

# UNCT-SWAP GENDER EQUALITY SCORECARD

## ANNUAL PROGRESS ASSESSMENT REPORT AND ACTION PLAN

### United Nations Country Team in Liberia 2020

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



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## 1. Background

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

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

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

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

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

## 2. The UNCT-SWAP Framework

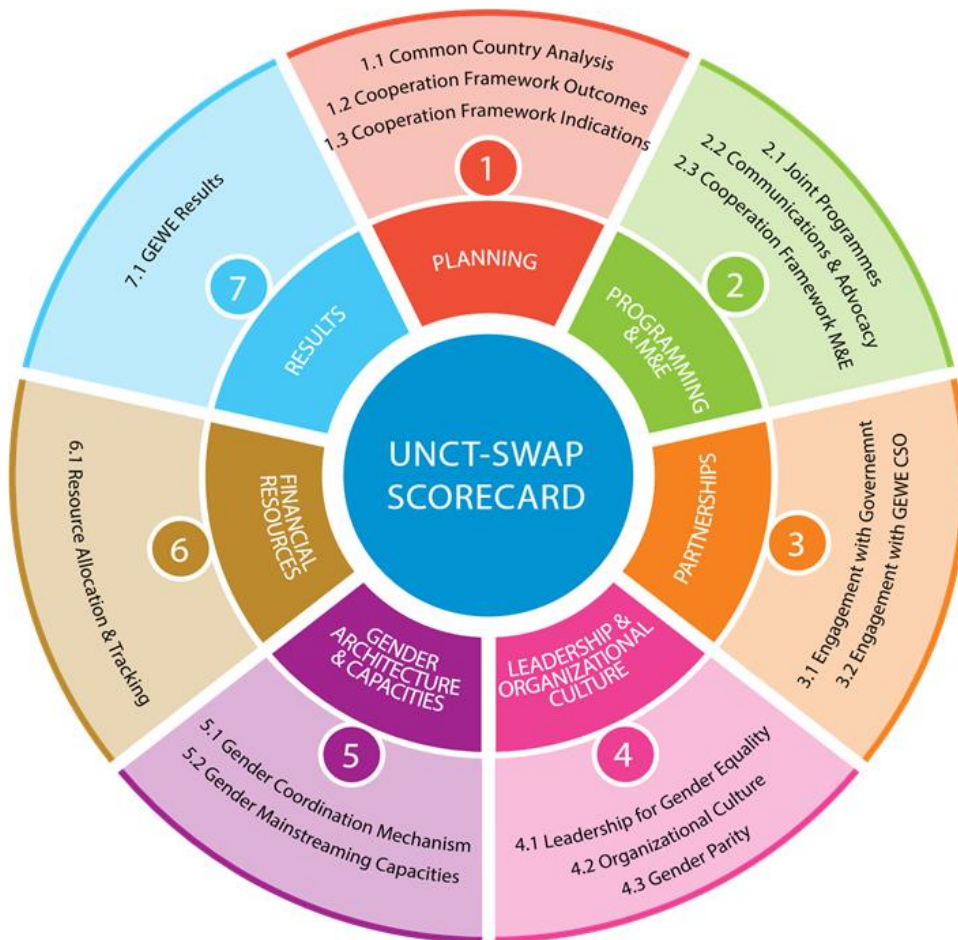
### 2.1 Performance Dimensions and Indicators

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

### Cooperation Framework Guidance (2019)

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

(Para 20, page 11).



## 2.2 Performance Indicator Ratings and Explanation

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

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

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

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

## 3. The UNCT-SWAP Methodology – Annual Progress Reporting

### 3.1 Participatory Self-Assessment

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

The process of Annual Progress Assessments is similar to that of Comprehensive Assessments. The exercise is implemented under the overall guidance of the UNCT. The (re)assessment of Performance Indicators is driven by an Interagency Assessment Team (IAT), which

is appointed by UNCT Heads of Agency, ensuring broad representation of UN entities and participation of key interagency groups. The IAT is led and facilitated by a Coordinator(s). It works collaboratively to review past performance and select UNCT-SWAP Performance Indicators for reassessment in the reporting year (minimum 5, as indicated in 3.2 below), reassessing and reporting on performance and preparing a report-back on the implementation of the UNCT-SWAP Action Plan, proposing any necessary updates to the Action Plan.

The UNCT-SWAP Annual Progress Report and updated Action Plan are shared with the UNCT for endorsement, enabling the UNCT to monitor and oversee progress in achievement of UNCT-SWAP minimum performance requirements and in the implementation of the UNCT-SWAP Action Plan to ensure all actions are completed.

