment and in governance. It is not commensurate with the overall depth of analysis. Underlying causes of gender inequality and discrimination are described fairly but *not systematically* in the gender analysis. A comparative advantage analysis of the UN in general was conducted, as well as with regard to managing urbanization, but not specifically for addressing gender inequality.

b) The CCA includes <u>some</u> sex-disaggregated and gender sensitive data. *<u>Met.</u>* Some use of sex-disaggregated data and gender sensitive data where data was deemed to be available. Disaggregated data was provided mainly in education (net enrolment rate), health (sexual and

reproductive rights, food and nutritional insecurity, life expectancy, infant mortality, mortality rate, underweight children), and economic participation in both formal and informal settings in the Country Profile Section. Gender disaggregated data in persons with disability, gender-based violence is provided in detail. However, there is no disaggregation for sectors like infrastructure services (electricity, housing, water, and sanitation), environment and governance.

Evidence and Means of Verification

Cambodia CCA 2018

Scoring Criteria: 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 UNSDCF outcome specifically targets gender equality in line with the UNSDCF 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 UNSDCF outcome specifically targets gender equality in line with the UNSDCF Theory of Change and SDG priorities including SDG 5.

Indicator 1.2: Gender equality mainstreamed in UNDAF Outcomes	**Score: Approaches Minimum Requirements**

Findings and Explanation

The UNDAF 2019-2023 has 5 outcome areas. The development of UNDAF is underpinned by the six global guiding principles, including "Gender equality and women's empowerment".

a) ***Gender equality and the empowerment of women is visibly mainstreamed across <u>some</u> outcome areas in line with SDG priorities including SDG 5.*** *<u>Met</u>.* Outcomes 1, 2 and 4 employ gender-sensitive language, particularly in the Outcome statement, and strive to mainstream gender throughout.

- <u>Outcome 1</u>: "Expanding Social Opportunities" has a strong focus on gender equality: *By 2023, women and men in Cambodia, in particular marginalized and vulnerable populations, have their basic (economic and social) needs addressed equitably as they benefit from and utilize*

expanded quality social services and social protection in a more resilient, fairer and sustainable society.

- Outcome 2: "Expanding Economic Opportunities" has a focus on women's empowerment with reference to SDG 5 and addresses gender-based discrimination: *By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations: and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable*.
- Outcome 3: "Promoting Sustainable Living" uses gender sensitive language: *By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.*
- Outcome 4: "Strengthening Participation and Accountability" explicitly addresses gender inequality and discrimination issues: *By 2023, women and men, including the under-represented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes*.
- Outcome 5: "Managing Urbanization" does not address gender equality except for the outcome statement: *By 2023, women and men living in urban areas, including those marginalized and vulnerable, enjoy a safer, more secure and healthier life, utilizing quality public and private services, and benefiting from improved urban governance informed by their voice and participation.*

b) ***The UNDAF has at least one gender-targeted outcome that specifically advances GEEW with a clear link to the SDGs, including SDG5.*** *Not Met.* None of the above-mentioned outcomes specifically targets gender equality.

Evidence and Means of Verification

UNDAF 2019-2023

Scoring Criteria: 1.3 – UNDAF Indicators measure changes on gender equality		
Approaches **Minimum Requirements**	**Meets** **Minimum Requirements**	**Exceeds** **Minimum Requirements**
Between one-fifth and one-third (20-33 percent) of UNSDCF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line	Between one-third and one-half (33-50 percent) of UNSDCF outcome (and output) indicators measure changes in gender equality and the empowerment	More than half of UNSDCF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.

with SDG targets including SDG 5.	of women in line with SDG targets including SDG 5.	

Indicator 1.3: UNDAF Indicators measure changes on gender equality	**Score: Meets Minimum Requirements**

Findings and Explanation

Between one-third and one-half (33-50%) of UNSDF outcome indicators track progress towards gender equality results, in line with SDG targets including SDG5. *Met.*

Out of the 44 Outcome indicators for UNDAF Cambodia 2019-2023, 20 indicators (45.5%) are gender sensitive and track progress against gender equality and the empowerment of women.

The analysis found significantly higher levels of gender sensitivity in Outcome 1 (Expanding Social Opportunities) and Outcome 4 (Strengthening Participation and Accountability), to some extent in Outcome 2 (Expanding Economic Opportunities) and lower levels for Outcome 3 (Promoting Sustainable Living) and Outcome 5 (Managing Urbanization), suggesting a need for greater attention to consistency in mainstreaming gender in the future.

- *Outcome 1 – Expanding Social Opportunities- 88% (7 of 8) of the indicators qualify*
- *Outcome 2 – Expanding Economic Opportunities - 50% (5 of 10) of the indicators qualify*
- *Outcome 3 – Promoting Sustainable Living- 0% (0 of 10) of the indicators qualify*
- *Outcome 4 – Strengthening Participation and Accountability - 86% (6 of 7) of the indicators qualify*
- *Outcome 5 – Managing Urbanization - 22% (2 of 9) of the indicators qualify*

The assessment qualified an indicator based on either a definition that includes gender disaggregation or a definition that is gender specific. In those cases where the indicator definition is not specific on gender, attention was paid to the related target, that included a gender-sensitive or disaggregated component or the means of verification, such as CEDAW Reports.

Evidence and Means of Verification

UNDAF 2019-2023 Results Matrix

5.2.2 Dimension Area 2 – Programming and Monitoring and Evaluation

Scoring Criteria: 2.1 – Joint Programmes (JPs) contribute to reducing gender inequalities		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
a) Gender equality is visibly mainstreamed into at least 50	**a)** Gender equality is visibly mainstreamed into at least 50	Meets minimum requirements **and**

percent of JPs operational at the time of assessment **or** **b)** A Joint Program on promoting gender equality and empowerment of women is operational over current UNSDCF period in line with SDG priorities including SDG 5.	percent of JPs operational at the time of assessment **and** **b)** A Joint Program on promoting gender equality and empowerment of women is operational over current UNSDCF period in line with SDG priorities including SDG 5.	**c)** A system is in place to ensure gender mainstreaming in JPs.

Indicator 2.1: Joint Programmes contribute to reducing gender inequalities	**Score: Approaches Minimum Requirements**

Findings and Explanation

Meets one of three criteria.

a) Gender Equality is visibly mainstreamed into <u>at least 50 percent</u> of JPs operational at the time of assessment. *<u>Met.</u>* There are currently eight Joint Programmes undertaken by the UNCT in Cambodia, and the team assessed six Joint Programmes to ensure reliable sample size. Three out of six JPs visibly mainstreamed gender, one did not address gender, one lacked gender sensitive indicators and one results framework was not available for assessment.

Below are key findings from assessing the JP documents.

6. The **Joint SDG Fund,** named 'Supporting the National Social Protection Policy Framework in Cambodia', (UNICEF, ILO, WHO) mainstreams a gender lens when assessing the context in which the programme will operate. Gender equality is also a key programme priority by identifying women and girls as both direct and indirect target population of the intervention. The results-based management framework does mainstream gender but could be strengthened from a gender perspective by 'spelling out' its gender impact. The overall assessment is that the Joint SDG fund program document visibly mainstreams gender.
7. The **UN COVID-19 Response and Recovery Multi-Partner Trust Fund,** named 'Strengthened National Preparedness, Response and Resilience to COVID-19 in Cambodia', (WHO, IOM, UNFPA, UNICEF) highlights the impact of women from the COVID-19 pandemic in a generic manner. This could have been done to a much larger degree and the gender-component is missing when zooming in on the impact of the pandemic on migrants. In terms of programme priorities, GBV support and maternal health are in focus as one of three key priorities. Furthermore, there is a focus on mitigating impact on women-lead households through the provision of economic reintegration packages. As such, the initiative clearly addresses gender (in)equality issues. Gender is furthermore mainstreamed in the results-based management framework. The overall assessment is that the UN COVID-19 fund programme document visibly mainstreams gender.

8. The **UNTFHS Funded project** named **'**Sihanoukville for All: Promoting a Smart, Sustainable and Inclusive City (OHCHR, UN HABITAT) 'uses a gender lens to analyze the situation in Sihanoukville. Gender is streamlined into the programme priorities by referring to at risk population. The project aims to assess the situation of women and gather data that is currently unavailable, but this would have benefited from being more evident in the project document. Gender is not evident in the results-based management. The overall assessment is that the SHV project does not visibly mainstream gender.
9. The **Programme to Promote Disability Inclusion and Quality Services for Gender-Based Violence (GBV) Victims** (Sep 2019-June 2021, UNDP, UNFPA, UN Women) is developed to respond to issues related to the lack of effective linkage and coordination between the health and legal sectors in response to Gender-based violence. These issues are well analyzed and reflected in the responses: evidence-based policy advocacy (inc. advocating for gender responsive budgeting in capacity development to respond to GBV (SOP, toolkits) etc. Gender is mainstreamed throughout the results frameworks.
10. **The Decent Employment for Youth in Cambodia (DEY) Phase Two 2020-2023 Programme** (ILO, UNIDO, UNESCO, UNICEF)**:** The situation analysis briefly highlights gender issues in the labor market, skill gaps and in the ecosystem where young women have less access to or are not represented sufficiently. The strategic responses to these issues include gender responsive skill training and career advisory and access to employment information (outcome 2). The results framework is not provided in the ProDoc and could therefore not be assessed here.
11. **Access to Justice without Barriers for Persons with Disabilities** (Mar 2018-Feb 2021, OHCHR, UNDP): Issues of women with disabilities are substantively analyzed. Specifically, it looks into the triple discriminations that women with disabilities are facing in access to justice and other social services. Therefore, the programme proposes to improve these two strategic areas. There is however an absence of gender sensitive results or indicators in the results framework.

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. *Not Met.*

c) A system is in place to ensure gender mainstreaming in JPs. *Not Met. There is no system in place.*

Evidence and Means of Verification

UN Joint Programme Documents:

- The Joint SDG Fund: 'Supporting the National Social Protection Policy Framework in Cambodia', (Jan 2020-Dec 2021, ILO, UNICEF, WHO)
- The UN COVID-19 MPTF: 'Strengthened National Preparedness, Response and Resilience to COVID-19 in Cambodia', (May 2020-Dec 2020, WHO, IOM, UNFPA, UNICEF)
- The UNTFHS Fund: **'**Sihanoukville for All: Promoting a Smart, Sustainable and Inclusive City ' (Aug 2020-Jul 2021, UNOHCHR, UN Habitat)

- The UNDP MPTF: 'Programme to Promote Disability Inclusion and Quality Services for Gender Based Violence (GBV) Victims', (Sep 2019-Jun 2021, UNDP, UNFPA, UN Women)
- The SDC Fund: 'The Decent Employment for Youth in Cambodia (DEY) Phase Two 2020-2023 (Jan 2020-Dec 2023, ILO, UNIDO, UNESCO, UNICEF)
- The UNPRPD Disability Fund: 'Access to Justice without Barriers for Persons with Disabilities', (Mar 18-Feb 2021, OHCHR, UNDP)

Scoring Criteria: 2.2 – Communication and Advocacy address areas of gender inequality		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
a) The UNCT has contributed collaboratively to at least one joint communication activity on GEEW during the past year.	**b)** The UNCT has contributed collaboratively to at least one joint advocacy campaign on GEEW during the past year. **and** **c)** Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy.	Meets minimum requirements **and** **d)** The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.

Indicator 2.2: Communication and Advocacy address areas of gender inequality	**Score: Approaches Minimum Requirements**

Findings and Explanation

Meets three of four criteria, but not criterion c.

