



UNCT SWAP Gender Equality Scorecard

United Nations Country Team Uganda

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31 March 2021

Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ARC	Assessment of Results and Competencies
BOS	Business Operational Strategy
CCA	Common Country Analysis
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CRC	Convention on the Rights of Children (UN)
CSOs	Civil Society Organisations
DaO	Delivering as One
DEVAW	Declaration on Violence Against Women
DOCO	Development Operations Coordination Office
EC	Electoral Commission
ECD	Early Childhood Development
FAO	Food and Agriculture Organization
FGM	Female Genital Mutilation
GBV	Gender-Based Violence
GEWE	Gender Equality and Women's Empowerment
GoU	Government of Uganda
HIV	Human Immuno-Deficiency Virus
HOA	Heads of Agency
IAT Scorecard	Interagency Assessment Team for the Gender Scorecard
ICT	Information and Communications Technology
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
IP	Implementing Partner
LNOB	"Leaving no one behind" - Overarching objective of the 2030 Agenda and SDGs.
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MGLSD	Ministry of Gender, Labour and Social Development
MMR	Maternal Mortality Ratio
MoES	Ministry of Education and Sports
MoFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoIA	Ministry of Internal Affairs
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands, Housing and Urban Development
MoTI	Ministry of Trade and Industry
MoWT	Ministry of Works and Transport
MTE	Mid-term Evaluation
MTWA	Ministry of Tourism, Wildlife and Antiquities
MWE	Ministry of Water and Environment
NDP	National Development Plan
NEMA	National Environmental Management Authority

NGO	Non-Governmental Organization
NMR	Neonatal Mortality Rate
NPA	National Planning Authority
OHCHR	Office of the High Commissioner on Human Rights
OMT	Operations Management Team
OPM	Office of the Prime Minister
PLHIV	People Living with HIV
PLK	Pulse Lab Kampala
PSEA	Protection against Sexual Exploitation and Abuse
RC	Resident Coordinator
RCO	Resident Coordinator's Office (United Nations)
SDGs	Sustainable Development Goals
SRMNCAH	Sexual Reproductive Maternal Neonatal Child and Adolescent Health
ToR	Terms of Reference
UAC	Uganda AIDS Commission
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic Health Survey
UHRC	Uganda Human Rights Commission
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UN-Habitat	United Nations Human Settlements Programme
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCDF	United Nations Capital Development Fund
UNCRC	United Nations Convention on the Rights of the Child
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHS	Uganda National Household Survey
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNV	UN Volunteers
UPR	Universal Periodic Review
VAC	Violence Against Children
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization

ACKNOWLEDGEMENTS

We would like to thank the UN Resident Coordinator, UNCT Uganda, UN inter-agency team on human rights and gender, Resident Coordinator's Office, UN theme groups for their commitment and meaningful participation in this Gender Scorecard exercise. Particular recognition for Kathryn Wilkes from the Resident Coordinator's Office and to Lisa Dardis from UN Women who greatly facilitated and supported the assessment process.

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I. THE UNCT SWAP SCORECARD ASSESSMENT

The UNCT SWAP-Scorecard is a corporate and standardised rapid assessment of UN agencies' gender mainstreaming practices and performance at country level. It focuses on the performance of the UN system as a whole, highlighting the importance of enhancing inter-agency collaboration and coordination to achieve gender equality and women's empowerment results at country level within the UN Sustainable Development Cooperation Framework for Uganda (2021-2025), National Development Plan III, Sustainable Development Goals (SDGs), and other national strategies and frameworks.

The UNCT Gender Equality SWAP Scorecard methodology was designed in response to the UN Chief Executives Board for Coordination (CEB) system-wide Policy on Gender Equality and the Empowerment of Women (CEB/2006/2) and aligned with the UN System-wide Action Plan (UN-SWAP), to ensure a coherent accountability framework at country, regional and HQ levels. The methodology is also aligned with SDGs, recognising the importance of gender equality and women's empowerment to human rights attainment and SDGs achievement. Finally, its alignment to UNSDCF guidelines is aimed to advance the UN reform agenda.

Through the implementation of the Scorecard, it is expected to encourage a constructive dialogue within the UNCT about the current status of support for gender equality and women's empowerment, and how it can be improved.

The Uganda UNCT SWAP Gender Scorecard assessment was conducted from September to December 2020; the last year of UN Development Assistance Framework (2016-2020) implementation. The UNSDCF (2021-2025) has been signed by the President of Uganda on 9 September 2020 and starts its implementation in 2021. Therefore, this assessment took place during the transition of the two strategic planning frameworks. Whenever possible the assessment looks at the UNSDCF (2021-2025) as the way forward for the UNCT in Uganda - particularly related to planning and budgeting, while for other areas it considers the UNDAF (2016-2020), and for some indicators, refers to both of them.

This report starts with introductory chapters including the context of the UN in Uganda, the objective of the assessment and the methodology applied. These are followed by the results of the assessment for each of the dimensions and their respective indicators, with a last chapter including the proposed plan for improvement. The report includes three annexes that present the results of the UN staff survey on the working environment (Annex 1); the data tables of UN staff composition (Annex 2); and the list of participants in the IAT Scorecard (Annex 3).

II. UNCT UGANDA'S CONTEXT

UNCT'S context

Under the leadership of the UN Resident Coordinator, the UN Country Team is comprised of 29 UN entities including those not physically present that combine their capacities and expertise to deliver results through the UN Sustainable Development Cooperation Framework and

advance Uganda's progress towards achieving the Sustainable Development Goals. UN entities that have presence in Uganda include: FAO, ILO, IOM, OHCHR, UNAIDS, UNCDF, UNDP, UNDSS, UNESCO, UNFPA, UNHCR, UNICEF, UNODC, UN Women, WHO. These entities comprise around 2100 staff members.

UNCT Uganda coordination mechanisms include:

- UNSDCF Joint Steering Committee
- The UN Country Team
- Three Cooperation Framework Strategic Priority Groups
- Three Interagency Thematic/Advisory Groups: i) Human Rights and Gender Advisory Group (HRGAG), ii) the UN Communications and Partnerships Group (UNCG), iii) the UN Deputies Group (formerly the Programme Reference Group) supported by the UN M&E and UN SDG sub-teams.
- One Operation Management Team, which integrates six OMT working sub-groups (Administration, Human Resources; Information, Communication and Technology; Procurement, Finance, and HACT).
- Four UN Area Coordination teams (UNACs) in West Nile, Northern, South West, and Karamoja regions.

The UNDAF 2016-2020 guided UN agencies' work in Uganda at the country level, as will do the new UNSDCF 2021-2025. While the previous UNDAF had 3 Strategic Intentions: - 1. Governance, 2. Human Capital Development, 3. Sustainable and Inclusive Economic Development, which included a total of 12 outcomes, the new UNSDCF 2021-2025 has 3 strategic priorities: 1. Transformative and Inclusive Governance; 2. Shared Prosperity in a Healthy Environment; and 3. Human Well-being and Resilience, with a total of 5 outcomes.