### 3.2 UNCT-SWAP Annual Progress Assessments

UNCT-SWAP reporting takes place one time per Cooperation Framework cycle against all 15 Performance Indicators and **annually against a minimum 5 Performance Indicators**, and to **report on progress in implementing the UNCT-SWAP Action Plan**. The purpose of Annual Progress Assessments is to ensure that the UN in country is collectively making progress in meeting and exceeding UNCT-SWAP minimum performance requirements, and to support ongoing monitoring of achievements and course corrections needed. They are also intended to support coordinated monitoring and reporting on the implementation of the UNCT-SWAP Action Plan.

In selecting Performance Indicators for reassessment, it is recommended to focus on those areas of performance where improvement is most critically needed. While UNCTs should strive for progress, sometimes performance may remain at the same level, or even regress – which is important to capture. Further, while some Performance Indicators lend themselves easily to annual reassessment, the Performance Indicators ratings pertaining to the Planning Dimension are likely to change only when a new Cooperation Framework is developed.

Reassessment of Performance Indicators entails the selection of a performance rating and the provision of a justification for why a particular rating has been given. In addition, UNCTs are required to provide supporting evidence and documentation for each Performance Indicator rating (see 3.3 below). Reviewing the implementation of and updating the **UNCT-SWAP Action Plan** is a key part of the UNCT-SWAP Annual Progress Assessment.

The finalization of the Annual Progress Report can be conducted through a single consolidation workshop, or through two dedicated workshops or meetings to agree on Performance Indicator ratings on the one hand, and to review the report-back on the Action Plan, revising the Action Plan to incorporate any proposed adjustments and additions.

### 3.3 Supporting Evidence and Knowledge Hub

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

Supporting evidence, by Performance Indicator, is highlighted under Chapter 9 (below).

## 4. Quality Assurance and Global Reporting

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

## 5. The UNCT-SWAP Process in Liberia

1. Describe the process you undertook for UNCT-SWAP annual progress reporting. Include rationale for choice of selected performance indicators for re-assessment this reporting year and describe the role of the Inter-Agency Assessment Team and coordinator(s), and UNCT engagement

A small team was developed between RCO and UN Women Colleagues. From the small team a focal person was selected. The small team chose indicators they saw needed key updates to see progress made (if any). As the CCA and UNSDCF were created after the SWAP Scorecard was developed this was deemed very important to update, as financial resources and results were missing in the 2018 SWAP they were also priority to evaluate. Gender Parity was selected due to the importance within agencies to reach these targets. Timeframe proved to be difficult as many colleagues were on leave or had prior engagements when contacted to discuss. UNCT were not given sufficient time to provide their inputs/engage due to the technical difficulties at HQ that delayed the process.

List the coordinator(s) and the UN entities that participated in the Inter-Agency Assessment Team for the UNCT-SWAP annual progress reporting

RCO: John Dennis, Manuel Filipe, Margaret Gulavic

UN Women: Aine Hanrahan, Sadia Farid, Pearl Atuhaire, Sangeeta Thapa, Marie Goreth Nizigama

Many colleagues from across UN Agencies also provided supports inclusive of GTG colleagues and focal persons for specific indicators/updates

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

COVID-19 has delayed the majority of implementations for 2020 causing many projects/actions to be rephased to 2020. Sex and age disaggregated data is an extreme challenge in our context with limited accessible and accurate data being available. Due to limited access to this platform and limited timeframe to gather the information we have may not be as accurate to the reality/required field.