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

- The UNCT partnered with a local pop celebrity, Laura Mam, her all-women Baramey Sound production company, and the Embassies of Australia, Sweden, and UK, Swiss Development Cooperation, and SMART telecommunications, to organize a concert celebrating female artists, music and dance in Cambodia. Through the concert and special music video produced for the 2019 International Women's Day, the UN reached more than 1,000,000 viewers through Facebook livestreaming of the event. Leading up to the concert, televised roundtable discussions with women leaders and influencers also expanded the understanding of critical barriers to women's empowerment and gender equality in Cambodia.
- In 2020, UN agencies (UN OHCHR, RCO and UN Women) jointly produced posters to raise awareness of the impact of COVID 19 on women and the elderly, including the risk of GBV. UN Women and RCO collaborated with GEEW CSOs, (SILAKA, GADC and *loveisdiversity*) to produce a FACEBOOK Live on the topic of GBV in the context of COVID 19 (13 August 2020).

b) The UNCT has contributed collaboratively to at least one joint advocacy campaign on GEEW during the past year. *Met.*

- The UN (UN Women, UNFPA, UNICEF) collaborated on the annual 16 Days of Activism against Gender-based Violence campaign, under the leadership of the Ministry of Women's Affairs and with several ministries (MoH, MoI, MoEYS, MoSVY, etc.). In 2019, the local theme "Think, Act, and Solve together to end violence against women and girls" included activities to increase participation on prevention of GBV and increase multi-sectoral services responses to GBV survivors. UNFPA also conducted a Social Media campaign to reach the general population, especially young people, to promote the responsibility of individuals to take action for stopping violence against women and girls.

c) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy. *Not Met.* There is no Interagency Communication Group Annual Work Plan, and this is an area for improvement.

d) The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year. *Met.*

- A joint UN effort (UN Women, UNAIDS, OHCHR), with active engagement of CSOs and the LGBTIQ community, was made to conduct a legal and policy assessment to identify key implementation barriers for LGBTIQ people to access health, HIV and social protection services. The UN continued to support LGBTIQ activists to advocate for inclusive and gender responsive policies and services, and these have contributed to positive attitudes and comments from policy makers.

Evidence and Means of Verification

UNTG-G Meeting Minutes 2019-2020; UNDAF Results Report 2019

Scoring Criteria: 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)** UNSDCF Results Matrix for gender sensitive indicators gathered as planned. **b)** UNSDCF reviews/evaluations assess progress against gender-specific results.	Meets **two** of the following: **a)** UNSDCF Results Matrix for gender sensitive indicators gathered as planned. **b)** UNSDCF reviews/evaluations assess progress against gender-specific results. **c)** The M&E Group or equivalent has received technical trainings	Meets **all** of the following: **a)** UNSDCF Results Matrix for gender sensitive indicators gathered as planned. **b)** UNSDCF reviews/evaluations assess progress against gender-specific results. **c)** The M&E Group or equivalent has received

	on gender sensitive M&E at least once during the current UNSDCF cycle.	technical trainings on gender sensitive M&E at least once during the current UNSDCF cycle.

Indicator 2.3: UNDAF Monitoring and Evaluation measures progress against planned gender equality results	**Score: Approaches Minimum Requirements**

Findings and Explanation

Meets one of three criteria.

a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned. *Not Met.*

The UNDAF section on M&E includes joint annual work plans, joint annual reviews, the gender scorecard, a mid-term review and an evaluation. The UNDAF states "Progress on delivery will be jointly monitored with the Royal Government of Cambodia (RGC) against key indicators for the outcomes, as set out in the UNDAF Results Matrix and the Table of human rights mechanisms recommendations. Monitoring of the UNDAF will be aligned, to the extent possible, with national information, statistical and information systems…". (UNDAF 2019-2023, pages 77-78)

The UNDAF Results Report 2019 contains progress against some gender specific indicators. Most of the data in the UNDAF Results Matrix is national statistical data which is not available on an annual basis. Monitoring sheets have been generated from the UNDAF Result Matrix and data has been collected for Outcomes 1, 4 and 5. The documents assessed do not show updated information against indicators in Outcomes 2 and 3, although some data could be collected without having to wait for national statistics to be made available. The Outcome indicators are also built in the online portal-UNINFO. However, it is not fully functioning as some indicators are not fully compatible with the UNINFO.

b) UNDAF reviews/ evaluations assess progress against gender-specific results. *Met.*

The UNDAF Result Report 2019 report provides substantive assessment of progress against gender-specific results, however this was not equally reflected in all the overall Outcomes and Intermediate Outcomes. This can be because of a lack of data available or the absence of gender-sensitive indicators in the original UNDAF design.

- Outcome 1: There is a description but no data on progress against indicators 1.1.2 and 1.1.3 or for all indicators under Intermediate Outcome 1.2. Under Intermediate Outcome 1.3, data on pregnant women receiving cash transfer was recorded.
- Outcome 2: Under Intermediate Outcome 2.1, there was a fair amount of sex-disaggregated data. However, most are related to participation in trainings (incl. progress against results related to women's attending entrepreneurship training). For Intermediate Outcome 2.2, indicators are not gender sensitive; hence gender related information is missing in the report.

However, there are opportunities to show the progress and impact on women's empowerment and equality through existing work, such as the gendered impact of work related to non-communicable disease, tobacco and cassava. If there was research and policy related work, gender could have been mainstreamed and reported (LDC paper, VNR or NSDP and CSDG framework). Under Intermediate Outcome 2.3, there was no specific gendered data or analysis except for the number of women with disabilities benefiting from social protection.

- Outcome 3: Gender is generally absence in all indicators and targets. Nonetheless, under Intermediate Outcome 3.1, the report provides a fair analysis of gender related work and results (access to sanitation, participation of women in community groups, as well as the impact of their work/ livelihoods etc.).
- Outcome 4: The UNDAF Results Report 2019 provides in-depth analysis (quantitatively and qualitatively) on the work and results related to gender equality and women's empowerment (LGBTIQ, VAW cases and reporting, policy and institutional capacity to mainstream gender, complaint mechanism etc.).
- Outcome 5: There is limited mention of gender in the indicators and targets. The UNDAF Results Report 2019 report does not update progress on gender equality. It does not provide any quantitative and qualitative analysis on gender issues and the impact in relation to the work on urbanization.

Note: The planned UNDAF mid-term review in 2021 will not take place in line with the new guidance for the UNSDCF which recommends updating the CCA annually to shape the direction of the UNDAF implementation and to serve as an annual review.

c) ***The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the UNDAF current cycle.*** *Not Met.* There is no M&E Group but an M&E expert /focal point that supports each Results Group. Targeted gender training on gender sensitive M&E has not taken place for M&E focal points, but 3 of the 9 members received trainings in 2019 and 2020 on the following topics: a) Gender-transformative Programme Design and Evaluation, b) Achieving Gender Equality in FAO's Work and c) I know gender.

Evidence and Means of Verification

UNDAF 2019-2023, UNDAF Results Report 2019, UNDAF Results Matrix -RG1-5; UNDAF 2019 Joint Work Plan RG1-5

5.2.3 Dimension Area 3 – Partnerships

Scoring Criteria: 3.1 – UNCT collaborates and engages with Government on GEEW		
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 UNSDCF cycle.	Meets **two** of the following: **a)** The UNCT has collaborated with **at least one** government agency on a joint initiative that fosters gender equality within the current UNSDCF cycle. **b)** The National Women's Machinery participates in UNSDCF consultations: country analysis, strategic prioritization, implementation, M&E. **c)** The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.	Meets **all** of the following: **a)** The UNCT has collaborated with **at least one** government agency on a joint initiative that fosters gender equality within the current UNSDCF cycle. **b)** The National Women's Machinery participates in UNSDCF consultations: country analysis, strategic prioritization, implementation, M&E. **c)** The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.
Indicator 3.1: UNCT collaborates and engages with Government on GEEW	**Score: Exceeds Minimum Requirements**	

Findings and Explanation

a) The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle. *Met.* Examples include:

- The UN Agencies (UN Women, UNFPA, UNICEF, UNDP) provided technical support for the development and implementation of the National Action Plan to Prevent Violence Against Women 2019-2023 (NAPVAW III), under the leadership of MOWA and in collaboration with many government ministries (MOEYS, MOI, MOH, MOLVT, MOSVY, MOINF, etc.), including sub-national institutions and authorities.
- The UN in Cambodia (FAO, WFP, WHO, UNICEF) supported the RGC (CARD, TWG-SP&FSN) to finalize the National Strategy for Food Security and Nutrition (NSFSN) 2019-2023, ensuring gender is mainstreamed and priority actions reflect explicit objectives for gender responsiveness and gender equality.

b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. *Met.* The National Women's Machinery includes the Ministry of Women's Affairs (MOWA) and the Cambodian National Council for Women (CNCW). The Ministry of Women's Affairs participated in the Foresight and UN Vision 2030 workshops (October 2017) which informed the Cambodia CCA 2018, the strategic prioritization workshops to develop the UNDAF (January 2018) and in various validation processes for Results Group development, particularly Results Group 4, and verified details of indicators. MOWA and

CNCW representatives also participate in annual UNDAF reviews. An evaluation of the UNDAF 2019-2023 will be conducted in 2022.

c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation. *Met.*

- ***SDGs and Data***: The UNCT is actively engaged in strengthening the data and statistical architecture and capabilities across the line ministries, Ministry of Planning and National Institute of Statistics. Key interventions include supporting implementation and roll out of the National Strategy for the Development of Statistics to enhance the national statistical system in line with international standards, as well as provision of technical assistance on gender statistics and indicators with government officials/ministries, to ensure gender is reflected in SDG monitoring and reporting. Key results include National Statistical Protocols and User Guides for CAMSTAT (a new-SDG based platform for reporting SDG indicators) developed with line ministries, CSOs and UN, support for the National Institute of Statistics in the Ministry of Planning to conduct the 2019 General Population Census, ensuring disability and gender disaggregated data and government commitment to increase budget allocation to the National Statistical Institute.
- ***Voluntary National Review (VNR):*** Eleven members of the UNCT (UNDP, UNFPA, UNICEF, ILO, UNIDO, OHCHR, UNV, UNESCO, UN Women, UNAIDS, WFP), plus ESCAP, supported preparations for the first VNR by RGC, including co-convening multi-stakeholder consultations/platforms; coordinating technical support among UN agencies and partners, communications/outreach; and follow up. This included ensuring gender equality issues are reflected in SDG implementation, with special attention paid to the six global prioritized goals: SDGs 4, 8, 10, 13, 16, 17 as well as SDG 5 including support for gender equality and mainstreaming into national laws, plans, programs and policies.

Evidence and Means of Verification

Documentation materials of UNDAF processes; Interviews with UN Women and RCO representative, Cambodia CCA 2018, Final Report UNDAF strategic priority workshop (January 2018); UNTG-G Meeting Minutes 2019-2020, UNCT Annual Coordination Report 2019, Cambodia Results Report 2019 on UNDAF 2019-2023, Cambodia's Voluntary National Review 2019 (June 2019)

Scoring Criteria: 3.2 – UNCT collaborates and engages with Women's / Gender Equality CSOs		
Approaches **Minimum Requirements**	**Meets** **Minimum Requirements**	**Exceeds** **Minimum Requirements**
a) The **UNCT** has collaborated with GEEW CSO and women's rights advocates on **at least one** joint initiative that fosters gender equality and	Meets **two** of the following: **a)** The **UNCT** has collaborated with GEEW CSO and women's rights advocates on **at least two** joint initiatives that fosters	Meets **all** of the following: **a)** The **UNCT** has collaborated with GEEW CSO and women's rights advocates on **at least two** joint initiatives that fosters

empowerment of women within the current UNSDCF cycle.	gender equality and empowerment of women within the current UNSDCF cycle. **b)** GEEW CSO participates in UNSDCF consultations: country analysis, strategic prioritization, implementation, M&E. **c)** The UNCT has made **at least one** contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.	gender equality and empowerment of women within the current UNSDCF cycle. **b)** GEEW CSO participates in UNSDCF consultations: country analysis, strategic prioritization, implementation, M&E. **c)** The UNCT has made **at least one** contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.