III. METHODOLOGY

The UNCT SWAP Gender Equality Scorecard

The UNCT SWAP Gender Equality Scorecard measures gender mainstreaming within the UN system coordinated work. It assesses the gender mainstreaming across seven dimensions, measured by 15 indicators, to present a comprehensive and holistic overview. The seven dimensions are: 1) Planning; 2) Programming and M&E; 3) Partnerships; 4) Leadership and Organisational Culture; 5) Gender Architecture and Capacities; 6) Resources; and 7) Results. The methodology relies on cross-sectorial consultation, collection of relevant documentation, and collective analysis to score the country team for each indicator against minimum standards.

Table 1 UNCT SWAP Gender Scorecard Indicators

DIMENSIONS	INDICATORS
Planning	Indicator 1.1 Common country analysis integrates gender analysis
	Indicator 1.2 Gender equality mainstreamed in UNDAF outcomes
	Indicator 1.3 UNDAF indicators measure changes on gender equality
Programming and M&E	Indicator 2.1 Joint programs contribute to reducing gender inequalities
	Indicator 2.2 Communication and advocacy address areas of gender inequality
	Indicator 2.3 UNDAF monitoring and evaluation measures progress against planned gender equality results
Partnerships	Indicator 3.1 UNCT collaborates and engages with government on gender equality and the empowerment of women
	Indicator 3.2 UNCT collaborates and engages with women's/gender equality CSOs
Leadership and Organizational Culture	Indicator 4.1 UNCT leadership is committed to championing gender equality
	Indicator 4.2 Organisational culture fully supports promotion of gender equality and the empowerment of women
	Indicator 4.3 Gender parity in staffing is achieved
Gender Architecture and Capacities	Indicator 5.1 Gender coordination mechanism is empowered to influence the UNCT for GEWE
	Indicator 5.2 UNCT has adequate capacities developed for gender mainstreaming
Resources	Indicator 6.1 Adequate resources for gender mainstreaming are allocated and tracked
Results	Indicator 7.1 UN programmes make a significant contribution to gender equality in the country

The Gender Scorecard self- assessment

The Gender Scorecard methodology is based on a self-assessment exercise. For this reason, the UNCT Uganda constituted an Interagency Assessment Team (IAT) responsible to undertake the exercise. The team included representatives of all UNCT working groups such as HRGAG, PRG, UN M&E Group, UNCG and OMT. Twenty-seven UN staff from 16 UN agencies/entities (FAO, ILO, IOM, OHCHR, RCO, UN Women, UNFPA, UNAIDS, UNCDF, UNDP, UNHCR, UNICEF, UNODC, UNOPS, WFP, WHO) participated in the Gender Scorecard assessment, under the leadership and facilitation support from the RCO and with the support of UN Women. The members of the team were organized in 6 groups, based on areas of expertise, among which the indicators were distributed. Each group collected and reviewed the necessary means of verification, analysed them and provided the rationale for the scoring in each case. The

consultant, which was hired once the process was well on its way, worked with the IAT to guide the process, providing support, as needed, for the collection and review of relevant documentation, facilitating discussion meetings and supporting the drafting of the final report and the action plan.

The assessment process included four main stages:

1. Background Preparation:

It included the following activities:

- Integration and basic training of the IAT.
- The online anonymous staff survey was sent to the agencies to be distributed among their personnel. It was completed by 219 respondents, nearly 10 percent of UN staff in Uganda.
- A table for the compilation of sex disaggregated data of UN agencies staff was sent to the UNCT team for them to request the data from their respective Human Resources offices. At the end of the mission, a total of 16 agencies/entities, accounting for all UN entities present in the country, shared their sex-disaggregated staff data.

The RCO and UN Women have coordinated and supported all the preparation and the implementation of the exercise, which allowed the Scorecard assessment to be finished on time.

2. Assessment:

The self-assessment took place from December 5 to 15, 2020, using the online modality due to the COVID-19 restrictions. The consultant's mission started with a kick-off meeting with the IAT to review the preparatory work done and to organize the mission's agenda.

Each group of the IAT Scorecard took responsibility for a set of indicators, analysed the corresponding means of verification, and discussed the scoring to be proposed to the IAT, with the support of the external facilitators and the HRGAG Secretariate (RCO, UN Women, OHCHR).

Once the results from all groups were gathered, a debriefing meeting was held to discuss the results and the actions to be included in the Action Plan. Individual and team discussions and consensus building over the assessment process helped to minimise subjectivity and to ensure the reliability of the findings.

3. Reporting:

From the field work the consultant team prepared the UNCT SWAP Gender Equality Scorecard Report which includes the Action Plan for improvement. This was then discussed, refined, and approved by the IAT.

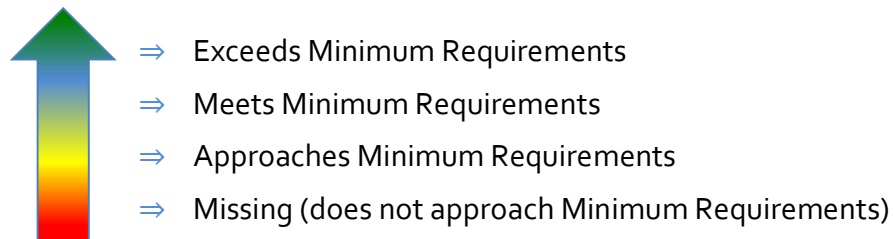
4. Validation:

To enhance organizational buy-in and accountability, the assessment and action plan were presented to and endorsed by the broader UN Deputies Team, OMT, UNCG and M&E group before finalization. The report was endorsed by the Scorecard Helpdesk, after which it was submitted for the UNCT. The UNCT endorsed the Report and Action Plan during its March 2021 meeting.

IV. FINDINGS

1. Summary results

The indicator rating system is structured according to the following four levels:



UNCTs achieve a score of “Exceeds Minimum Standards”, “Meets Minimum Requirements” or “Approaches Minimum Requirements” depending upon which criteria they meet, as established by the UNCT SWAP-Gender Scorecard Guidance.

The UNCTs should aim to achieve “Meets Minimum Requirements” in all indicators. However, the present exercise should be considered a baseline as well as a starting point, from which the UNCT should work to strengthen its efforts for mainstreaming gender perspective, and towards achieving better results and exceeding minimum standards.

If the UNCT fails to meet the criteria under “Approaches Minimum Requirements”, the indicator is scored as “Missing”. An indicator may score as “Missing” if it does not reach the minimum criteria established for a given indicator, even in cases where additional criteria are fulfilled within the same indicator.

It is important to mention that the scoring has been done based on the availability of documentary evidence.

The findings presented in this report indicate the scoring obtained by the UNCT Uganda for each indicator across the seven dimensions of the analysis.