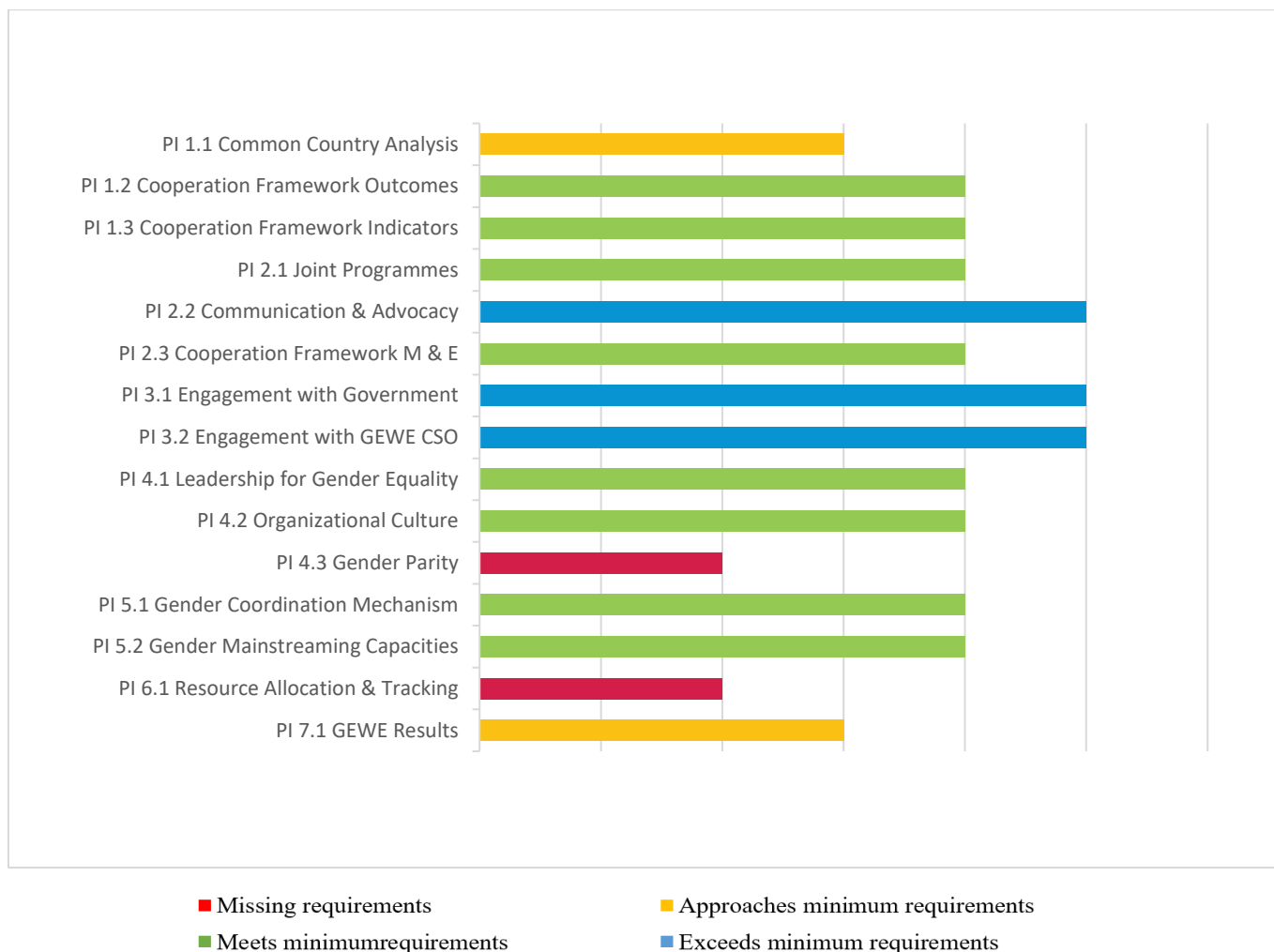
## 6. Overview of Performance Indicators Reassessed, and Performance Indicator Ratings

Table 1:

Indicator	Rating Level	Reassessed
PI 1.1 Common Country Analysis	APPROACHING	
PI 1.2 Cooperation Framework Outcomes	MEETS	
PI 1.3 Cooperation Framework Indicators	MEETS	
PI 2.1 Joint Programmes	MEETS	
PI 2.2 Communication & Advocacy	EXCEEDS	
PI 2.3 Cooperation Framework M & E	MEETS	
PI 3.1 Engagement with Government	EXCEEDS	
PI 3.2 Engagement with GEWE CSO	EXCEEDS	
PI 4.1 Leadership for Gender Equality	MEETS	
PI 4.2 Organizational Culture	MEETS	
PI 4.3 Gender Parity	MISSING	
PI 5.1 Gender Coordination Mechanism	MEETS	
PI 5.2 Gender Mainstreaming Capacities	MEETS	
PI 6.1 Resource Allocation & Tracking	MISSING	
PI 7.1 GEWE Results	APPROACHING	

The findings presented in the below table indicate the ratings scored by the UNCT in Liberia for each Performance Indicator across the seven dimensions of analysis as they stand in 2020. It includes the ratings reassessed in 2020, and ratings carried from previous reporting years.

Table 2: Overview of UNCT-SWAP Cumulative Results in 2020



## 7. UNCT-SWAP Detailed Findings by Performance Indicators Reassessed

### Dimension Area 1: Planning

#### PI 1.1 Common Country Analysis

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

**Planning**

**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.**

The CCA design process culminating in a report in June 2018 ( endorsed by the Government ) meets but slightly falls short of exceeding, the expectations on gender given the political transition and the paucity of data at the time. The justification for this standard is that as part of the TOR, the conduct of gender analysis and use sex-disaggregated data was done consciously, notwithstanding some limitation in terms of access to up to date survey data including more recent disaggregated sex, age and location data and baselines on SDGs.

Nevertheless as a tool to inform the priorities for the SDGs and the evidence base for development of the theory of change for the UNSDCF, in many instances, gender analysis and used of sex disaggregated data and consultations were done to ensure no one was left behind. This is evident by the outline of CCA ( see attached), the independence of the experts who produced the CCA, and the inclusive process that characterized the preparation of the CCA report. For example, in addition to the specific tables and figures providing information on sex, age and location data ( including those related to maternal mortality and education), the CCA went further to include a whole analytical section 2.9 which delves into issues of human rights, inequality, and discrimination, with section 2.9.1 exclusively focused on gender inequality, and the sections on human development, vulnerabilities, conflict analysis, and population and demographic have used disaggregated data. In cases data from survey were not available, these were either gleaned from reports of prior gender related initiatives, and consultations with women groups including the Rural Women Association. Where data as available, it is preferable to use gender-sensitive, and sex-disaggregated ones consistently. The emphasis on gender analysis and use of sex data was apparent in the prioritization of myriad of contributions received, favouring those with more disaggregated gender-sensitive content.