Indicator 3.2: UNCT collaborates and engages with Women's / Gender Equality CSOs	**Score: Meets Minimum Requirements**

Findings and Explanation

Meets two of the three criteria.

a) ***The UNCT has collaborated with GEEW CSO and women's rights advocates on <u>at least two</u> joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle.*** *<u>Met.</u>*

- GEEW CSOs are the UN partners in monitoring the implementation of CEDAW concluding observations and the UN has also supported CSOs in drafting the CEDAW shadow report.
- The UN facilitated GEEW CSO and women's advocates engagement in consultations (e.g., high-level visit of Ms. Ana Maria Menendez, the Under-Secretary-General and UNSG's Senior Advisor on Policy, in January 2020) and awareness raising activities and campaigns (e.g. International Women's Day; 16 Days of Activism against Gender-Based Violence in November 2019; Facebook live event on gender-based violence in August 2020).
- A joint UN effort (UN Women, UNAIDS, OHCHR), with active engagement of CSOs and the LGBTIQ community, was made to conduct a legal and policy assessment to identify key implementation barriers for LGBTIQ people to access health, HIV and social protection services.
- The UN (Un Women, UNFPA, UNAIDS, ILO, OHCHR) continues to support a coalition for gender equality, through movement building and feminist transformative leadership approaches. In 2019, the UN supported International Women's Day, a national policy dialogue on rights of LGBTIQ people and communities, and a petition on women's labour rights.

b) ***GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation and M&E.*** *<u>Not Met.</u>* GEEW CSOs, national gender experts and women leaders

participated in the Foresight and UN Vision 2030 workshops (October 2017), the UN Strategic Prioritization Workshops (January 2018) and implementation of UNDAF. Targeted focus group consultations and validation workshops with GEEW CSOs, national gender experts and women's leaders were held in the framework of the Cambodia's Context Analysis in 2019. However, GEEW CSOs were not involved in the UNDAF monitoring processes to date, and there is an opportunity to broaden engagement with GEEW CSOs in annual reviews.

c) ***The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation.*** *Met.* GEEW CSOs were involved in SDG localization consultations and the 2019 VNR process as a part of a broader civil society coalition. However, the space for their meaningful contribution to gender related matters was limited and this remains an area for continued improvement.

Evidence and Means of Verification

Joint Programme project documents; advocacy materials/report on CSO engagement in VNR; documentation materials of UNDAF processes; Cambodia's Context Analysis documentation; minutes of GEEW CSO consultation with USG Menendez, Cambodia CCA 2018, UN Strategic Prioritization Workshop 2018, UNDAF Results Report 2019, UNCT Annual Coordination Report 2019, National Dialogue on Public Policies and Laws on Cambodian LGBTIQ Citizens (June 2019), Cambodia VNR (June 2019)

5.2.4 Dimension Area 4 – Leadership and Organizational Culture

Scoring Criteria: 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	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	Meets **all** 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.	Competencies (ARC) of UNCTs during the last 12 months.	Competencies (ARC) of UNCTs during the last 12 months.
Indicator 4.1: UNCT Leadership is committed to championing gender equality	**Score: Meets Minimum Requirements**	

Findings and Explanation

Meets three of four criteria

a) ***Gender equality is a regular topic of discussion in HOA meetings during the last 12 months.*** *Not Met.* Gender equality was a topic on three out of nine UNCT meetings (33 percent), as per the meeting minutes. It does not qualify to meet the requirements of 60 percent for criteria a.

b) ***The RC demonstrates public championing of gender equality during the last 12 months.*** *Met.* The RC has demonstrated leadership and public championing of gender equality on behalf of the UNCT on many occasions, mostly emphasizing the importance of gender equality, however, less visible is how the UNCT is promoting GEWE.

- Six out of 13 (46 percent) RC talking points and speeches between November 2019 and November 2020 made reference to gender issues. The issues that were highlighted included how women are impacted disproportionately by the COVID-19 crisis, women's rights, women and girls' empowerment and entrepreneurship, and highlighting national gender role models.
- The RC also attended key gender events such as the National Consultations on Enabling Environment for Women's Entrepreneurship in November 2019, and championed gender at virtual events, such as the 16-Day Campaign Against Gender-Based Violence and Human Rights Day, through videos and social media outreach.

c) ***HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months.*** *Met.* In the organizational culture and gender equality survey, 83 percent of respondents answered positively (29 percent *strongly agree* and 54 percent *agreed.* For this criterion to be scored positively, the percentage of respondents answering *agreed* and *strongly agreed* must be at least 65 percent. Male staff (85 percent) were more positive than female staff (79 percent).

d) ***Gender equality is reflected in the 'RC and UNCT Performance of Results for 2019'.*** *Met.* More specifically, gender equality is mentioned in relation to CEDAW implementation, '16 Days of Activism against Gender-based Violence', International Women's Day events, and as part of PSEA. The 'RC and UNCT Performance of Results', which replaced the Assessment of Results and Competencies (ARC) in 2019 did not have stated objectives or goals, only activities, so this is an area for improvement.

Evidence and Means of Verification

UNCT HOA meeting minutes for the past 12 months, RCT7 UNCT Annual Report for 2019, RC and UNCT Performance Results 2019 (as of July 2020), RC speeches, Results from organizational culture and gender equality survey, https://www.facebook.com/OneUNCambodia/photos/2734339570140906, https://www.facebook.com/OneUNCambodia/photos/2734343350140528

Scoring Criteria: 4.2 – Organizational culture fully supports promotion of GEEW		
Approaches Minimum Requirements	**Meets Minimum Requirements**	**Exceeds Minimum Requirements**
Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-64 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent.

Indicator 4.2: Organizational culture fully supports promotion of GEEW	**Score: Meets Minimum Requirements**

Findings and Explanation

The survey link was shared by the RC with HOAs with instructions to share with their respective staff. The total number of responses was 219 (107 women, 111 men, 1 other) out of a population size of 850. As such the responses yielded a confidence interval of 5.71, thus we can be confident that the responses are representative of the larger population plus or minus 5.71 percentage points.

Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of between 65 and 80 percent. *Met.* Results scored an overall positive rating of 79 percent (7.5 percent negative and 13.5 percent neutral) as an average across the 10 questions that deal with issues of workplace gender equality, discrimination and work-life balance. Refer to annexed charts for detailed information.

Highest positive scores:

- *Q5: HOAs in this UNCT demonstrate leadership and commitment to gender equality in the workplace (82.4 percent positive)*
- *Q10: The UN system in this country has adequate procedures in place to protect my personal safety and security (82.3 percent positive)*
- *Q4: The UN system in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels (81.9 percent positive)*

Lowest scores:

- *Q13: HOAs are supportive of staff to establish an adequate relationship between work life and home life (72 percent positive)*

- *Q11: The package of entitlements (e.g. maternity, paternity, breastfeeding) support staff to achieve adequate work-life balance. (74.8 percent positive)*

On average, male respondents were more positive than females across all areas, with males as a group providing an overall positive rating of 84 percent compared to females' positive rate of 73 percent, over 10 percent higher. The widest disparities were perceptions on the UN system facilitating equal participation of both women and men at all levels in the organization (Q7), the UN System having adequate procedures to prevent and address sexual harassment, exploitation and abuse of authority (Q9) and HOAs supportive of an adequate relationship between work life and home life (Q13). Reasons for differences in male and female perceptions require qualitative assessments.

The respondent identifying as other *agreed* or *strongly agreed* with all statements, and skipped Q11 on entitlements.

Evidence and Means of Verification

Results of the survey of staff perception of organizational environment for gender equality conducted in November 2020. Total: 219 responses of 850 personnel.

Scoring Criteria: 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.

Indicator 4.3: Gender parity in staffing is achieved	**Score: Missing Minimum Requirements**

Findings and Explanation

a) The UNCT has a 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. <u>*Not Met.*</u> There is no system in place yet.

b) The UNCT can demonstrate positive trends towards achieving parity commitments. <u>*Not Met.*</u> Data from this exercise serves as a baseline for further monitoring. The assessment found that

women comprise 44.3 percent of staff overall (269 women out of 607 personnel) for those agencies that provided data.

- *Women are 43 percent (127 out of 295) of General Service Staff (G1-G7)*
- *Women are 47 percent (67 out of 143) of mid-level staff (NOA, NOB)*
- *Women are 33 percent (20 out of 60) senior level staff (NOC, NOD)*
- *Women are 53 percent (19 out of 36) for mid-level staff (P1-P3)*
- *Women are 50 percent (36 out of 72) for senior level staff (P4 and above)*

With gender parity defined as + or - three percentage points (47-53 percent), there is an absence of gender parity overall. Gender parity is reached for national staff at mid-level staff categories but not at General Service level and is especially low at the Senior Level. Gender parity is reached for international staff levels at both mid-level and senior level staff categories.

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.*** *Not Met.* The BOS was developed through the BOS online platform on 10/03/ 2020 and will be reviewed on 10/06/2021. There are no specific actions to foster gender equality and women's empowerment in any of the six domains. This is an area for improvement.

Evidence and Means of Verification

Consolidated sex-disaggregated staffing data for 20 out of 26 UN Agencies including FAO, IFAD, ILO, IOM, UNAIDS, UNAKRT, UNDP, UNDSS, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNODC, UNRC, WFP, WHO, UN Women, OHCHR, UNOPS, UNEP. Note: HR data from ICAO, UNHABITAT, UNHCR, UNV, UNCDF and UN-ACT was not provided. The Cambodia BOS 2020.

5.2.5 Dimension Area 5 – Gender Architecture and Capacities

Scoring Criteria: 5.1 – Gender coordination mechanism is empowered to influence the UNCT on 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 work plan.	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.	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 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 UNSDCF including the country analysis, strategic prioritization, results framework and M&E.	**c)** Members include at least 50% senior staff (P4 and above; NOC and above). **d)** The group has made substantive input into the UNSDCF including the country analysis, strategic prioritization, results framework and M&E.	**c)** Members include at least 50% senior staff (P4 and above; NOC and above). **d)** The group has made substantive input into the UNSDCF including the country analysis, strategic prioritization, results framework and M&E.

Indicator 5.1: Gender coordination mechanism is empowered to influence the UNCT on GEEW	**Score: Approaches Minimum Requirements**

Findings and Explanation

Meets two of the four criteria.

a) A coordination mechanism for gender equality is chaired by a HOA. *Met.* The UN Theme Group on Gender (UNTG-G) is chaired by the head of UN Women and meets every six to eight weeks as well as ad hoc as needed.

b) The group has a TOR and an approved annual work plan. *Not Met.* The UNTG-G has a TOR that describes the objectives, roles and responsibilities and coordination structure, including stating that "one UNCT meeting per year is dedicated to focused dialogue on Gender." An annual workplan (AWP) was developed for 2019 which outlined key dates and events/activities but does not include resources and responsibility designation. An AWP was not developed for 2020. The revised TOR was endorsed by the UNCT in 2016 however the AWPs have not been submitted to the UNCT for endorsement. This is an area for improvement.

c) Members include at least 50% senior staff (P4 and above; NOC and above). *Not Met.* The existing membership list is not up to date. The UNTG-G is comprised of representatives of 21 UN agencies however only 12 UN agencies regularly participate in meetings. Four out of 14 members that regularly attend meetings are senior staff (NOC/P4 and above), which constitutes 29 percent of UNTG-G members. This is an area for improvement.

d) The group has made substantive input into the UNSDCF including the country analysis, strategic prioritization, results framework and M&E*. Met.* The UNTG-G chair and members provided substantive inputs to the CCA in 2018 as a part of the UNDAF formulation process. UNTG-G members (UNAIDS, UN Women, ILO-Better Factor Cambodia, UNFPA, UNESCO, UNDP and OHCHR) participated in the UNDAF 2019-2023 formulation process, including conducting gender reviews of the UNDAF Outcomes and the UNDAF Results Matrix, developing and providing input into joint annual workplans, as well as monitoring and reporting on results, including the annual review. There have been no evaluations as it is only the second year of the current five-year UNDAF cycle.