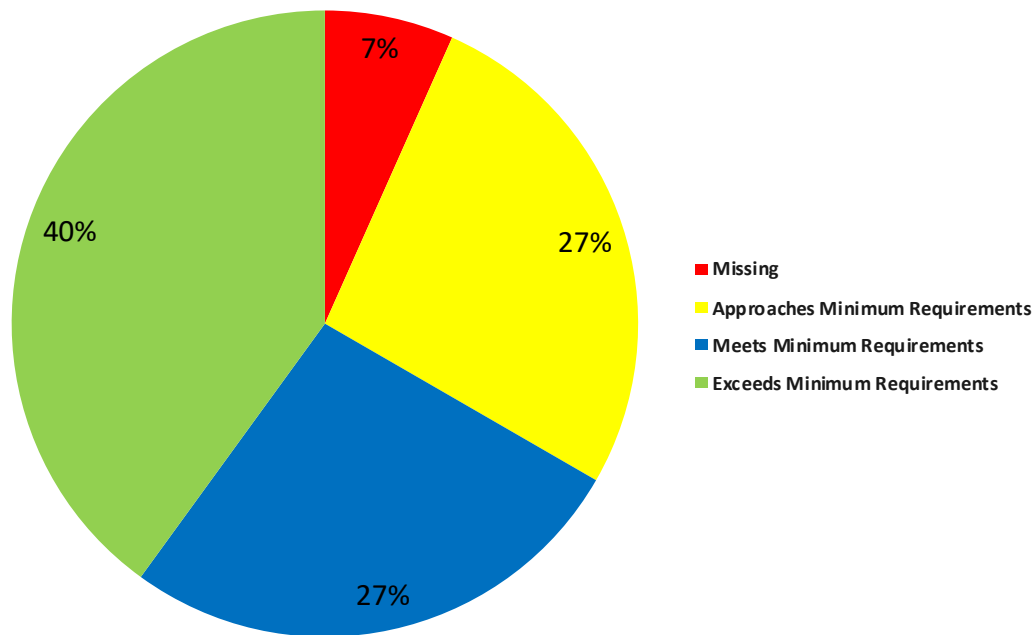
a) UNCT Gender Equality Scorecard Results

UNCT Uganda performs quite well, as it met or exceeded minimum requirements for a total of 10 indicators (67%), while four indicators (27%) approached minimum requirements, and only one (7%) was missing. The scoring results for each indicator and overall are presented in the following figures.

Table 2 UNCT Uganda Gender Scorecard Results 2020

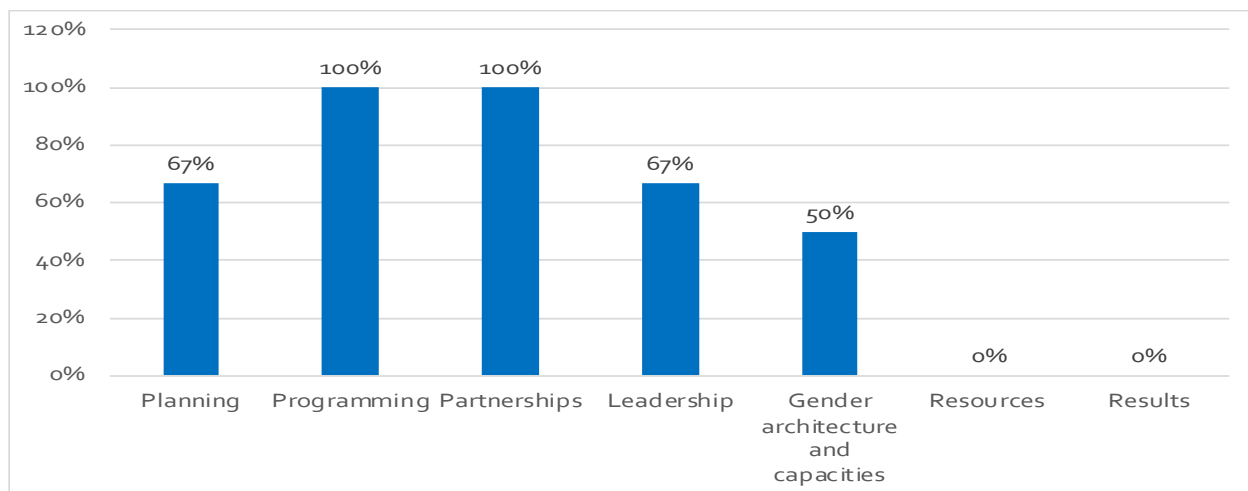
INDICATORS	Missing	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
PLANNING				
Indicator 1.1 Common country analysis integrates gender analysis				
Indicator 1.2 Gender equality mainstreamed in UNSDPF outcomes				
Indicator 1.3 UNSDPF indicators measure changes on gender equality				
PROGRAMMING				
Indicator 2.1 Joint programs contribute to reducing gender inequalities				
Indicator 2.2 Communication and advocacy address areas of gender inequality				
Indicator 2.3 UNSDPF monitoring and evaluation measures progress against planned gender equality results				
PARTNERSHIPS				
Indicator 3.1 UNCT engages with government on gender equality and the empowerment of women				
Indicator 3.2 UNCT engages with women's/gender equality CSOs				
LEADERSHIP				
Indicator 4.1 UNCT leadership is committed to championing gender equality				
Indicator 4.2 Organizational culture fully supports promotion of gender equality and the empowerment of women				
Indicator 4.3 Gender parity in staffing is achieved				
GENDER ARCHITECTURE AND CAPACITIES				
Indicator 5.1 Gender coordination mechanism is empowered to influence the UNCT for GEWE				
Indicator 5.2 UNCT has adequate capacities developed for gender mainstreaming				
RESOURCES				
Indicator 6.1 Adequate resources for gender mainstreaming are allocated and tracked				
RESULTS				
Indicator 7.1 UN programmes make a significant contribution to gender equality in the country				
TOTAL	1	4	4	6
PERCENTAGE	7%	27%	27%	40%

Figure 1 UNCT Uganda Gender Scorecard Results 2020



The dimensions where the UNCT performs better are clearly partnerships, with both indicators exceeded, and programming, where the three indicators were also met, one of them exceeding the requirements. The planning dimension follows, with two out of three indicators met, and the remaining one approaching. Resources and Results are the two dimensions where more challenges are identified, as the indicators in both dimensions only approach minimum requirements.

Fig.2 UNCT Uganda Gender Equality Scorecard Assessment Results by dimension



2. Findings by dimension

Dimension 1. Planning

This dimension looks at the integration of a gender perspective with an intersectional approach in the Common Country Assessment, the UNSDCF Outcomes and UNSDCF indicators. UNCT Uganda performs well in this dimension, meeting one of the indicators and exceeding the other one, while the indicator on the Common Country Analysis remains approaching.