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PI 1.2 Cooperation Framework Outcomes

<b>Performance Indicator 1.2:</b> <b>Gender equality mainstreamed in Cooperation Framework outcomes</b> <b>MEETS MINIMUM REQUIREMENTS</b>	<b>Planning</b>
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**(a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities, including SDG 5; OR (b) One Cooperation Framework outcome specifically targets gender equality in line with the Cooperation Framework Theory of Change and SDG priorities, including SDG 5.**

The UNCT in Liberia being among the first group to implement the UNSDCF did a very rigorous process of ensuring that its framework meets the minimum quality assurance standards in line with the UNDG programming principles, including those on gender LNOB and grounded in evidence and inclusive, participatory consultation. Therefore, on gender, the UNSDCF exceeds the standard. It can be recalled that during the workshop on the formulation of the Theory of Change and the Outcome statements, the UNCT ensured a consistent reflection of sex and gender-sensitive language. At least two days were devoted to the conduct of an LNOB, and gender analysis exercises with groups responding to a checklist of questions to guide compliance with and responsiveness to standards on those UNSDG principles. In addition to the aspirations about inclusion and equity and the outcome statements reflecting on gender, there are specific gender-focused outputs and indicators with gender-sensitive disaggregated data by sex. Towards the LNOB, the UNSDCF has an output about data, and for gender, at least one output per outcome is focused on gender. These include outputs 1.2, 1.3, 2.1. For example, OUTPUT 2.1 is focused on evidence-based on cross-sectoral gender-responsive policy framework for livelihoods, etc. Each outcome of the UNSDCF has a gender-focused text: Improved rights-based, gender-sensitive quality life with inclusive, equitable access (OUTCOME1); inclusive economic growth ( outcome 2); social cohesion and human rights ( outcome 3); services targeting the most marginalized groups ( outcome 4). Additionally, the Theory of change places specific emphasis on gender, including a commitment toward tackling critical structural constraints that impede the access of women and men to employment, livelihoods and income security are addressed in a sustainable manner; while gender, human rights, and LNOB are the some of the key approaches underpinning the UN’s shared commitment and programming principles

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### PI 1.3 Cooperation Framework Indicators

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

Planning

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

Approximately, 41.4% (45) of the UNSDCF 92 indicators track progress towards gender equality and women's empowerment for which it "Meets Minimum Standards. These indicators

Indicators under all four outcomes are gender mainstreamed reflecting disaggregated data of sex and age tracking progress toward gender results.

However, some indicators under including: 1.1, 1.5, 1.1.2, 1.1.3, 1.3.3, 1.3.4, 2.4, 2.5, 2.6, 3.2.3, 4.2 and 4.3 fall short of gender mainstreaming.

Also, other indicators are gender assumptive but not clearly seen in its narrative.

Analysis of the UNSDCF Result Framework shows a synthetic table for Liberia UNSDCF Outcomes:

Total N. of Indicators: 92

N. of gender mainstreamed outcomes: 29

N. of gender-blind outcomes: 18

N. of gender targeted outcomes: 45

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

#### PI 2.1 Joint Programmes

**Performance Indicator 2.1:**  
**Joint programmes contribute to reducing gender inequalities**  
**MEETS MINIMUM REQUIREMENTS**

Programming and  
M&E

**(a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment; AND (b) A Joint Programme on promoting gender equality and empowerment of women and girls is operational over current Cooperation Framework period in line with SDG priorities, including SDG 5.**

UN Liberia (LMPTF-PBF Secretariat-RCO) does not have joint programs. However, all the joint projects supported by the Liberia Multi-Partner Trust Fund-Peacebuilding Fund meet the minimum standards of the SWAP Gender Equality Scorecard. The gender maker is a requirement for support under our Fund. Regarding the MPTF calls for proposals all fully utilized the GEM with continued training for further use.

The Liberian Spotlight Initiative, for example, has a dedicated guideline to incorporate gender equality (attached).

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#### PI 2.2 Communication & Advocacy

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

Programming and  
M&E

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

a) UNCT Communications and Advocacy strategy “Exceeds Minimum Standards”. As part of the its communication efforts, the UN Country Team collectively supported the 16 Days of Activism, Orange Day and International Women’s Day geared towards GEWE in 2019.

b) The UN Communications Group is implementing its updated communications strategy in 2019 which serves as the advocacy and awareness tool for the UNDAF. UNCG 2019 annual work plan had key activities on working will media institution, work groups and gender related programs to enhance advocacy and awareness on the work of the UN in Liberia.

c) Also, the UN-GoL Joint Programme on SGBV has a joint communications strategy which server as instrument for raising awareness on the preventions and response in curtailing SGBV. The strategy considers the use of traditional and non-traditional method of communications for awareness and outreach.