Evidence and Means of Verification

UNTG-G TOR 2016, UNTG-G AWP 2019, UNTG-G membership list for 2020 (outdated), UNTG-G meeting minutes 2019-2020, UNTG-G meeting minutes Feb-June 2018 for UNDAF Results Group Gender Review, UNDAF Results Report 2019, UNDAF Results Matrix and Monitoring Report, Discussions and institutional memory of UNTG-G members regarding UNTG-G role in UNDAF formulation process (key staff from UN Women, UNAIDS, UNFPA, UNDP, OHCHR)

Scoring Criteria: 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 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 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 UNSDCF 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 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 UNSDCF 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.

Indicator 5.2: UNCT has adequate capacities developed for gender mainstreaming	**Score: Approaches Minimum Requirements**

Findings and Explanation

Meets one of three criteria.

a) At least one inter-agency substantive gender capacity development activity in the past year. *Met.*
There have been several interagency capacity development activities for UN personnel on gender:

- Learning session on IPV conducted at the UNTG-G Meeting in April 2020
- Localizing IPV guidelines for UN Personnel
- E-Training on Gender Equality Markers (GEM) (11-13 August 2020) organized by UN Women ROAP with participation of 10 representatives from RCO, OHCHR, UNFPA and UN Women

- Gender Statistic dialogue with UN Agencies conducted in February 2019

b) ***A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNSDCF cycle and targets are on track.*** *Not met.* There has been no UN system-wide capacity assessment on gender during the current UNDAF cycle. An Interagency mapping on PSEA was conducted in 2020 and a PSEA action plan was developed and endorsed by UNCT. Increasing PSEA awareness is being planned through engagement with other Task Teams and/or Theme Groups.

c) ***UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.*** *Not met.* There is no induction package that includes GEWE for new UNCT members. Individual agencies handle induction without central coordination. However, there are some UN mandatory online courses including those relevant to gender (I.e. I know gender, preventing sexual harassment and abuse of authority, human rights etc.) which all UN staff are required to take.

Evidence and Means of Verification

Concept note and agenda: Learning session on Gender Statistics with UNTG-G, Agenda: 2019 Dialogue with UNTG-G on Gender Statistics and Report; PSEA 2020 Action Plan, PSEA inter-agency mapping (presentation); E-Training on GEM by UN Women ROAP report (August 2020), Discussions with UNTG-G, OMT and RCO personnel.

5.2.6 Dimension Area 6 – Resources

Scoring Criteria: 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 UNSDCF cycle.	Approaches minimum requirements **and** **b)** The UNCT has established and met a financial target for program allocation for gender equality and the empowerment of women.	Meets minimum requirements **and** **c)** The UNCT has established and exceeded a financial target for program allocation for gender equality and empowerment of women.
Indicator 6.1: Adequate resources for gender mainstreaming are allocated and tracked	**Score: Missing Minimum Requirements**	
Findings and Explanation		

a) ***The UNCT has carried out at least one capacity building event on the gender marker over the current UNDAF cycle:*** *Not Met.* The UNCT has not yet carried out a capacity building event on the gender marker. However, ten participants from 4 UN Agencies (UN Women-4, RCO-2, OHCHR-3 and UNFPA-1) participated in a 3-day virtual UNCT GEM E-Training organized by UN Women (ROAP) from 11-13 August 2020. UN Women CCO then made a short presentation on the UNCT GEM E-Training at the UNTG-G meeting on 3 September 2020 with 15 participants from 8 UN Agencies. Discussions are underway at the UNTG-G on follow up measures to move forward with the GEM in Cambodia.

b) ***The UNCT has established and met a financial target for program allocation for Gender Equality and the Empowerment of Women.*** *Not Met.* The UNCT has not set a target for resource allocation to GEEW. This is an area for consideration.

Evidence and Means of Verification

UNCT GEM E-Training, Asia and Pacific Region 11-13 August 2020, E-Training Report; UNTG-G Meeting Minutes 3 September 2020, including UNCT GEM PowerPoint Presentation; UNDAF 2019-2023; UNDAF Joint Work Plan Results Groups 1-5; UNDAF Results Matrix Results Groups 1-5.

5.2.7 Dimension Area 7 – Results

Scoring Criteria: 7.1 – UN Programmes make a significant contribution to gender equality in the country		
Approaches **Minimum Requirements**	**Meets** **Minimum Requirements**	**Exceeds** **Minimum Requirements**
The UNCT has achieved or is on track to achieve **some** gender equality and the empowerment of women results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5.	**a)** The UNCT has achieved or is on track to achieve **all** gender equality and the empowerment of women results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5.	Meets minimum requirements **and** **b)** At least one outcome level UNSDCF result has contributed to transformative change in relation to gender equality and the empowerment of women.
Indicator 7.1: UN Programmes make a significant contribution to gender equality in the country	**Score: Approaches Minimum Requirements**	

Findings and Explanation

a) ***The UNCT has achieved or is on track to achieve some gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.*** *Met.* This is the second year of UNDAF implementation and it is quite early to assess achievement of results. Nevertheless, the UNDAF Results Report 2019 indicates that the UNCT has achieved

some of the key results and is on track to achieve the gender equality targets and results as planned in the UNDAF 2019-2023.

Reasonable progress have been made in the following areas, especially under Outcomes 1 and 4 and to some extent, progress under Outcomes 2 and 3.

- Outcome 1- "Expanding Social Opportunities", Intermediate Outcomes 1.1, 1.2, 1.3, - Quality Services and Basic Rights for Vulnerable people, Public and Private Services and Expanded Coverage, and Social Services and Social Protection. Of note is UN technical assistance for the social transfer program design leading to national cash transfer program for poor pregnant women and women with disabilities as well as provision of dignity kits for pregnant women migrant workers, GBV survivors and vulnerable women. Aligned with SDG targets 5.2, 5.4 and 3.1.2, 3.3.1, 3.8.1, 1.3.1.
- Outcome 4 on "Strengthening Participation and Accountability", Intermediate Outcomes 4.1, 4.2, 4.3 – Human Rights for All, Public Institution Functioning and Implementation and Monitoring of Laws and Standards. Of note is legal and policy work with stakeholders on LGBTIQ rights, violence against women, and gender sensitive complaint mechanisms, as well as capacity development to mainstream gender in policy and institutions including CEDAW implementation. Aligned with SDG targets 5.5.1, 5.1.1, 5.2, 5.c.1
- Outcome 2 - "Expanding Economic Opportunities", Intermediate Outcomes 2.1, 2.3 -Decent Work and Economic Inclusion of Vulnerable People. Of note is women and girls benefiting from UN assisted programs including the Factory Literacy Program targeting female factory workers, Entrepreneurship Education Modules (58 percent female) and the Entrepreneurship and Enterprise Development Training program (50 percent female). Aligned with SDG targets 5.4, 5.5, 4.3.1
- Outcome 3 - "Promoting Sustainable Living", Intermediate Outcomes 3.1, Increased Resilience and Access to Resources. Of note is UN technical assistance to government to mainstream gender into livelihoods, agriculture, climate change and disaster risk programs and policies with increased participation of women in community livelihoods and agriculture groups. Aligned with SDG target 5a.

Notable progress has been made in the field of policy development to advance GEEW, including technical assistance for the National Action Plan to Prevent Violence Against Women 2019-2023 (NAPVAW III), the ten year National Gender Policy, National Guidelines on the Health Sector Response to Violence Against Women for Health Managers, Trafficking in Persons Strategic Plan (2019-2023) and integration of gender equality aspects into the review of the Cambodia Climate Change Strategic Plan 2014-2023. Other key results include increased capacity of national and sub-national authorities to mainstream gender issues in local planning, strengthening demand for gender equality at school levels, piloting menstrual hygiene management with health staff and school officials, establishing Women's Charter of Demands for Disaster Risk Reduction and Climate Change and mobilization of

young women and LGBITQ activists in feminist transformative leadership approaches to promote women's empowerment and leadership.

b) ***At least one outcome level UNDAF result has contributed to transformative change in relation to gender equality and the empowerment of women.*** *Not Met.* Though results show some progress is being made towards GEEW, none of them can be qualified as transformative under the UNCT-SWAP Guidance definition (page 64).

Evidence and Means of Verification

UNDAF Results Report 2019

6 Follow up Action Plan

Based on suggestions collected from the Indicator assessments, IAT discussions and informal interviews, an Action Plan to improve UNCT performance in gender mainstreaming practices across scorecard dimensions was drafted and is presented in the table below. The Action Plan includes action points, responsibility, indicative resources required, realistic timelines, as well as linkages with scorecard assessment. Feedback from the UN Women ROAP, IAT and UNCT HOA has been incorporated.

The Action Plan was presented at the UNCT Heads of Agencies meeting in January 2021 for feedback and endorsement.

The finalized Action Plan should be on the UNCT meeting agenda at least every six months until all actions are implemented. The information on the implementation of the Action Plan and UNCT's role in it are part of the annual global report on the progress of the implementation of the UNCT-SWAP Gender Equality Scorecard Indicators.

Table 2: UNCT-SWAP Gender Equality Scorecard Action Plan

ACTION	RESPONSIBILITY	REQUIRED RESOURCES AND SOURCE	TIMING	EXPLANATION AND LINKS TO SWAP SCORECARD ASSESSMENT
1. Planning				
1.1: Common Country Analysis a) Ensure that all chapters and sectors in the CCA contain 1) consistent gender analysis, 2) sex-disaggregated data, 3) underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5 and 4) target analysis of those left behind. If relevant data in some sectors such as infrastructure, environment and governance is not available, the reasons why the data is not included should be mentioned. b) To improve the availability of gender-disaggregated data, support generation of gender data under UNDAF, with annual updating of CCA, with support of M&E Focal Points/Results Groups.	UNCT – overall guidance based on UNDG resource book for Mainstreaming Gender in UN Common Programing at the Country Level, section 6.[4] UNTG-G – with support from UNW ROAP, provide quality assurance on generation of gender sensitive data, with annual update of CCA, in coordination with Results Group . M&E Focal Point / Results Group –	Staff time, external consultant fee (if applicable for next CCA)	Next UNSDCF /UNDAF design stage (2022-2023)	This action would improve UNCT gender analysis and gender sensitive planning and programming, leading to stronger gender results. This would allow for "meets minimum requirements" score for Indicator 1.1

[4] UNDG Resource Book is available at: https://unsdg.un.org/resources/resource-book-mainstreaming-gender-un-common-programming-country-level

c) A comparative advantage of the UN specifically addressing gender inequality should be analyzed in more depth, including building UNCT capacities in conducting gender analysis, and in the collection and application of gender specific and sex-disaggregated data.	screen contents through gender lens.			
<u>1.2: UNDAF Outcomes</u> a) Ensure that all Outcomes in the next UNSDCF/UNDAF are gender mainstreamed and/or gender targeted; and consider to establish a checklist or screening mechanism to ensure all Outcomes include gender aspects. b) Ensure one Outcome in the next UNSDCF 2024-2028 specifically targets gender equality in line with the UNSDCF Theory of Change and SDG priorities including SDG 5.	UNCT – overall guidance based on UNDG resource book for Mainstreaming Gender in UN Common Programing at the Country Level, sections 5 & 8.[5] UNTG-G – with support UNW ROAP provide quality assurance on gender sensitive data/targets, in coordination with Results Group.	Staff time with support from Regional and/or HQ experts, including UNSDG task team on gender equality as needed	Next UNSDCF /UNDAF design stage (2022-23)	This action would contribute to targeting changes in institutional and/or behavioral capacities on gender equality and women's empowerment and would allow for "meets minimum requirements" score for Indicator 1.2.