INDICATOR 1.1. Common country analysis integrates gender analysis	Scoring: Approaches Minimum Requirements
<p>Scoring: The UNCT Uganda approaches the minimum requirements, as not all the sectors analysed include gender analysis; sex-disaggregated data is only presented in some of sectors. A support paper on GEWE issues was prepared for the CCA, however several issues and data were not included in the final CCA. Even though, the CCA includes a gender analysis when addressing the situation of refugees and sex-disaggregated data on people living with HIV and AIDS.</p> <p>Explanation:</p> <p>a) The CCA includes gender analysis across the majority (approaches) or all (meets) of sectors, including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5. The CCA has 9 chapters: <i>Executive Summary; 1.Introduction; 2.Uganda's progress towards 2030 Agenda, 3.Factors behind progress towards SDGs in Uganda; 4.Groups left behind or likely to be left behind; 5.Uganda financing landscape for 2030 Agenda; 6.Commitments under international and regional norms and standards; 7. Cross-boundary, regional and sub regional perspective; 8. Development and social challenges and opportunities; 9. Risks to future progress on SDGs.</i> The country analysis is concentrated in the Executive Summary and Chapters 2,3 and 4.</p> <ul style="list-style-type: none"> ● Executive Summary: Gender inequalities are addressed in a broad way under #4 <i>Addressing Gender Equality, Human Rights and SGBV</i>. However, the Executive Summary does not otherwise contain gender analysis nor sex disaggregated data. ● Chapter 2: Gender analysis is concentrated in a specific section on gender equality (GBV, political participation, FMG, economic participation, nutrition, care work, energy). Some, but in general quite limited gender analysis, is presented in poverty; zero hunger; health; HIV; WASH; governance, peace and security; and regional peace and security and COVID-19. No gender analysis is done in: education; increased inequalities; social protection; economic growth; decent employment; cities and human settlements and Uganda's spatial system; manufacturing sector; green growth; management of environment and natural resources; DRRI; and DRR and effects. ● Chapter 3: Gender analysis is concentrated in 3.6 <i>Social and Gender Inequality</i>, while very limited in 3.1 <i>Causes of economic recovery</i>; and 3.4 <i>Governance, Peace and Security Factors</i>. No gender analysis in 3.2 <i>Causes of increased poverty and inequalities</i>; 3.3 <i>Ecological and</i> 	

Climate Related Factors; and 3.5. *Factors Hindering Human-Well-Being in Uganda* (except when talking about HIV).

- **Chapter 4:** Gender analysis is concentrated in the section on *Women and Girls*. Good gender analysis is presented on *Refugees*; more limited in *people with disabilities*; *Indigenous Peoples*; *Migrants and Mobile Populations*. No gender analysis regarding *Orphans and vulnerable children*, *Persons with albinism*, *Older persons*; *Ethnic Minorities*; *People living in remote and hard to reach areas*; *Sexual minorities*; *People living with HIV and AIDs*; *Stateless persons*, *Prisoners*.

The underlying causes of gender inequality and discrimination in line with SDG priorities are address in 3.2 Social and Gender Inequalities, and in section Women and Girls of chapter

b) Presence of some (approaches) or consistent (meets) sex-disaggregated and gender-sensitive data. There is sex disaggregated and gender sensitive data in some of the sectors analysed but not all. **Chapter 2:** as previously indicated, sex disaggregated data is concentrated on the specific section on gender equality. Some sex disaggregated data is presented on poverty; zero hunger; HIV; WASH; economic growth; decent employment; governance, peace and security. No sex disaggregated data presented in: Health; education; increased inequalities; social protection; cities and human settlements and Uganda's spatial system; manufacturing sector; green growth; management of environment and natural resources; DRRI; DRR and effects; regional peace and security; and COVID-19 impact. Sex disaggregated data in **Chapter 3** is concentrated in 3.6 *Social and Gender Inequality*, while in Chapter 4 is concentrated in the section on *Women and girls*.

c) Targeted gender analysis of those furthest behind. There is a targeted gender analysis when looking at the situation of the refugee population and also a good level of sex disaggregation of data referring to the situation of people living with HIV, though no gender analysis is done, both in Chapter 4.

Means of verification: United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 for Uganda.

INDICATOR 1.2 Gender equality mainstreamed in the UNSCDF outcomes

Scoring: Exceeds Minimum Requirements

Scoring: The UNCT Uganda exceeds this indicator as the new UNSDCF 2021-2025 includes one specific and dedicated outcome for promoting gender equality and women's empowerment, while gender is well integrated in the other four outcomes.

Explanation:

a) Gender equality and the empowerment of women is visibly mainstreamed across some (a) or all (b) outcome areas in line with SDG priorities including SDG 5. UNSDCF 2021-2025 has 3 Strategic priorities and 5 outcomes. SP1 Transformative an Inclusive Governance; SP2 Shared prosperity in a healthy environment; SP3 Human wellbeing and resilience. Out of its 5

outcomes, one is gender specific (3.2), while the other four address gender inequality issues in some of its areas of intervention.

1.1 By 2025, Uganda has inclusive and accountable governance systems and people are empowered, engaged and enjoy human rights, peace, justice and security. Indicates that UN will be supporting the government, private sector and civil society in advocacy towards gender equality, as well as enhancing women's political participation.

2.1 By 2025 people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. Includes a specific output (2.1.2) in promoting access, especially for women and youth on decent employment and livelihoods, as well as an indicator of women's ownership of agricultural land (2.1.1c).

2.2 By 2025, Uganda's natural resources and environment are sustainably managed and protected, and people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks. This outcome is focused on equitable access, including to clean energy for cooking and funding for women and underserved communities.

3.1 By 2025, people, especially the vulnerable and marginalized, have equitable access to and utilization of quality basic social and protection services. Includes a specific output (3.1.3) focused on development and access to rights based and gender responsive social protection services.

3.2 By 2025, gender equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment. This is a gender specific outcome, and therefore both its outputs on cultural norms and practices (3.2.1) and public and private financing to social sectors (3.2.2), visibly mainstream gender.

c) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5. *UNDSCF 2021-2025 includes a gender specific Outcome 3.2: By 2025, gender equality and human rights of people in Uganda are promoted, protected and fulfilled in a culturally responsive environment.*

Means of verification: UN Sustainable Development Cooperation Framework (2021-2025).

INDICATOR 1.3 UNDAF indicators measure changes on gender equality

Scoring: Meets Minimum Requirements

Scoring: This indicator meets minimum standards, as 40% of the indicators in the UNDSCF 2021-2025 results framework are gender sensitive.

Explanation: The proportion of gender sensitive indicators is higher at output level than at outcome level (43% vs. 31%). At outcome level, the number of sex-disaggregated and gender-specific indicators (those that specifically target gender related issues or set sex specific targets) is similar, while at output level the first ones are more predominant than the latter (11 vs. 8 indicators). Being a gender specific outcome, outcome 3.2 presents the higher percentage of gender sensitive indicators (89%), followed by 2.1 (43%) and

1.1. (42%). Outcome 2.2 on environment is clearly the least gender sensitive (14%) followed by 3.1 (27%).