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**PI 2.3 Cooperation Framework M & E**

**Performance Indicator 2.3:  
Cooperation Framework monitoring and evaluation measures  
progress against planned gender equality results  
MEETS MINIMUM REQUIREMENTS**

**Programming and M&E**

**Meets two of the following: (a) Cooperation Framework results matrix for gender sensitive indicators gathered as planned. (b) Cooperation Framework reviews/evaluations assess progress against gender-specific results. (c) The M&E Group or equivalent has received technical trainings on gender sensitive M&E at least once during the current Cooperation Framework cycle.**

a) The Monitoring and Evaluation Strategy Plan for UNSDCF 2020-2024 being developed and would benefit front the SWAP scorecard. As part of the M&E strategy plan, M&E framework, tools, capacity development plan and budget will be articulated. At the country level, the inter-agency M&E group supports joint M&E efforts, including the coordination of data collection, provision of technical advice, and capacity strengthening.

b) The Inter-agency M&E Working Groups supervised formulation of the UNSDCF Result Framework ensuring that indicators are gender sensitive and disaggregated by sex, and age in most areas. Through organized quantitative data collection and alignment of UNSDCF outcomes and indicators, the inter-agency M&E Group further reviewed each outcomes and indicators to be SMART.

c) In 2019, there were no revisions or evaluations done since the United Nations Sustainable Development Cooperation Framework (UNSDCF 2020 – 2024) was being drafted, but the Inter-Agency Programming Team and Monitoring & Evaluation Group through the Resident Coordinator’s Office supported the Common Country Assessment (CCA) and UNDAF Evaluations assessing progress against gender-specific results the previous year. The CCA and UNDAF Evaluation accessed results towards achieving gender equality and women’s empowerment despite insufficient availability of disaggregated data.

d) No training was conducted for the M&E working group on gender, but individual members have benefitted from gender trainings and other trainings that include focus on gender.

Currently we are on track with Gender Sensitive Indicator gathering through the Country Gender Equality Profile and the Gender Mainstreaming Strategy.

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## Dimension Area 3: Partnerships

### PI 3.1 Engagement with Government

#### Performance Indicator 3.1:

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

**EXCEEDS MINIMUM REQUIREMENTS**

Partnerships

**Meets all of the following: (a) The UNCT has collaborated with AT LEAST ONE government agency on a joint initiative that fosters gender equality within the current Cooperation Framework cycle. (b) The National Women's Machinery participates in Cooperation Framework consultations: country analysis, strategic prioritization, implementation, M&E. (c) The UNCT has made AT LEAST ONE contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.**

1. The UNCT has work in partnership with more than two government agencies on joint initiative that fosters gender equality within the current UNDAF cycle.

Partnerships include: Post-CSW consultation on SDGs; IWD advocacy event (UN Women and UNFPA); 16-Days Campaign in 2019 involved government and CSO partners (GTG); Parliamentary Forum on Women, Peace and Security (UN Women, UNDP, IOM); International Day of the Girl Child (UNICEF, UNDP and other agencies) contributed to the hosting of Girls "Take a Girl to Work" 2019.

#### List of Joint GOL/UN PROGRAMMES

- GOL/UN Joint Programming initiative to prevent and respond to SGBV and Harmful Traditional Practices in Liberia Joint Inclusive Security: Nothing for Us Without Us (GOL, UN Women, UNFPA, UNDP, UNICEF, UNHCR)
- Joint (EU and UN) multi-national partnership initiative ((GOL, UNDP, UNFPA, UN Women, OHCHR, UNICEF)
- The GOL UNDP/OHCHR Joint Programme entitled Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People (2017-2019) -

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UN Women are currently collaborating with our women-led CSOs and revitalizing the CSAG

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### PI 3.2 Engagement with GEWE CSO

#### Performance Indicator 3.2:

UNCT collaborates and engages with women's/gender equality civil society organizations

**EXCEEDS MINIMUM REQUIREMENTS**

Partnerships

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

There are existing vibrant and robust groups of CSOs engaged in the UNDAF cycle which are promoting gender equality and women empowerment. for example, the below listed CSOs:

- a. WONGOSOL (Women’s NGOs Secretariat) b. AFELL (Association of female lawyers of Liberia) c. Rural Women Organization d. National Adolescent girls working group e. Federation of Liberian Youth f. Inter Religious Council of Liberia g. Traditional council of Liberia

These CSOs were extensively consulted especially in areas related to provision of basic social services, political participation and economic growth.