[5] Resources also include a simple checklist at: https://unwomen.sharepoint.com/Intergovernmental-Support/UNCoordination/copongeew/PublishingImages/Lists/Network%20Discussion/AllItems/Gender%20Mainstreaming%20in%20UNDAF%20-%20Checklist.pdf#search=gender%20mainstreaming%20checklists

	M&E Focal Point / Results Group – screen contents through gender lens.			
1.3: UNDAF Indicators a) Ensure that Outcome and Output Indicators consistently include sex disaggregated data, and at least 50% of Indicators measure changes in gender equality in line with SDG priorities, especially SDG 5. This is especially important to address the situation of marginalized and vulnerable groups as well as to measure the percentage of women and LGBTI persons involved in the coordination of public services. b) Strengthen/Build capacity on HRBA and gender responsive RBM within UNCT, especially M&E Focal Points/Results Groups and UNTG-G members.	UNCT – overall guidance based on UNDG resource book for Mainstreaming Gender in UN Common Programing at the Country Level. UNTG-G – with support of UNW ROAP, provide quality assurance on gender sensitive data/targets, in coordination with Results Group. M&E Focal Points / Results Group – screen contents through gender lens /	Staff time and consultancy fees	a) Next UNSDCF / UNDAF design stage (2022) b) By end 2021, and annual refresher sessions	The action would contribute to consistent monitoring on gender, including those marginalized and left behind, across all outcome and output indicators and could lead to attaining “exceeds minimum requirements” score for Indicator 1.3.

	HRBA and RBM principles.[6]			
2. Programming and M&E				
2.1: Joint Programs a) Develop at least one JP that specifically promotes gender equality and the empowerment of women in line with SDG priorities, including SDG 5. b) Establish a checklist and screening mechanism for all JP proposals to ensure gender mainstreaming and includes gender aspects, such as gender analysis, TOC, gender-sensitive and sex-disaggregated indicators and results framework. The checklist can be used by the interagency results groups, submitted to the UNCT and UNTG-G for review with the draft JP document.	UNCT spearhead effort to develop targeted JP that promotes gender equality and women's empowerment.[7] UNTG-G – support RCO to develop checklist for gender mainstreaming / aspects for JP proposal screening, to be rolled out by M&E focal points / interagency UNDAF results group. UNCT endorse checklist and apply under RCO leadership.	Staff time	By end of 2021 (a and b)	This action would ensure more gender-sensitive responses and programmes and would allow for "meets minimum requirements" score for Indicator 2.1.

[6] Resources include: UNDG RBM Handbook (2012) at: https://unsdg.un.org/sites/default/files/UNDG-RBM-Handbook-2012.pdf; UN Interagency CLP on HRBA to programming (2017) at: https://unsdg.un.org/resources/un-inter-agency-common-learning-package-human-rights-based-approach-programming

[7] Resources include: https://unsdg.un.org/sites/default/files/gender-mainstreaming-issuesbrief-en-pdf.pdf

2.2: Communications and Advocacy a) Develop Interagency Communication Group Annual Work Plan, incorporating GEWE issues, following guidelines and with resources and responsibility. Share with UNTG-G and endorsed by UNCT. b) Provide orientation on gender issues to universities, research firms and media outlets.	UNCG to share AWP with UNTG-G for review and coordination on GEWE. UNCT to endorse CG AWP. UNCG, in coordination with UNTG-G and RCO.	Staff time	a) Start Q1 for 2021, then Q4 of 2021, 2022, 2023 b) By end 2022	This action would ensure systematic and coordinated attention to GEWE issues in communication and advocacy and would allow for "meets or exceeds minimum requirements" score for Indicator 2.2.
2.3: UNDAF M&E a) Ensure UNDAF/ UNSDCF tools and mechanisms measure progress against planned gender equality results. b) Ensure annual reviews/reports, assessments and evaluations not only assess progress against gender-specific results, but also provide qualitative analysis of progress in areas where gender-sensitive indicators were not originally included (e.g. outcomes 3 and 5 do not have any gender-specific results and gender-sensitive indicators).	UNCT – overall guidance based on UNDG resource book for Mainstreaming Gender in UN Common Programing at the Country Level. UNTG-G – with support from UNW ROAP, provide technical support / work with M&E Focal points in Results Group.	Staff time External Consultant, UNTG-G or UN Women ROAP for training	a) From now on 2021-2023, before next UNSDCF b) Q4 of every year c) By Q3 of 2021	This action would improve gender sensitive M&E in UNDAF and allow for "meets minimum requirements" score for Indicator 2.3.

c) Strengthen systemwide efforts by providing group technical training on gender sensitive M&E to M&E Focal Points in Results Groups.	M&E Focal Points / Results Group to screen content through gender lens / gender sensitive RBM.			
3. Partnerships				
3.1: Engagement Government UNCT continue to deepen the engagement and consistently document the involvement of National Women's Machinery representatives, including CNCW, and sub-national administrative offices, in all UNDAF processes.	UNCT, UNTG-G and M&E/Results Group monitor engagement of National Women's Machinery in all UNDAF processes, and document participation.	Staff time	From now on - 2021-2023, including Q3 for annual reviews	This action would ensure that National Women's Machinery at all levels continue to be well represented in all UNDAF processes, and contribute to continued strong performance on Indicator 3.1.
3.2: Engagement GEEW CSO UNCT should strengthen the platform to include a wide range of GEEW CSO involvement in UNDAF processes, especially M&E and gender related SDGs' localization and implementation, including annual reviews.	UNCT, UNTG-G and M&E Results Group/Focal Points should engage all relevant GEEW CSOs in all UNSDCF/UNDAF processes, especially annual UNDAF reviews, in line with UNDAF/new UNSDCF guidance.	Staff time	From now on – 2021-2023 and Q3 of for annual reviews	This action would ensure that the UN system engages with a broad range of non-state actors, including those marginalized and left behind, throughout all UNDAF M&E processes and would allow for "meets or exceeds minimum requirements" score for Indicator 3.2.

4. Leadership and Organizational Culture				
4.1: Leadership a) Ensure gender equality is a topic on at least 60 percent of the UNCT HOA monthly meetings, including decision-making and follow up. Examples include PSEA, gender parity strategy of the SG, RCO leadership on 16 Days Campaign, and Political Engagement Strategy on COVID-19. b) Ensure at least one-third of RC speeches and press statements per year include references to how the UNCT is championing gender equality and women's empowerment (i.e. consider a gender checklist for RC speeches and press statements). c) RC to champion work on Organizational Culture (4.2) and Gender Parity (4.3) within UN, with support of OMT/HR. d) Ensure the ARC or 'RC and UNCT Performance of Results', explicitly incorporates GEEW, with clearly	RC and UNCT ensure gender is a topic on UNCT HOA monthly meetings; including progress on scorecard action plan at least quarterly. RCO monitor monthly meetings and RC speeches/press statements for championing of GEEW issues. RC champion/lead work on GEEW by OMT/HR on Indicators 4.2 and 4.3 on gender. RC/UNCT to incorporate GEEW into ARC / "RC and UNCT Performance of Results" platform.	Staff time	a) From now on 2021-2023, b) and a) Monitor quarterly c) Start by Q2 of 2021, monitor annually d) By end 2021 for 2022	This action would ensure that UNCT and RC continue to champion gender equality and women's empowerment in practice, and would lead to "exceeds minimum requirements" score on Indicator 4.1.

stated objectives or goals, as per guidelines.[8]				
4.2: Organizational Culture a) Conduct a qualitative internal assessment to better understand and address issues related to work-home life balance, (Q11&Q13) and take necessary actions. b) Strengthen implementation and tracking of UN Agencies practices on GEWE including PSEA, women friendly security measures, and equal treatment / participation (Q7, Q8, Q9) to champion gender equality and women's empowerment.	OMT with active support from RC and UNCT. OMT coordinate tracking of UN Agencies GEWE practices, under guidance from RC and UNCT.	Staff time	UNCT/OMT to review/decide timeline, by 2023	The positive actions to address work-life balance, PSEA, safety measures and equal treatment would demonstrate UN leadership role in championing GEWE and lead to "exceeds minimum requirements" score on Indicator 4.2.
4.3: Gender Parity a) Establish a mechanism for monitoring gender parity in staffing and set targets, such as equal number of male/female candidates on shortlists, equal representation of men and women on interview panels, etc.	RC leadership and support for OMT to develop mechanism to monitor gender parity, with guidance from UNCT.	Staff time; UN Agencies HR data	a) By end 2021 b) Annually (Q2?)	The UN must demonstrate concrete actions to achieve gender parity within the organization and champion gender equality within UN system.

[8] See UNDG 2016 "Technical Note for Assessment of Results and Competencies Tool": https://unsdg.un.org/resources/technical-note-assessment-results-and-competencies-tool

b) Collect UN Agencies HR data on a regular basis (annually), monitor trends and discuss at UNCT meetings. The HR data collected for this exercise can be used as a baseline. c) Improve gender responsiveness of the BOS and include gender specific actions and indicators in the review of the BOS in 2021, such as setting targets/strategy for improved gender balance within UNCT, gender responsive procurement, monitoring disaggregated data on male and female vendors, female ownership of selection criteria in vendor awards, etc.	UN Agencies provide data to OMT; OMT provide template and analyze data regularly. UNCT monitor trends and take action. OMT review gender responsiveness of BOS under UNCT guidance, and support from UNTG-G as needed.		c) BOS review by end 2021	These collective actions would improve gender balance and mainstream gender within the UN and lead to "meets minimum requirements" score for Indicator 4.3.
5. Gender Architecture and Capacities				
<u>5.1: Gender Coordination Mechanism</u> a) Review and update the UNTG-G TOR, develop UNTG-G AWP in accordance with guidelines, including resources and responsibility, with endorsement	UNTG-G TOR and AWP with endorsement of UNCT, in line with Resource Guide.[9]	Staff time	a) By Q1 of 2021, and Q4 of 2021, 2022, 2023	The UNTG-G should include more staff members with gender expertise and decision making authority (NOC/P4 and above) to maximize effectiveness in promoting gender equality and

[9] Resources include UNDG Resource Guide to Gender Theme Groups (2018) at: https://unsdg.un.org/sites/default/files/Resource-Guide-Gender-Theme-Groups-web.pdf

from UNCT. Consider to include GEWE into the TORs of the Human Rights Theme Group (HRTG) and the CG, with links to the UNTG-G. b) UN Agencies should nominate more senior level staff (NOC/P4) to the UNTG-G to reach 50 percent and consider gender balance. c) Consider co-chair of the UNTG-G with UN Women and UNFPA, in light of UN Women changing role in Cambodia.	HRTG and CG with endorsement of UNCT. UN HOA – appoint more senior level staff to UNTG-G. UNCT, UN Women and UNFPA to take action.		b) and c) By Q2 of 2021	women's empowerment with the UN system and programmes. This action plus developing an AWP with designated responsibility and resources that is endorsed by the UNCT would lead to "meets or exceeds minimum requirements" score for Indicator 5.1.
<u>5.2: Capacity Development</u> a) Conduct a system-wide capacity needs assessment and design a capacity development plan that follows the UNDAF/UNSDCF cycle. Implementation of the plan will require some joint resources. b) The UNCT should dedicate one HOA meeting per year on gender with UNTG-G, include a review of this action plan as an agenda item at least every quarter, as well as receive regular sessions on gender programming, gender mainstreaming and gender targets.	UNCT – discuss inter-agency capacity development needs, decide roles and responsibilities, endorse capacity development plan and review implementation regularly. UNTG-G – support UNCT and OMT with training and/or	Staff time, training fees	a) By end 2021 and beyond, review annually b) Review quarterly, starting 2021	This action would ensure a systematic approach to developing and ensuring enhanced gender capacities across UN staff, UN Agencies and UN programmes in line with the UNDAF cycle. Increased coordination between UNTG-G, OMT and UNCT would lead to shared accountability. This would lead to "meets or exceeds minimum requirements" score for Indicator 5.2.

c) The UNCT should include an induction package for all new staff and personnel, with materials on GEWE, UN mandate/priorities on GEWE and analysis of gender situation in Cambodia.	identifying resources.[10] OMT/HR Group to review current individual UN Agency induction plans and harmonize one. induction package for UNCT.		c) By end 2021 d) By end 2022	
6. Resources				
<u>6.1: Resource Tracking and Allocation</u> a) UNCT endorse a system-wide training on the UNCT GEM with technical support from the UNTG-G and UNW ROAP. Participants are UNTG-G and M&E focal points. Training should include both gender responsive planning and RFs and then the coding process, with UNTG-G co-chairs first and then M&E group.	a) UNCT endorse system wide training on GEM in line with capacity development plan on gender. UNTG-G and UN Women ROAP provide technical support. M&E Group/Focal Points – participate	Staff time; UN Women ROAP technical support and training fees (if applicable)	During current UNDAF cycle, 2021 or 2022	This action would improve gender related resource tracking and targeting at the country level so as to ensure adequate financial resources are dedicated to GEWE programming. This action would allow for ”meets minimum requirements” score for Indicator 6.1.