Table 3. Distribution of gender-sensitive UNSDCF outcome and output indicators

	Total N° Indicators	Sex disaggregated Indicators	Gender Specific Indicators	Total gender sensitive indicators	% Gender sensitive indicators
Outcome 1.1	3	0	1	1,00	33%
Outcome 2.1	3	1	0	1,00	33%
Outcome 2.2	4	1	0	1,00	25%
Outcome 3.1	3	0	0	0,00	0%
Outcome 3.2	3	0	2	2,00	67%
Total outcome	16	2	3	5,00	31%
Output 1.1	9	4	0	4,00	44%
Output 2.1	11	5	0	5,00	45%
Output 2.2.	10	1	0	1,00	10%
Output 3.1.	8	1	2	3,00	38%
Output 3.2.	6	0	6	6,00	100%
Total output	44	11	8	19,00	43%
Total 1.1	12	4	1	5,00	42%
Total 2.1	14	6	0	6,00	43%
Total 2.2.	14	2	0	2,00	14%
Total 3.1.	11	1	2	3,00	27%
Total 3.2.	9	0	8	8,00	89%
Total outcome + output	60	13	11	24,00	40%

Means of verification: UNSDCF 2021-2025

Dimension 2. Programming, Monitoring and Evaluation

UNCT Uganda performs very well in this dimension, where all three indicators are met, while one of them referring to joint UN communication is exceeded.

INDICATOR 2.1 Joint programs contribute to reducing gender inequalities

Scoring: Meets Minimum Requirements

Scoring: The UNCT Uganda meets minimum requirements as gender equality is visibly mainstreamed in all JPs analysed, and there are five gender specific JPs. Although, the

indicator cannot be exceeded as there is no specific system in place for ensuring gender mainstreaming in JPs design.

Explanation:

a) Gender equality is visibly mainstreamed into at least half percent (a) or all (b) of JPs that are operational at the time of assessment. UNCT Uganda has currently 14 JPs under implementation. In this case, 10 of them were reviewed covering more than the 50% required by the Gender Scorecard guidelines¹. Out of these JPs, 5 (50%) are gender specific while the remaining five integrate gender inequality in their areas of intervention. The JPs reviewed are:

1. *EU-UN Spotlight Initiative to Eliminate Violence Against Women and Girls* (UN Women, UNFPA, UNDP, UNICEF, UNHCR, OHCHR and IOM) seeks to capitalize on existing programmes and interventions addressing VAWG, HP, and SRHR in Uganda and innovate and scale-up evidence-based models to prevent and eradicate GBV.
2. *Strengthening Integrated Sexual and Reproductive Health & Rights* (UNICEF, UNAIDS, UNFPA, WHO). This JP includes as objectives the following: a) To strengthen enabling legal and policy environment for SRHR/HIV and SGBV integrated services, and 2) Support national scale up of client-centred quality assured integrated and sustainable SRHR/HIV and SGBV services.
3. *Joint Program on GBV in Uganda* (UN Women, UNFPA). Its goal is to contribute to the elimination of GBV and the improvement of SRHR of women, girls, boys and men including disadvantaged and vulnerable populations in Uganda.
4. *Accelerating the Action to End Child Marriage / Joint programme trust fund for the project "Global Pro Accelerate Action to End Child Marriage"* (UNICEF, UNFPA). Its main target is to put end to child marriage, which particularly affects girls and adolescent women in Uganda.
5. *Combatting Female Genital Mutilation Programs/PD* (UNICEF, UNFPA). Focused on combatting this extremely harmful practice for girls and women.
6. *Joint United Nations HIV AIDS Programme of Support in Uganda (JUPSA)*. It has a specific outcome (3.1) aiming to promote a well-coordinated, inclusive gender and rights based multisectoral HIV and AIDS response.
7. *Integrating Policy and Financing for Accelerated Progress in SDGs in Uganda*: The JP specifically focuses on SDG gender sensitive targets 1.b and 5.c. Example of JP outputs include: "Strengthen institutional capacity in gender and equity responsive planning and budgeting targeting under-performing sectors and local governments in collaboration with CSO (1.1.iii); conduct an assessment to establish the impact of the Public Finance Management Act 2015 in promoting Gender and Equity and the transformation made in the lives of women and other vulnerable groups (1.2 iv)."
8. *Strengthening Electoral Processes in Uganda* (UN Women, OHCHR, UNESCO). Aims, among others, increasing women's political participation both as voters and national

¹ According to the Gender Score Methodology, all JPs must be reviewed if there are fewer than six. If there are six or more, only 50 percent of JPs are required to be reviewed, to ensure a reliable sample size.

and local level candidates; and increasing the gender responsiveness of violence early warning and rapid response (EWER) infrastructure.

9. *Global Programme for Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development (UN Women, UNDP)*. The JP seeks to develop capacities of justice and law enforcement institutions, with particular emphasis on tackling sexual and GBV and improving justice, security and human rights for traditionally marginalized, socially-excluded and stigmatized groups in situations affected by conflict and fragility.
10. *Child Sensitive Social Protection in Refugee Hosting Districts of West Nile*. While not having a specific gender target, the programme mainstreams a gender perspective throughout activities favouring the decision-making power and the financial inclusion of women; and promoting a more adequate distribution of tasks within a household, with a view of promoting a joint responsibility of both women and men.

b) A Joint Program on promoting gender equality and the empowerment of women is operational over the current UNDAF period in line with SDG priorities including SDG 5.

This requirement is very well met by the UNCT Uganda. Five JPs currently operational are specifically dedicated to gender equality and women's empowerment related objectives, in line with SDG priorities. They are EU-UN Spotlight Initiative to Eliminate Violence Against Women and Girls (UN Women, UNFPA, UNDP, UNICEF, UNHCR, OHCHR and IOM); Joint Program on GBV in Uganda (UN Women, UNFPA); Strengthening Integrated Sexual and Reproductive Health & Rights (UNICEF; UNAIDS; UNFPA; WHO); Accelerating the Action to End Child Marriage / Joint programme trust fund for the project "Global Pro Accelerate Action to End Child Marriage" (UNICEF, UNFPA); and Combatting Female Genital Mutilation Programs/PD (UNICEF, UNFPA).

c) A system is in place to ensure gender mainstreaming in JPs. So far, the UNCT has not put in place a joint mechanism to ensure all JPs integrate the gender perspective in a clear and effective way.

Means of verification:

- PRODOCs of all JPs reviewed.