There are ‘joint initiatives’ in which these CSOs are engaged. For instance, the Inter Religious Council of Liberia mobilized community to specifically pray and make a commitment to protect children against violence. Still under the SGBV JP, in situations where survivors have decided to take legal action through the Liberian legal system, the Association of Female Lawyers of Liberia (AFELL) will continue to provide legal aid and representation for the survivor until the legal process is finalised.

However, these collaborations depend on several conditions, such as: donor’s requirement, individual selection of UN agencies after ‘call for proposals and vetting, UN agencies’ regulations/ rules and procedures.

These CSOs are active partners and give the UN the possibility to intervene in diverse sectors. Despite having limited operational capacities, they are the key actors for establishing meaningful partnerships with civil society in Liberia to advance the women empowerment and gender equality agenda.

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Dimension Area 4: Leadership & Organizational Culture

PI 4.1 Leadership for Gender Equality

<p>Performance Indicator 4.1: UNCT leadership is committed to championing gender equality MEETS MINIMUM REQUIREMENTS</p>	<p>Leadership and organizational culture</p>
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**Meets three of the following: (a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months. (b) RC demonstrates public championing of gender equality during the last 12 months. (c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months. (d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.**

Gender issues and updates are regular agenda item or topic for discussion at all UN Country Team bi-weekly meetings. Briefings on gender issues and how the UN System can increase its gender visibility are provided by the Gender Thematic Group at UNCT. Sensitive women issues and gender inequalities highlighting progress, challenges and concerns often expressed in the support of the Government to achieve its goals were frequently brought to UNCT attention by UNWOMEN.

The RC has demonstrated through his actions, intervention and communications to be champion of gender equality during 16 Days of Activism, International Women’s Day, Orange Day amongst others.

Some Heads of Agencies have personal commitment to gender equality in the workplace.

Gender is strongly reflected in the Annual Coordination Framework under Normative Area 5: Gender Mainstreaming and UNWOMEN is responsible for reporting. Also, the Assessment of Results and Competencies (ARC) of UNCTs highlights gender equality.

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#### PI 4.2 Organizational Culture

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

Leadership and  
organizational culture

Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-79 percent.

N/A

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#### PI 4.3 Gender Parity

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

Leadership and  
organizational culture

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### Dimension Area 5: Gender Architecture and Capacities

#### PI 5.1 Gender Coordination Mechanism

**Performance Indicator 5.1:**  
Gender coordination mechanism is empowered to influence the UNCT for gender equality and empowerment of women  
**MEETS MINIMUM REQUIREMENTS**

Gender architecture and  
capacities

Meets three of the following: (a) A coordination mechanism for gender equality is chaired by a HOA. (b) The group has a TOR and an approved annual work plan. (c) Members include at least 50% senior staff (P4 and above; NOC and above). (d) The group has made substantive input into the Cooperation Framework including the country analysis, strategic prioritization, results framework and M&E.

- The GTG met frequently to discuss topical issues on gender equality across the UN system. The also had an approved annual work plan for 2019 that was implemented. The GTG also met regularly to discuss the one UN response on several issues related to GEWE. This included support to the government and CSOs on initiatives such as Commission on the Status of Women, Beijing Platform for Action and Declaration, CEDAW and the National Action Plan on Women, Peace and Security.

- The GTG also provided substantive inputs on mainstreaming gender issues into the finalization of United Nations Sustainable Development Cooperation Framework (UNSDCF) including the Common Country Analysis (CCA) process which took place in 2018.

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#### PI 5.2 Gender Mainstreaming Capacities

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

Gender architecture and  
capacities

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

There was no collective inter-agency capacity development activity undertaken in 2019 specifically relayed to gender. However, through RCO, as requirement for the development of the new United Nations Sustainable Development Cooperation, a UN System-Wide training on programming principles was conducted. The training covered 9 principles one of which was how to mainstream GEWE in UNSDCF.

In 2019, GTG developed a joint plan of action for to strengthen the gender mainstreaming capacity of UN staff. Part of the annual work-plan, included Minimum Operation Standards for protection from Sexual Exploitation and Abuse.

The one-hour online trainings on “I know gender” and the PSEA are now considered by many UN agencies as mandatory for all UN staff.

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Dimension Area 6: Financial Resources

PI 6.1 Resource Allocation & Tracking

<p>Performance Indicator 6.1: Adequate resources for gender mainstreaming are allocated and tracked</p> <p>MISSING REQUIREMENTS</p>	Resources
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Dimension Area 7: Results

PI 7.1 GEWE Results

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

Due to the COVID-19 pandemic, implementation has been delayed, however, within our SERP, UNSDCF and Socio-economic impact assessment gender was integrated into the recovery.

Spotlight has seen many implementations including support to peace huts, the passage of the FGM bill, key training on GBV within spotlight counties as well as relationships built with CSOs and Traditional leaders.