[10] Resources include: UN Women Gender Equality Capacity Assessment tool at: https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2014/capacity%20assessmenttool_may2014_seconddraft%20pdf.pdf

b) The UNCT to establish a financial target for GEWE allocation and track and utilize UNDAF/UNSDCF budget data for Joint Work Plans' activities.	and apply learning on GEM. OMT/HR group liaise with UNTG-G and ensure trainings conducted. b) UNTG-G Chair lead discussion with RCO then UNCT. UNCT agree on financial target. UNTG-G quality assurance and provide knowledge resources (i.e. GEM Guidance Note).[11] M&E Group/Focal Points -support Results Group on coding and assessing progress.			

[11] Resources include UNDG Gender Equality Marker Guidance note, at https://unsdg.un.org/resources/unct-gender-equality-marker-guidance-note

7. Results				
7.1: Results Ensure comprehensive annual reporting against UNDAF Indicators to assess progress against gender specific indicators.	M&E Focal Points / Result Groups - collect gender related data in line with UNDAF Results Matrix. UNTG-G - support review and screen documents for gender sensitivity.	Staff time	Annually from now on	UN system can ensure it meets its commitment to leaving no-one behind through gender sensitive monitoring, tools and strategies, in line with Results Based Management at UNDAF level. This action would lead to "meets minimum requirements" for Indicators 7.1 and 2.3.

7 Annexes

Annex A – Assessment Matrix of Indicator 1.1 - CCA

Section	Criterion a) Gender Analysis- yes or no?	Criterion b) Sex disaggregated / gender sensitive data?	Remarks
1. Background	**No**	**No data available**	
2. Conceptual framework	**Yes**	**No data available**	Vulnerability is mentioned taking consideration of difference between women and men and girls and boys. Causes (such as structural disadvantages, marginalization resulting from inadequate access to resources) are briefly pointed out. Additionally, gender equality and women's empowerment is listed as one of the programming principles to guide the framework.
3. Country Profile	**Partially**	**Not consistent** and **some** included. It is not commensurate with the overall depth of analysis.	The section on demography does not contain disaggregated data or gender-specific information. The chapter on key achievements only provides gender-specific data regarding health and completion rates in primary schooling. In the challenges chapter, some gender-specific information or disaggregated data is included only in the sections on vocational training, narrow economic base, sexual and reproductive rights and food and nutritional insecurity.
4. the 2030 Agenda for Sustainable Development	**Yes**	**Yes**, where such data is available.	Data on how much gender analysis is embedded into aligning SDG targets into national framework / policies is presented. Examples are: ▪ 'addressing gender inequalities such as recognizing unpaid care and domestic work' is either not fully addressed or not addressed at all, while 78% of the PEOPLE related SDG targets including SDG 5 is reflected in NSDP and relevant strategies.

			Necessity of gender-sensitive budgets is mentioned. Additionally, gender equality is listed as key issue to be addressed through working across sectors.
5. Cambodia: A Vulnerability Analysis	**Yes**	**<u>Not</u> consistent** and **some** included. Disaggregated data is missing (the reason is not mentioned).	Analysis of vulnerability by paying special attentions to women in different category (informal sector, migrants, persons with disability, LGBTIQ, girls, households headed by women, widowhood, mothers) / sector (health, education, employment) is included. The causes of gender inequality and discrimination in **some categories / sectors** are fairly analyzed across the chapter.
6. Areas for UN Actions	**No**	**No**	While support to marginalized groups and vulnerability are claimed as value-added support by the UN, **gender analysis is <u>not</u> particularly mentioned or included.**
7. Four Priorities Areas for the UN	**Partially**	**No data available**	Women mentioned in three of the four priorities for the UN (Expanding Economic and Social opportunities; Managing Urbanization; and Strengthening Accountability and Participation). Women are included in lists of specific groups or populations who may be more vulnerable, requiring priority attention.
8. Realizing the SDGs	**No**	**No**	While UN's support to RGC for being inclusive, equitable and just, based on human rights principles of accountability, participation and non-discrimination, and helping address vulnerabilities is mentioned, in line with the 2030 Agenda and the SDGs are mentioned, **gender analysis is <u>not</u> particularly mentioned or included.**

Annex B – Assessment of Indicators 1.2 and 1.3: UNDAF Outcomes and Indicators

UNDAF Outcomes	Criterion a) Is Gender visibly mainstreamed?	Remarks
Outcome 1: "Expanding Social Opportunities"		
By 2023, women and men in Cambodia, in particular marginalized and vulnerable populations, have their basic (economic and social) needs addressed equitably as they benefit from and utilize expanded quality social services and social protection in a more resilient, fairer and sustainable society.	Yes	"Expanding Social Opportunities" has a strong focus on gender equality. There is substantial analysis and discussion of gender related issues in health, nutrition, education, social protection, violence against women and girls, legal system, etc., including disparities of vulnerable and marginalized populations. 7 of 8 indicators quality as gender sensitive and track progress against GEWE.
Outcome 2: "Expanding Economic Opportunities"		
By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations: and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable.	Yes	Outcome 2: "Expanding Economic Opportunities" has a focus on women's empowerment with reference to SDG 5 and addresses gender-based discrimination. There is fairly consistent analysis and description of gender disparities in and barriers to labour participation, decent work, risks of migration, wages, skills, entrepreneurship and work safety, including youth, the extreme poor, remote populations and people with disabilities. 5 of 10 indicators qualify as gender sensitive and track progress against GEEW.
Outcome 3: "Promoting Sustainable Living"		
By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically	Partially	"Promoting Sustainable Living" uses gender sensitive language in the outcome statement. There is mention of gender inclusive WASH services, gender sensitive approaches to climate change, mitigation

balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.		and disaster risk reduction strategies as well as women's leadership, however gender analysis and impact is not consistent throughout. None of the 10 indicators qualify as gender sensitive and do not track progress against GEEW.
Outcome 4: "Strengthening Participation and Accountability"		
By 2023, women and men, including the under-represented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.	Yes	Outcome 4: "Strengthening Participation and Accountability" explicitly addresses gender inequality and discrimination issues. There is in-depth reference and analysis of vulnerable groups and GEEW, including human rights and gender equality standards, GBV, gender inclusive policies and gender responsive justice, LGBTIQ and addressing discriminatory norms and gender responsive services. 6 of 7 Indicators qualify as gender sensitive and track progress against GEEW.
Outcome 5: "Managing Urbanization"		
By 2023, women and men living in urban areas, including those marginalized and vulnerable, enjoy a safer, more secure and healthier life, utilizing quality public and private services, and benefiting from improved urban governance informed by their voice and participation.	No	Outcome 5: "Managing Urbanization" does not address gender equality except for the outcome statement. There is reference to poor, near poor and multi-dimensionally poor as well as migrants and disadvantaged groups, but there is no gender analysis or discussion of differential impact on women, men and other vulnerable groups. There is limited mention of gender in indicators and targets. 2 of 9 indicators qualify as gender sensitive and track progress against GEEW.

Annex C – Organizational Culture Staff Survey Results

Total Responses: 219 out of estimated 850 UN personnel in Cambodia for confidence interval of + or – 5.7 percentage points