**INDICATOR 2.2 Communication and Advocacy
Address Areas of Gender Inequality**

**Scoring: Exceeds
Minimum Requirements**

Scoring: UNCT Uganda exceeds minimum requirements as all the four criteria for this indicator are met. The UNCT has jointly contributed to several communication activities and one campaign on gender equality and women's empowerment, and also a communication activity regarding the situation of women and girls' refugees in the context of COVID-19. The UNCG work plan integrates specific activities on GEWE.

Explanation:

a) The UNCT has contributed collaboratively to at least one joint communication activity on GEEW during the past year. The UNCT Uganda meets this requirement as there

have been a lot of joint GEEW communication during the present and past year. Examples are the commemoration of the Girl Child in the context of SDG5 (UNICEF, UNFPA, UN Women; October 2019); a two day mixed in-person and televised e-dialogue (webinar) organized by the UN's Human Rights and Gender Advisory Group on human rights, gender equality and social cohesion during COVID-19, with a diversity of stakeholders (June 2020); and a televised talk show and media dialogue on Leaving No One Behind: Putting Women's Rights and Dignity at the Center of COVID-19 Response in Uganda, which highlighted the unique needs of vulnerable and marginalized groups of women.

b) *The UNCT has contributed collaboratively to at least one joint advocacy campaign on GEEW during the past year.* The Spotlight Initiative JP has a strong component on communication and advocacy, being the umbrella for different communication and advocacy campaigns and activities, developed under a Spotlight joint communication plan. Spotlight was launched in the framework of the Women's Day 2020 (RCO, UNDP, UNFPA, UNICEF, UNHCR and UN Women) with production of briefs on the 6 pillars of the Spotlight Initiative, a multi-media campaign on violence against women and girls, and videos. Examples of campaigns and actions under this initiative in 2020 include: communications and advocacy campaign on SGBV in the Covid-19 Pandemic; Make Happiness Not Violence campaign, and the 16 Days of Activism Against GBV, where several agencies participated (UN Women, UNFPA, UNAIDS, UNDP, OHCHR with strong support of the RCO).

c) *The Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy.* The UN Communication Group (UNCG) 2020 workplan includes as outputs the commemoration of selected international days within which the 8th of March, 25th November, and the 16 days of activism against GBV campaign. GEWE communication and advocacy was otherwise not included in the work plan, nor do the UNCG ToRs include any reference regarding, for example, integrating a gender perspective in all its activities or addressing gender discriminative stereotypes across communication activities.

d) *The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.* In June 2020 UN Women and UNHCR organized, in collaboration with the Prime Minister's Office, a national Media Dialogue on World Refugee Day, titled Gender Mainstreaming in the Refugee Response during COVID-19 and beyond, which took place on national television. In November 2020, through the Spotlight Initiative and led by UN Women, the UN supported the televised launch of the Council of Traditional Leaders of Africa (COTLA), Uganda Chapter, which is a partnership of progressive traditional and cultural leaders to advance gender equality and eliminate violence against women and girls, child marriage, and FGM. The UN in Uganda has extensively engaged men in advancing GEEW, this includes the July 2020 launch of the Men@Work for Gender Equality campaign (led by UN Women and launched by the Resident Coordinator). In July 2019 UNAIDS and UN Women, with support from the JUPSA and Spotlight JPs, partnered with the Uganda Boxing Federation to promote positive masculinity and women's engagement in sport, HIV-sensitization, and social norm change. In November 2020, UNDP through the Spotlight JP, held an e-dialogue on addressing GBV in the Mining Sector and Strategies to Finance Mineral Value Chains for Women.

Means of verification:

- UNCG 2020 Work Plan and Budget 2020.
- UNCT AWP 2020
- Spotlight 2020 Mid-Year Summary.
- Spotlight launch media plan.
- Communications and Advocacy plan on SGBV in the Covid-19 Pandemic.
- E-dialogue GBV in mining sector.
- E-conference note on human rights, gender equality and social cohesion during COVID-19.
- Calendar UN-SDGs Awareness Month 2019.
- ToRs of the UN Communication Group.
- UNHCR invitation to the national Media Dialogue on the World Refugee Day.
- Invitation and Resident Coordinator Remarks for COTLA launch
- Spotlight Initiative 2020 mid-year report.
- Report on Make Happiness not Violence Campaign.
- Social media cards, posters, tv-spots and radio-spots.
- 2019 Uganda Spotlight Initiative Media Report.

INDICATOR 2.3 UNDAF monitoring and evaluation measures progress against planned gender equality results**Scoring: Meets
Minimum
Requirements**

Scoring: The UNCT meets this indicator as two out of three criteria are met, regarding the training of UN M&E staff on gender sensitive M&E and the assessment of progress against gender specific results in the UNDAF mid-term and final evaluation.

Explanation:***a) The UNDAF Results Matrix data for gender sensitive indicators gathered as planned.***

The UNCT meets does not meet this criteria. The UNDAF 2016-2020 monitoring plan did not indicated the UNCT's commitment to updating of the Results Matrix Indicators' data in a periodic way. The indicators' matrix was only gathered at the time of the mid-term evaluation, while is expected to be gathered again at the time of the UNDAF final external evaluation. In the mid-term evaluation, the gender sensitive indicators were updated as the rest of the UNDAF indicators, though for some of them, mid-term data was not available (e.g., *Percentage strongly agreeing that women should have equal rights and receive same treatment as men do, by sex*). As for the new UNSDCF 2021-2025 monitoring plan, it states that gender equality, as one of the six programming principles, will be applied at monitoring and evaluation. It previews the development of UNSDCF annual performance reviews and a final external evaluation, where it is understood the indicators' matrix data will be gathered.

b) UNDAF review evaluations assess progress against gender specific results. The UNDAF mid-term evaluation assessed progress against all outcomes, including the gender specific ones. The UNDAF final evaluation will begin in the coming weeks, and the ToRs specifically

mention “assess effectiveness of Human Rights Based and Gender Mainstreaming Approaches...” and state requirements on gender competencies for the evaluation team.

c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle. In March 2019, a 5-day residential training retreat on gender statistics was held for UN gender and M&E focal points, as well as partners. 42 UN Staff participated from UN Women, IFAD, IOM, OHCHR, UNOPS, WFP, RCO, UNDSS, UNHCR, and UNCDF. M&E Group members also participated in the Gender Equality Marker training that was conducted as part of the UNSDCF development process.

Means of verification:

- UNDAF 2016-2020.
- UNDAF 2016-2020 Mid-term evaluation.
- UNDAF annual reports for 2016, 2017 and 2018.
- ToRs for National and International Consultant for Uganda UN Development Assistance Framework 2016-2020 review and report development.
- Concept Note, Invitation, Programme, and Attendance Summary for UN Agencies training in Gender Statistics.
- Concept Note - training to mainstream the UN Programming Principles, including Human Rights, Gender, Sustainability and RBM in the UNSDCF in Uganda 2021-2025.