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## 8. UNCT in Liberia Action Plan

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

Link to Performance Indicator	Action Points
<b>Dimension 1 - Planning</b>	
1.1 Common Country Analysis	Ensure that gender analysis and the use of sex disaggregated data is consistent across all sectors and all throughout the CCA. Analysis should include the most marginalized based on their gender. Analysis should be supported by discussions on underlining causes of the issue/s under discussion and associated challenges; causes of inequality and discrimination Recommendation should include suggestions on how inequality and discrimination could be reduced and how those marginalized could be used as agents of change in moving Liberia forward.
1.2 Cooperation Framework Outcomes	Review/revise the UNDAF-AWP-2018 and incorporate existing gender targeted and gender transformative programmes at the output level: JP Elimination of SGBV/HTP at the output level, + Spotlight and possibly at the outcome level. Build firm links with the GOL to influence Gender Sensitive Pro-Poor Agenda Advocate and influence the creation of an outcome of Gender mainstream to enhance the achievement of gender equality in the country and ensure that the UNDAF Outcomes are gender-mainstreamed (in line with UNDAF Theory of Change and the SDG priorities) that include a monitoring of progress of GEWE.
1.3 Cooperation Framework Indicators	Ensure the next UNDAF visibly mainstreams gender across all outcome areas with sex-disaggregated or gender-sensitive indicators. Increase the number of gender sensitive indicators and create mechanism to track progress toward gender equality within the UNDAF Train the technical staff of the GoL to mainstream SDGs on gender and ensure the inclusion of sex disaggregated indicators. Assuring agreements and funded plan to collect data for the indicators that lack Means of Verifications in the results establishing baselines and targets for the next UNDAF results framework, considering the need for data disaggregation (by sex and age) to lead to gender-specific targeting to address areas of inequality
<b>Dimension 2 – Programming and M&amp;E</b>	
2.1 Joint Programs	Create and use internal mechanisms to ensure the quality of gender mainstreaming across all joint programmes (for instance the Gender and Age Marker tool on which the staff of all the UN agencies was trained by the GenCap Consultant) Increase inter-

	agency trainings on gender analysis for Programme staff of all UN agencies UNCT addresses gender equality by ensure to have at least one JP on promoting GEWE under the current/future UNDAF (still in line with UN policies and SDGs priorities)
2.2 Communication and Advocacy	Communications strategy and workplan to include specific component that deals with ensuring gender equality in access to information, targeting of audiences and establishment of feedback mechanism Follow up to ensure action plan is implemented as planned (gender-sensitive communications and advocacy) UNCT advocacy strategy that is gender sensitive (adequate funding for gender-sensitive programming and joint or One Voice concept of advocacy)
2.3 Cooperation Framework M&E	All focal points responsible for reporting under each pillar should be orientated on the existing M&E framework including set targets and gender specific targets and indicators. Staff responsible for data compilation should ensure that all inputs provided reflect what is required. Annual work planning should be closely guided by M&E staff who is aware of UNDAF set targets. The M&E Working Group members should receive a technical training/have a workshop on gender sensitive M&E at least twice a year Gather data for gender sensitive UNDAF indicators across the UNCT's coordination mechanism groups
<b>Dimension 3 - Partnerships</b>	
3.1 Government Engagement	Enhance government capacity to scale from being gender neutral to gender responsive and transformative through training, capacity building and institutional strengthening (provision of relevant materials/equipment/GBV IMS/ DNA machinery/ etc.) GTG to conduct mapping of existing coordination on GEWE and create a strong link with them
3.2 GEWE CSO Engagement	Improve partnership engagement with 20 selected / targeted CSOs by promoting bottom- top approach in planning and decision-making processes
<b>Dimension 4 – Leadership and Organizational Culture</b>	
4.1 Leadership	UNCT members need to meaningfully address GEWE in at least 50% UNCT meetings.
4.2 Organizational Culture	N/A
4.3 Gender Parity	The HR working group needs to provide information related to resources allocated to staff training, offering to both women and men opportunities to move to more specialized positions (for all types of contracts); This must be presented it to UNCT. Create more comprehensive HR procedures ensuring the evaluation of high level of CVs coming from female candidate UN Common System Strategy: Simplified target calculation methodology for