Female: 107 = 48.9% **Male**: 111 = 50.7% **Other:** 1 = 0.5%

National personnel: 153 = 70% **International personnel**: 68 = 30%

Supervisory role: 113 = 52% **Non-Supervisory role**: 106 = 48%

All Survey Responses: Figures C1-C4

Figure C1

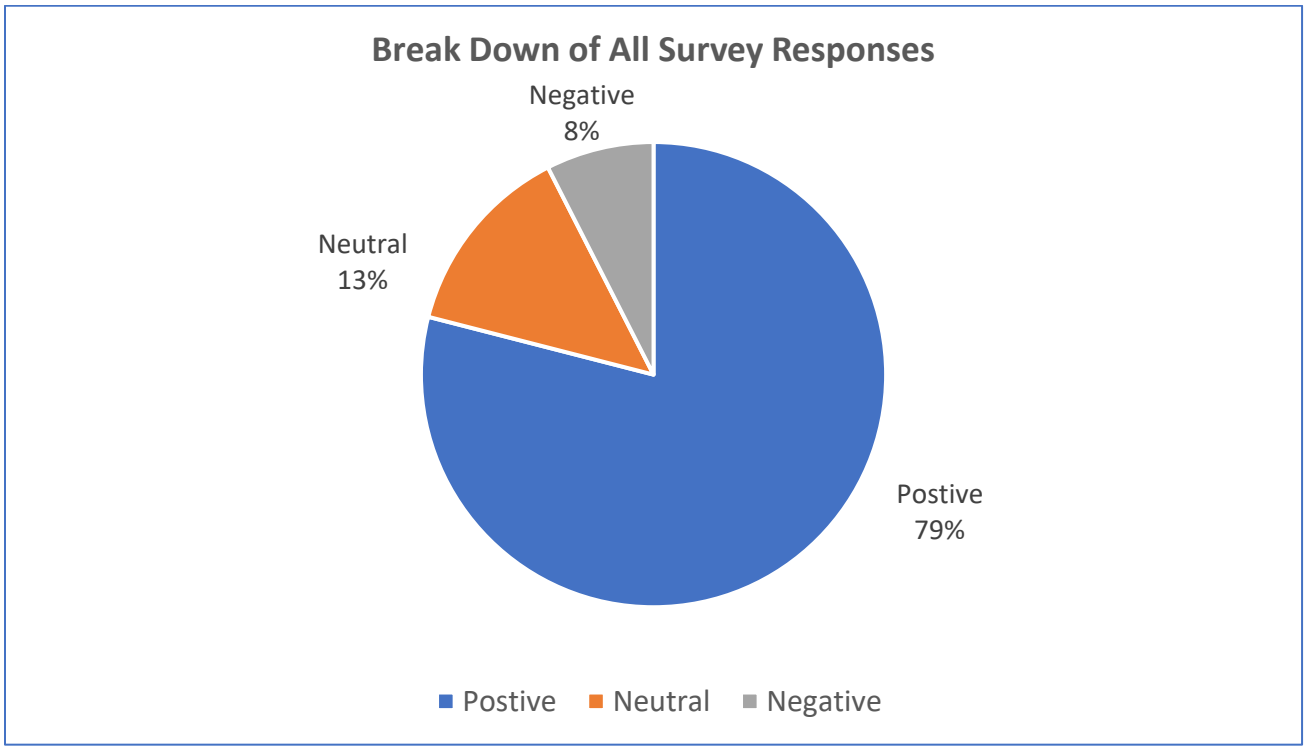


Figure C2

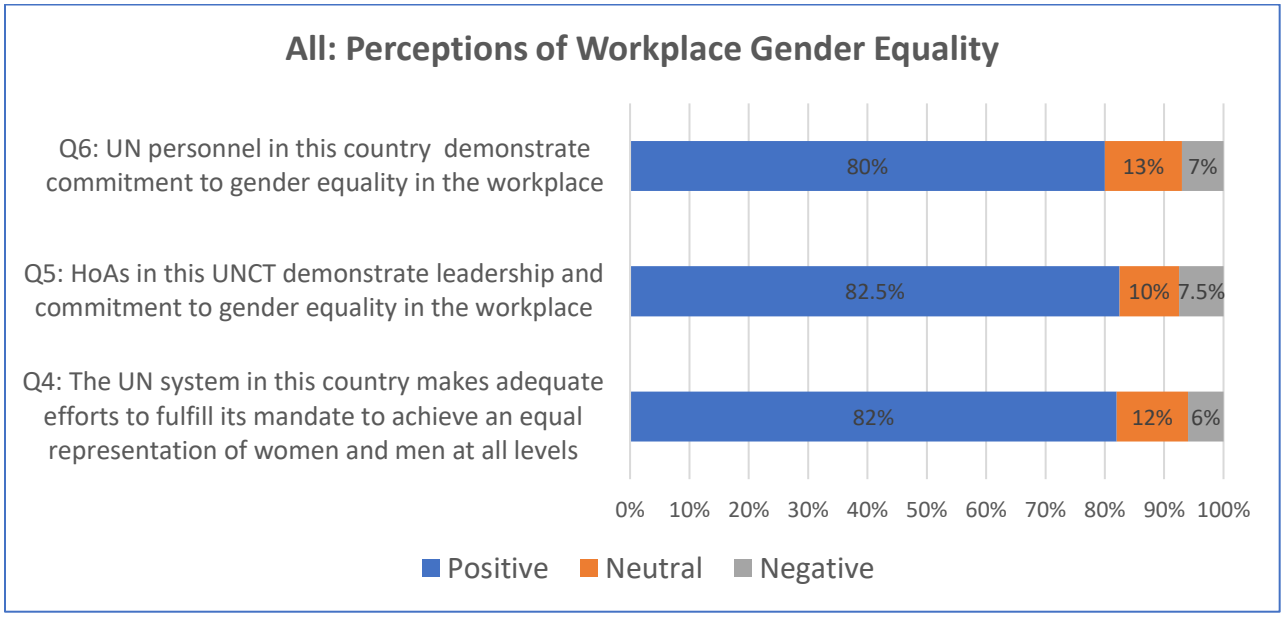


Figure C3

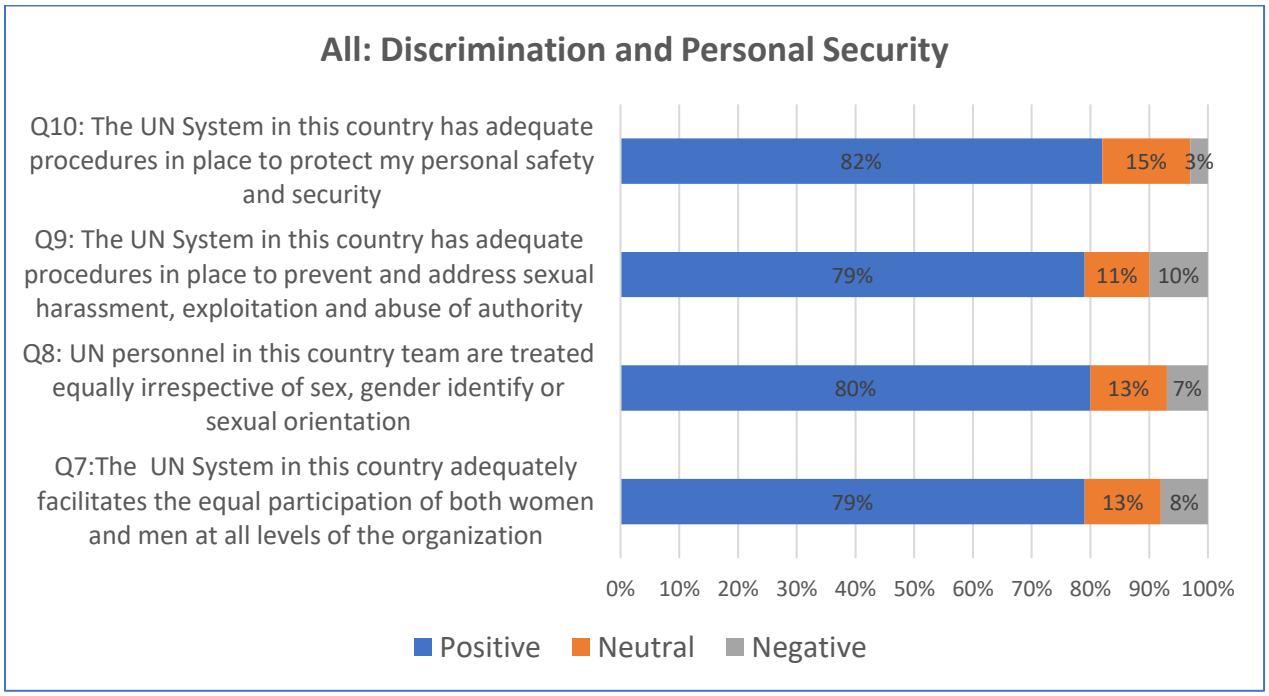
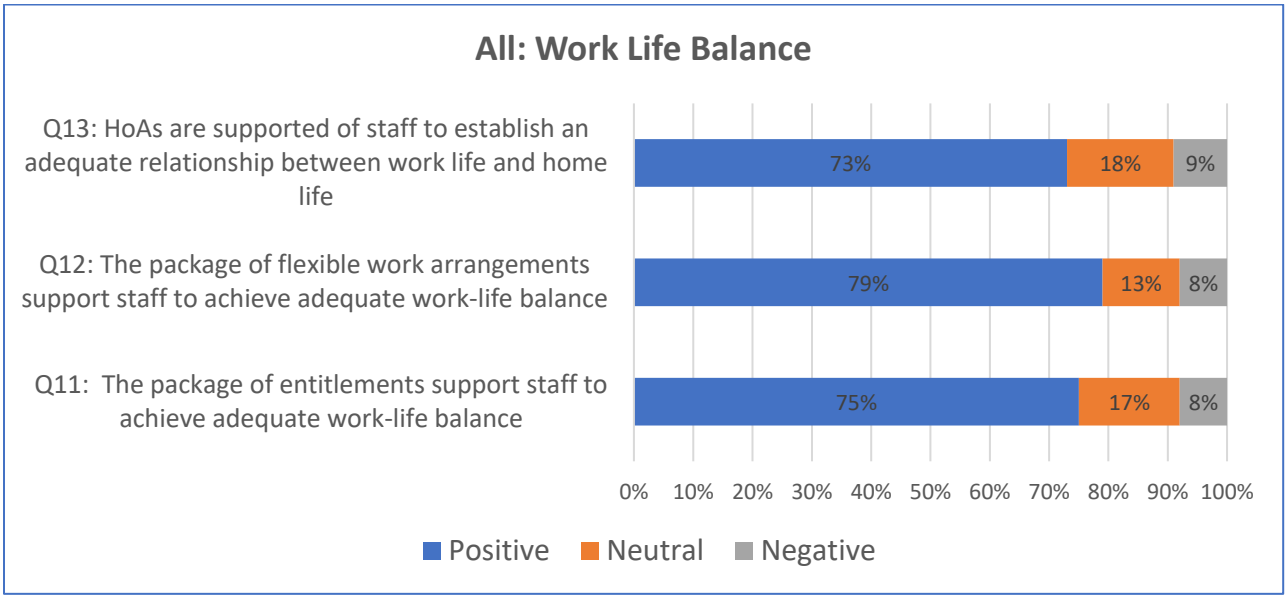


Figure C4



Differences in Female/Male Perceptions of Gender Equality, Organizational Culture and Work Life Balance (Percentages of Positive Responses): Figures C5-C7