Dimension 3. Partnerships

UNCT Uganda performed greatly in this dimension, where both the indicators are exceeded, evidencing a strong engagement of the UNCT both with the government and civil society for advancing gender equality and women’s empowerment.

INDICATOR 3.1 UNCT collaborates and engages with government on gender equality and the empowerment of women

Scoring: Exceeds Minimum Requirements

Scoring: The UNCT Uganda exceeds this indicator as all three criteria required are met.

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. UN agencies are extensively working jointly with the government under several initiatives to advance gender equality and women’s empowerment, mostly under the current JPs. Under the *Spotlight Initiative* UN Women, UNFPA, UNICEF, UNDP and UNHCR are providing support to more than 20 different government Ministries, Departments and Agencies (including the MGLSD, MoFPD, MoH, MoES, JLOS, MOLG, the NPA and the EOC) and seven district local governments in several areas for the prevention, attention and eradication of GBV and harmful practices and promotion of SRHR. Under the *JP Gender Based Violence Prevention and Response with integration of Sexual Reproductive Health and Rights in hard to reach (furthest behind) and vulnerable populations in Uganda*, UN Women and UNFPA are working

with the MoH and the MGLSD and the MoJCA to contribute to elimination of GBV and the improvement of SRHR. Under the JP on *Elimination of female genital mutilation*, UNFPA and UNICEF are supporting the Ministry of Health and the Ministry of Education. Under the JP *Strengthening Electoral Processes in Uganda* (SEPU) UNDP, UN Women, OHCHR and UNESCO work with the EC, Judiciary, UPF, and MoICT/MCU in advancing women's participation in electoral processes. Under the JP *KARUNA-HP*, 10 agencies (UNAIDS, FAO, ILO, IOM, UNESCO, UNFAP, UNICEF UNWOMEN, WFP, WHO) work with the MoH to reduce HIV infections particularly among adolescent girls. Under the JP *Integrating policy and financing for accelerated progress in SDGs in Uganda* the RCO, UNDP, UN WOMEN, UNCDF support the MoFPED to develop policy frameworks at national, regional and local level for advancing gender equality. Under the UN *Integrated support to the Ministry of Defence and Veterans Affairs* UN WOMEN, UNDP, OHCHR, UNFPA are providing support to the MoDVA and Uganda People's Defence Forces (UPDF) to develop a gender policy, facilitate a participatory gender audit, gender analysis and disaggregation of information and data, and strengthen mechanisms to prevent and address sexual harassment.

UNCT has supported MGLSD and MOH to lead male involvement initiatives to advance gender equality. Further, decentralization of GEWE interventions to DLG level have also been established. Importantly, UNCT developed a joint paper on NDPIII on incorporation of GEWE, GBV and SRHR issues. The UNCT also supported government MDAs (Parliament, EOC, NPA, Sectors and DLGs) to integrate gender-responsive budgeting in their budget framework papers, planning and implementation. During the COVID-19 crisis, UNCT and the government jointly developed an e-conference on Human Rights, Gender, and Social Cohesion during COVID-19, with Government and civil society; the establishment of a GBV/VAC Subcommittee; the development and Integration GBV/VAC Guidelines in the Continuity of Essential Health Services, and the production of key GEWE knowledge products.

b) *The National Women's Machinery participate in UNDAF consultations: country analysis, strategic prioritization, implementation, and M&E.* The Ministry of Gender, Labour and Social Development participated in the consultations for the development of the new UNSDCF 2021-2025. It was also consulted during the development of the mid-term evaluation, and it is expected to participate in the final review. The UNCT has also supported the staffing of the MGLSD to support programs and gender normative and coordination efforts: e.g., Ongoing financial and technical support to their coordination groups such as the High-Level GBV Dialogues. The MGLSD also co-chairs the Spotlight Joint Steering Committee with the RC. In addition, the UNCT is also supporting the government's GBV/VAC sub-group within the government's COVID-19 response architecture. The UN also supported the MGLSD to draft a roadmap to guide the development of a comprehensive National Action Plan III on the United Nations Security Council Resolution 1325 (UNSCR 1325).

c) *The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender equality related to SDGs localization and/or implementation.* In October 2019, the UNCT supported the Government of Uganda to establish an SDG Secretariat at the Office of the Prime Minister and led by the Minister of General Duties to support localization and monitoring of the SDGs in Uganda, including

SDG 5. As part of the collective UNCT support, UN Women seconded a staff member to sit at the National SDG Secretariat to enhance gender mainstreaming across the SDGs. In 2020, the UNCT also supported the Government of Uganda through SDG Secretariat to produce Uganda's Second Voluntary National Review Report and a 2020 SDG Fact Sheet, both of which included the analysis of SDG 5 progress and GEWE mainstreaming across the SDGs in Uganda.

Means of verification:

- ProDocs of JPs: *Spotlight Initiative; Gender Based Violence Prevention and Response with integration of Sexual Reproductive Health and Rights in hard to reach (furthest behind) and vulnerable populations in Uganda; Elimination of female genital mutilation; Strengthening Electoral Processes in Uganda; KARUNA-HP; Integrating policy and financing for accelerated progress in SDGs in Uganda; Integrated support to the ministry of defence and veterans' affairs.*
- UNSDCF stakeholders list.
- UNDAF 2016-2020 Mid-term review.
- Uganda 2020 SDG VNR Report and SDG Fact Sheet 2020.
- Website of the National SDG Secretariat.
- The SDG Bulletin Uganda, Office of the Prime Minister, Issue 1: Vol.1 (July-Dec 2019).
- Uganda's Second SDG VNR

INDICATOR 3.2 UNCT collaborates and engages with women's/gender equality CSOs

Scoring: Exceeds
Minimum Requirements

Scoring: UNCT Uganda exceeds this indicator as all three criteria required are met.

Explanation:

a) *The UNCT has collaborated with GEEW CSO and women's rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNSDCF cycle.* The UNCT has extensively collaborated with GEWE CSOs and women's rights advocates during the current UNDAF cycle. For example, through the *EU-UN Spotlight Initiative*, the UN in Uganda is engaging with five umbrella women's organizations and coalitions (comprised of more than 80 CSOs/CBOs), including representing women and girls experiencing multiple and intersecting forms of discrimination, to strengthen Uganda's women's movement to advance GEWE. A Spotlight Civil-Society National Reference Group was recently established to provide an additional channel for formal engagement between the UN and civil society. Through both the Spotlight Initiative and the JP GBV (UN Women and UNFPA) the UN is supporting various CSO Coalitions to advance GEWE-related legislation (for example, the Domestic Violence Act Coalition and the Coalition on 1325), CSO legal aid service providers to promote women's access to legal aid services, and national and local CSOs to advance social, cultural and gender norm change and community mobilization to promote SRHR and eliminate GBV

and harmful practices. In February 2020, the UN in Uganda (through the RCO and UN Women) supported the formation and launch of the Uganda chapter of the African Women Leaders Network (AWLN).