	gender parity applied at overall institutional architecture for implementation Creation of entity-specific implementation strategies and the UN Country Team (UNCT) implementation strategy in which annual gender parity targets are set for each entity/level combination, and in which annual gender parity targets are calculated based on the gap to parity. Ambitious implementation of Gender Scorecard, effective internal oversight monitoring mechanisms, reporting semi-annually to the head of the entity, data supplemented through UN Women for system-wide data collection on appointments, career advancement, separations, staff-selection/recruitments and flexible work arrangement usage of staff. Sourcing from UNCT level, and overall reporting on implementation and oversight by UN Senior Management, UN System of Chief Executives Board for Coordination (CEB), Senior Advisor on Policy at Executive Office of the Secretary General (EOSG) and UN Women.
<b>Dimension 5 – Gender Coordination and Capacities</b>	
5.1 Gender Coordination Mechanism	To organize annual retreat of the GTG UN agencies to appoint GTG members at the senior management staff (e.g. P4 and above) and ensure their attendance to GTG meeting for decision making Implemented a costed GTG AWP Build the capacity of the UNCT for gender mainstreaming Ensure that GTG is involved into all UNDAF pillars and particularly during the UNDAF development processes. Strengthen participation and responsibilities of GTG members by including GTG work in individual performance reviews to improve member accountability. Organize an Annual Gender Forum to invite HoA, Government officials, representatives of CSOs working on gender issues, for knowledge sharing with a wider UN technical audience.
5.2 Gender Capacities	Conduct an inter-agency capacity assessment to improve gender mainstreaming within the UN System and develop a capacity development plan for targeted UN coordination mechanism (IAPT, UNCG, OMT, HR, etc.) Carry out an annual inter-agency gender capacity development training for UN personnel, that should include participation in international event such the UNiTE Campaign and International Women's Day. Implement a ONE UN induction package that contains information on UNCT commitment and activities on GEWE (including action toolkit, country's gender context and a basic gender training such as the online training "I know Gender") Map out system-wide opportunities for online gender training to assess gender-related knowledge/status of staff compliance with mandatory gender training and to develop a strategy (i.e. a learning and action plan) to foster 100% compliance.
<b>Dimension 6 - Resources</b>	
6.1 Financial Resources	Create a dedicated separate outcome for gender under each pillar for targeted actions besides mainstreaming Monitoring and Implementation need a clear reporting line on results and gaps

	on gender (using the new gender markers being developed by the UN) Gender Theme Group to discuss the possibility of members conducting a baseline study of percentage of total individual budgets that go towards addressing gender related issues. This could be included in the GTG AWP and put to the UNCT for endorsement. This can be an initial step towards establishing gender targets for budget allocation to gender equality and women's empowerment programming.
<b>Dimension 7 - Results</b>	
7.1 GEWE Results	GTG to closely monitor achievement of GEWE targets in the current UNDAF on an annual basis for a generated by comprehensive overview drawing on data UNDAF pillars/UN agencies

## 9. Supporting Evidence

<b>PI1.1: Indicator 1.1: Common country analysis integrates gender analysis</b> <b>APPROACHES MINIMUM REQUIREMENTS</b>		<b>Planning</b>
<b>Category</b>	<b>Documents</b>	
<b>CCA or equivalent</b>	<a href="#">CCA 2018</a>	

<b>PI 1.2: Indicator 1.2: Gender equality mainstreamed in Cooperation Framework outcomes</b> <b>MEETS MINIMUM REQUIREMENTS</b>		<b>Planning</b>
<b>Category</b>	<b>Documents</b>	
<b>Cooperation Framework</b>	<a href="#">1608 UNSDCF Liberia_Final</a>	

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

<b>PI 2.1: Indicator 2.1: Joint programmes contribute to reducing gender inequalities</b> <b>MEETS MINIMUM REQUIREMENTS</b>		<b>Programming and M&amp;E</b>
<b>Category</b>	<b>Documents</b>	
<b>Joint Program documents</b>	<a href="#">Final CPD_Liberia_1Mar2019</a>	

Joint Program documents	<a href="#">GYPI Process Guidance for PBF Secretariats_final</a>
Joint Program documents	<a href="#">PBF Guidelines Final - 2018 update - ENGLISH (002)</a>

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

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

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

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

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

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

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

PI 5.1: Indicator 5.1: Gender coordination mechanism is empowered to influence the UNCT for gender equality and empowerment of women MEETS MINIMUM REQUIREMENTS		Gender Architecture and Capacities
Category	Documents	
GTG TOR/AWP	<a href="#">ToR of the GTG - Revised</a>	
GTG TOR/AWP	<a href="#">2020 UNGTG Liberia Workplan Final</a>	

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

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

PI 7.1: Indicator 7.1: UN programmes make a significant contribution to gender equality in the country APPROACHES MINIMUM REQUIREMENTS		Results
Category	Documents	
Cooperation Framework reviews/monitoring data	<a href="#">1608 UNSDCF Liberia Final</a>	
Other	<a href="#">UN Liberia Socio-Economic Response Plan - Final</a>	
Other	<a href="#">Liberia Rapid Assessment Report-October 2020</a>	
Other	<a href="#">SGBV Joint Programme Newsletter 1st edition-print</a>	
Other	<a href="#">Key results- Liberia Spotlight Initiative (2020)</a>	

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

FOR MORE INFORMATION ON THE UNCT-SWAP GENDER EQUALITY SCORECARD  
PLEASE VISIT

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

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

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