Figure C5

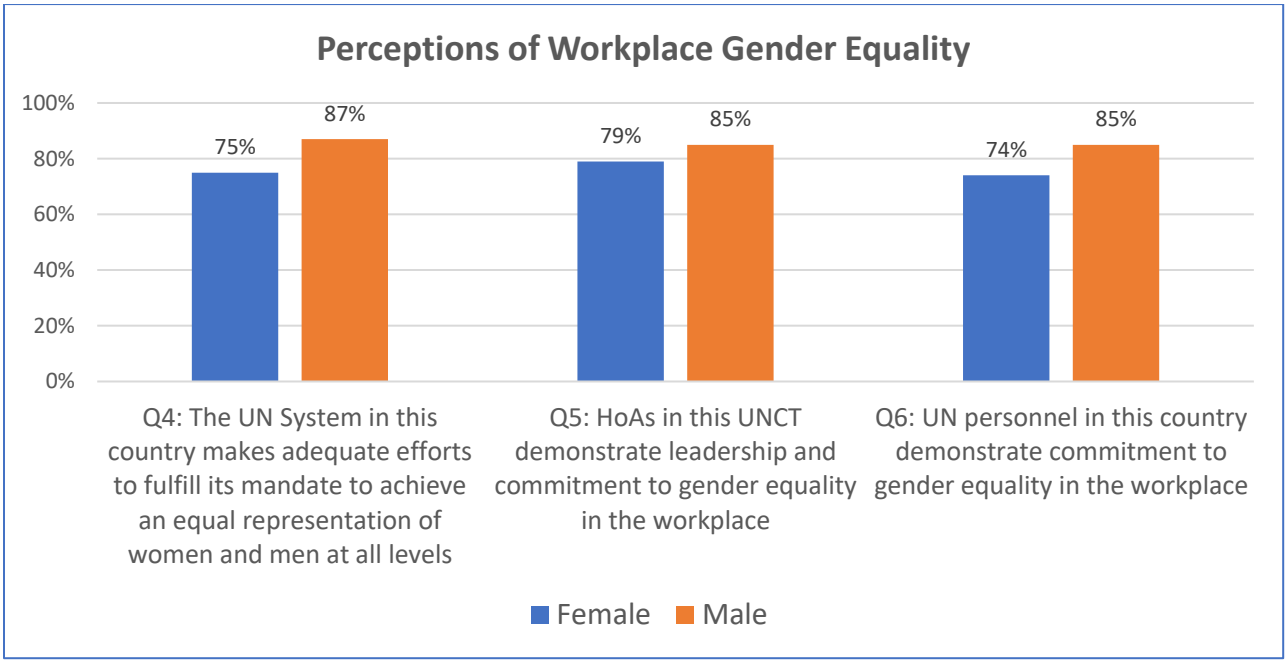


Figure C6

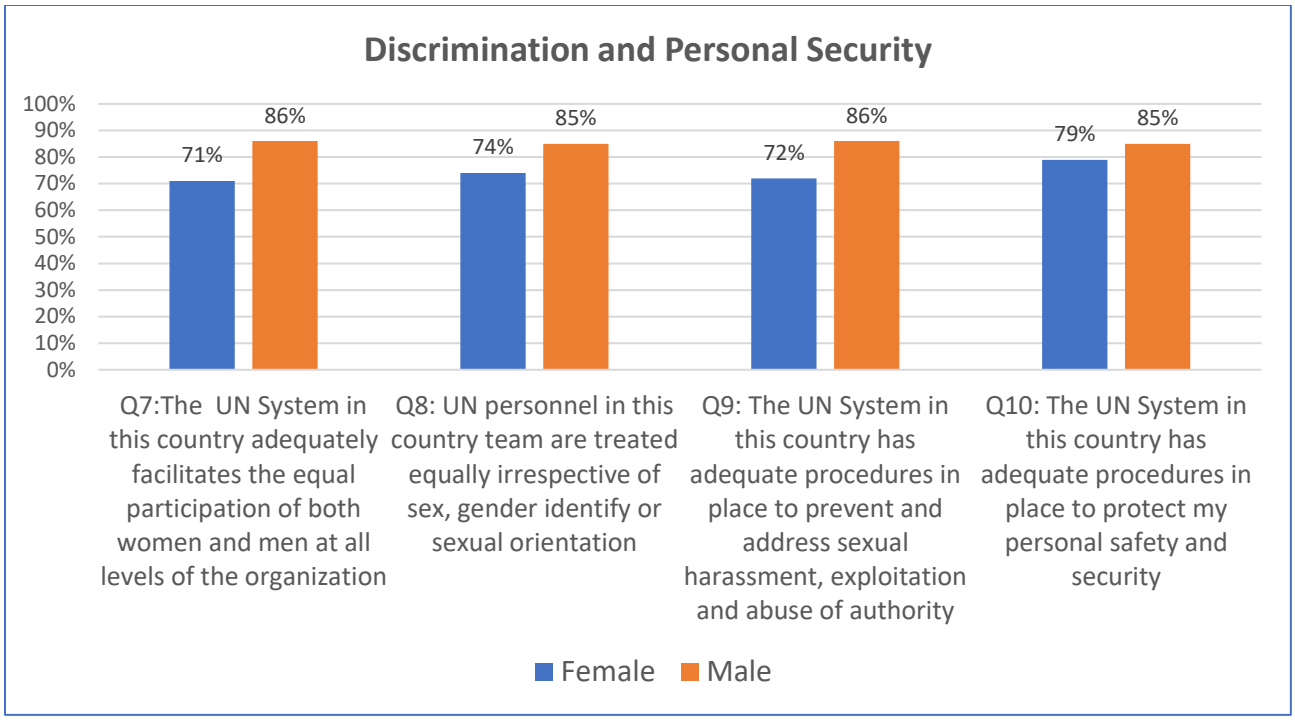
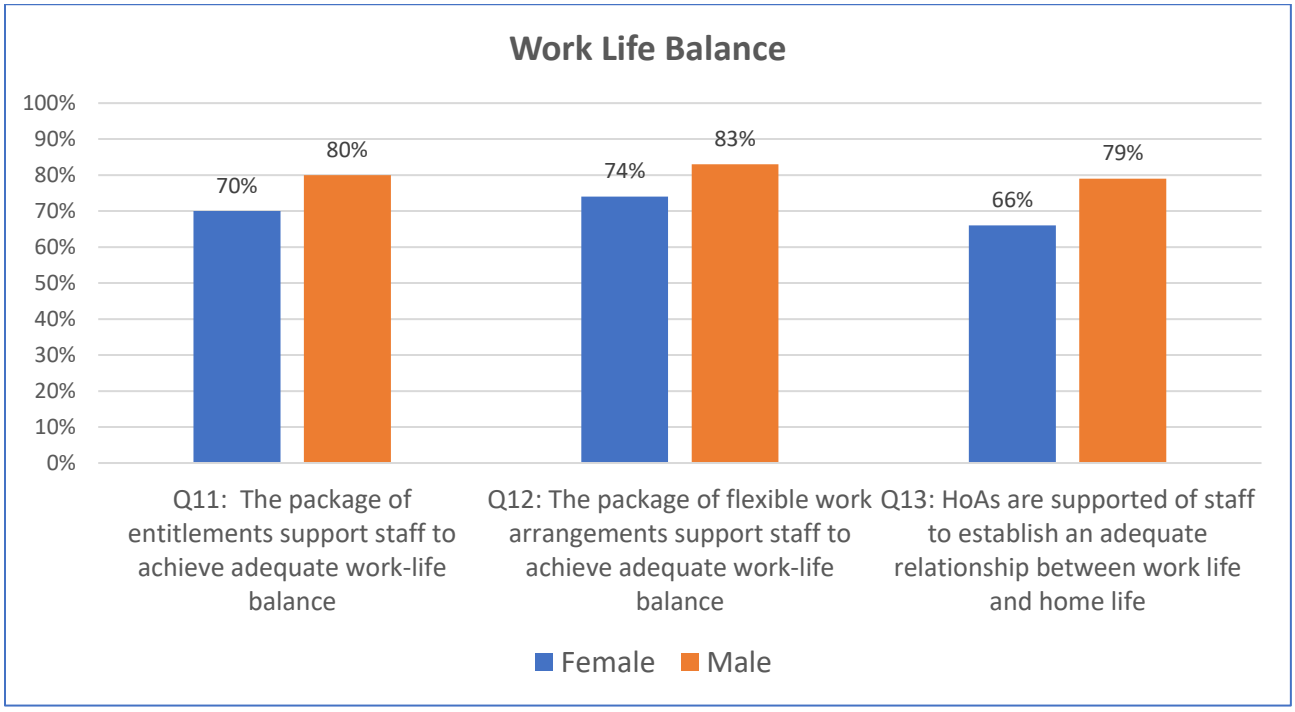

Discrimination and Personal Security
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
71%
86%
74%
85%
72%
86%
79%
85%
Q7:The UN System in this country adequately facilitates the equal participation of both women and men at all levels of the organization
Q8: UN personnel in this country team are treated equally irrespective of sex, gender identify or sexual orientation
Q9: The UN System in this country has adequate procedures in place to prevent and address sexual harassment, exploitation and abuse of authority
Q10: The UN System in this country has adequate procedures in place to protect my personal safety and security
Female
Male

Figure 2


Work Life Balance
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
70%
80%
74%
83%
66%
79%
Q11: The package of entitlements support staff to achieve adequate work-life balance
Q12: The package of flexible work arrangements support staff to achieve adequate work-life balance
Q13: HoAs are supported of staff to establish an adequate relationship between work life and home life
Female
Male

Annex D – Gender Parity Data

Table D1: Gender Parity by National Staff, International Staff and Category Levels

Staff Category	Total Staff	Female Staff #	Female Staff %	Male Staff #	Male Staff %
National Staff					
G1-G7	296	127	43%	169	57%
NOA+NOB	143	67	47%	76	53%
NOC+NOD	60	20	33%	40	67%
Sub-total	**499**	**214**	**43%**	**285**	**57%**
International Staff					
P1-P3	36	19	53%	17	47%
P4-D2	72	36	47%	36	50%
Sub-total	**108**	**55**	**51%**	**53**	**49%**
Total	**607**	**269**	**44%**	**338**	**56%**

Table D2: Gender Parity by Category Levels

Staff Category	Total Staff	Female Staff #	Female Staff %	Male Staff #	Male Staff %
General Service: G1-G7	296	127	43%	169	57%
Mid-level: NOA-NOB, P1-P3	179	86	48%	93	52%
Senior level: NOC-NOD, P4 and above	132	56	42%	76	58%
Total	**607**	**269**	**44%**	**338**	**56%**

Note: Information from 20 of 26 UN agencies from 17-30 November 2020: 20/26 = 77% response rate

UN Agencies information: FAO, IFAD, ILO, IOM, OHCHR, RCO, UNAIDS, UNAKRT, UNDP, UNDSS, UNEP, UNESCO, UNFPA, UNICEF, UNIDO, UNODC, UNOPS, UN Women, WFP, WHO. Missing information: ICAO, UN-ACT, UNCDF, UNHABITAT, UNHCR, UNV

Table D3: Gender Parity by National Staff, International Staff and UN Agency

UN Agency	Total #	Total #	Total #	National		International	
		Female	Male	Female	Male	Female	Male
FAO	13	4	9	4	5	0	4
IFAD	2	-	2	-	1	-	1
ILO	62	36	26	34	25	2	1
IOM	29	20	9	19	9	1	-
UNAIDS	5	2	3	0	3	2	0
UNAKRT	58	20	38	11	30	9	8
UNDP	56	28	28	23	20	5	8
UNDSS	5	-	5	-	3	-	2
UNESCO	13	3	10	1	6	2	4
UNFPA	19	4	15	4	14	0	1
UNICEF	105	45	60	32	55	13	5
UNIDO	23	10	13	10	12	-	1
UNODC	1	1	-	1	-	-	-
UNRC	10	5	5	1	5	4	0
WFP*	59	25	34	23	33	2	1
WHO	56	20	36	14	20	6	7
UN Women	5	4	1	4	1	0	0
OHCHR	39	13	26	9	21	4	5
UNOPS	55	28	27	24	22	4	5
Other							
UNEP	1	1				1	
TOTAL #	**607**	**269**	**338**	**214**	**285**	**55**	**53**
%		**44.3%**	**55.7%**	**42.9%**	**57.1%**	**50.9%**	**49.1%**

Note: Information from 20 of 26 UN agencies from 17-30 November 2020: 20/26 = 77% response rate
Missing information: ICAO, UN-ACT, UNCDF, UNHABITAT, UNHCR, UNV

Annex E – Interagency Team Members by Indicator and Cluster

Indicators	Interagency Team Member	UN Agency	UN Group
Cluster 1	***Coordinator: Amanda Mindus (RCO)***		
1.1 CCA	• Claudia De La Fuente	• OHCHR	• UNTG-G
	• Sachiko Nishimura	• UNDP	• UNTG-G
1.2 UNDAF Outcomes	• Anastasia Baskina	• RCO	• UNTG-G
	• Rany Pen	• UNDP	
2.1 Joint Programmes	• Amanda Mindus	• RCO	
	• Rany Pen	• UNDP	
	• Bettina Gatt	• FAO	• UNTG-G
Cluster 2	***Coordinator: Sophea Khun (UN Women)***		
2.2 Communications and Advocacy	• Sreysros Keo	• RCO	• CG
	• Leakena Doung	• UN Women	• UNTG-G / CG
5.1 Gender Coordination	• Sophea Khun	• UN Women	• UNTG-G
	• Polin Ung	• UN AIDS	• UNTG-G
	• Bun Mey Yat	• UNIDO	• UNTG-G
5.2 Gender Capacities	• Sophea Khun	• UN Women	• UNTG-G
	• Bun Mey Yat	• UNIDO	• UNTG-G
	• Chantevy Khorn	• UN Women	• UNTG-G
Cluster 3	***Coordinator: Carol Strickler (UN Women)***		
1.3 UNDAF Indicators	• Claudia De La Fuente	• OHCHR	• UNTG-G
	• Denise Laaveri	• UN Women	• UNTG-G / CG
2.3 UNDAF M&E	• Lan Laing	• RCO	• M&E
	• Rany Pen	• UNDP	
	• Bettina Gatt	• FAO	• UNTG-G
	• Sokroen Aing	• UNFPA	• UNTG-G
	• Lim Tith	• UNFPA	• M&E
7.1 Results	• Lan Laing	• RCO	• M&E
	• Rany Pen	• UNDP	
	• Bettina Gatt	• FAO	• UNTG-G
	• Sokroen Aing	• UNFPA	• UNTG-G
	• Lim Tith	• UNFPA	• M&E
Cluster 4	***Coordinator: Denise Laaveri / Carol Strickler (UN Women)***		
3.1 Engagement Government	• Claudia de la Fuente	• OHCHR	• UNGT-G
	• Denise Laaveri	• UN Women	• UNTG-G / CG
	• Nimol Soth	• RCO	
	• Rany Pen	• UNDP	•

3.2 Engagement GEWE CSO	• Anastasia Baskina	• RCO	• UNTG-G
Cluster 5	***Coordinator: Carol Strickler (UN Women)***		
4.2 Organizational Culture	• Socheat Heng	• UNFPA	• OMT
	• Carol Strickler	• UN Women	• Consultant
4.3 Gender Parity	• Socheat Heng	• UNFPA	• OMT
	• Carol Strickler	• UN Women	• Consultant
Cluster 6	***Coordinator: Carol Strickler (UN Women)***		
4.1 Leadership	• Amanda Mindus	• RCO	
	• Luisa Karst	• RCO	
6.1 Resources	• Lan Laing	• RCO	• M&E
	• Luisa Karst	• RCO	
	• Carol Strickler	• UN Women	• Consultant