WHO and UNFPA partner with the *Uganda Private Midwives* to ensure that SRHR services are undertaken to reach the farthest behind guided by the principle of leaving no one behind. Linked to this is the work of *Mama Clubs* that are committed to addressing HIV and other gender issues affecting the women.

In 2018, in partnership with OHCHR and UN Women, 50 women human rights defenders were trained in human rights monitoring, reporting and advocacy, a panel discussion was held on “the situation of Women Human Rights Defenders in Uganda” and the Uganda network of Women Human Rights Defenders was officially launched. Since that time, the UN in Uganda has continued to engage with and support advocacy efforts of the network.

The UNCT has also engaged with GEEW CSOs to respond to COVID-19 and its impacts. For example, CSOs were engaged in the development and are partners under the UN’s COVID-19 Appeal and coordination structures. The UNCT Collaborated with GEWE-CSOs in advocacy and communications, for example the two-day e-Dialogue on Human Rights, Gender, and Social Cohesion during COVID-19.

b) CSO promoting GEEW participate in UNDAF consultations: country analysis, strategic prioritization, implementation and M&E. GEEW CSOs participated in consultations for the development of the new UNSDCF 2021-2025. The UNSDCF Strategic Priority consulted with, among others, the Uganda Women’s Network (UWONET), the National Union of Women with Disabilities in Uganda (NUWODU), Center for Domestic Violence Protection (CEDOVIP), Uganda Association of Women Lawyers (FIDA), the Uganda Family Planning Consortium. GEEW Academic institutions also participated, including the Makerere University School of Gender and Women’s Studies.

Consultations with key GEWE CSOs were also conducted for the development, implementation and monitoring of the UNDAF 2016-2020. For example, the Uganda Women’s Network (UWONET), FIDA, Makerere University Department of Gender, the Uganda Women Parliamentary Association (UWOPA), and the Uganda Human Rights Commission (UHRC), among other CSOs, were consulted as part of the Mid-Term Review (MTR). GEWE CSOs will again be part of the consultations for the final evaluation.

c) The UNCT has made at least one contribution to substantively strengthen participation and engagement of CSOs promoting GEEW in gender-related SDGs localization and/or implementation. With support from the UNCT, the Government of Uganda held a consultative meeting with civil society in February 2020 on Uganda’s SDGs Voluntary Review Report. GEWE-CSOs called for greater use of gender data throughout the report and provided feedback on key gender issues across the SDGs.

Means of verification:

- UNSDCF 2021-2025 stakeholders list.

- Strategic Summary of coordination results 2018.
- RC's Remarks at Launch of the Uganda Chapter of the African Women Leaders Network (AWLN) (28 February 2020) and AWLN Launch Concept Note.
- Terms of Reference for the Spotlight Initiative Civil Society National Reference Group (CS-NRG); and Letter from RC and EU Ambassador introducing the members.
- Spotlight Initiative Civil Society Engagement Report 2019.
- Spotlight Initiative 2019 Annual Report and 2020 Mid-Year Report.
- Report and Participant Bios for e-Dialogue on Human Rights, Gender and Social Cohesion in COVID-19.
- United Nations Emergency Appeal for Response to COVID-19 and its Impacts in Uganda
- Composition Lists of the UNSDCF Strategic Priority Groups.
- UNDAF 2016-2020 Mid-Term Review, including Annex 8: List of Consulted Institutions
- Report from Civil Society Organizations' Consultative Meeting on the Voluntary Review Report for Uganda.

Dimension 4. Leadership and Organizational Culture

Out of the three indicators of this dimension, the one on UNCT leadership exceeds the minimum requirements while the one on organizational culture is met. The indicator on gender parity is absent due to the fact that the UNCT Uganda has not yet a system in place to monitor gender parity.

Indicator 4.1 UNCT leadership is committed to championing gender equality

Scoring: Exceeds Minimum Requirements

Scoring: UNCT Uganda exceeds minimum requirements as all for criteria are met.

Explanation:

a) Gender equality has been a regular topic of discussion in HOA meetings during the last 12 months. Gender equality was discussed in 8 out of 13 UNCT meetings (61%) that took place in the past 12 months, therefore meeting the 60% required by the benchmark. Topics discussed were the PSEA workplan, the UPR, the Gender Scorecard assessment, the launch of the Spotlight Initiative, the gender capacity assessment developed by UNW with the UNACs, and the 16 days of activism against GBV campaign.

b) RC demonstrates public championing of gender equality during the last 12 months. All reviewed RC' statements and advocacy speeches highlight the clear linkages between gender issues and the importance of the promotion of gender equality and women's empowerment, strong commitment of the UNCT in protection of women and girls from violence across all the sectors of the economy with the principle of leaving no one behind.

c) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months of the review period. The criteria is met as more than 76% of staff survey participants consider that the heads of agencies in UNCT Uganda demonstrate leadership and

commitment to gender equality in the workplace. Even though, a significant gender gap was identified, with much lesser women than men providing a positive opinion (67% women vs. 86% men).

d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months. The 2019 Strategic Summary of Coordination Results reflected UNCT's gender equality work in Uganda, highlighting the support to the Ministry of Gender, Labour and Social Development to integrated gender in the NDP III; the support to the UPF was established to detect and respond to early warning signs of crime, sexual gender based violence and violent extremism; the activities under the Spotlight Initiative; the support to Ministry of Education and Sports for integrating gender, and the support to the Ministry of Defense and Veterans Affairs to establish integrated support on Gender/GBV/SRHR/Human rights and engendering their structure.

Means of verification:

- UNCT meeting minutes 2019 and 2020.
- RC statements, advocacy speeches and taking points.
- Strategic Summary of Coordination Results 2019.

Indicator 4.2 Organizational Culture Fully Supports Promotion of Gender Equality and the Empowerment of Women

Scoring: Meets Minimum Requirements

Scoring: UNCT Uganda meets this indicator, as 69% of the survey respondents agreed or strongly agreed with the questions regarding the organizational culture.

Explanation:

A total of 219 staff responded to the survey, 52% women, 47% men and 1% that identified themselves as "other", representing a 10% of the total UN Uganda staff, and covering the staff sample required for a confidence level of 95% and a confidence interval of 7% (180 responses required). Overall opinions of the UN staff in Uganda are quite positive achieving a 67% agreement, allowing to meet the minimum requirements. When looking at all the respondents, the highest level of satisfaction regarded the systems in place to achieve an equal representation of women and men at all levels (78%) and the HOAs commitment to gender equality in the workplace (76%); the lowest agreement regards HOAs support to work and life balance (59%).

Importantly, significant gender gaps are evidenced in most of the areas, with men having and overall much higher positive opinions than women (77% vs. 63%) -therefore the indicator would not have been met if only women's opinions were taken into account-. The biggest gender gaps attain the procedures in place to prevent and address sexual harassment, exploitation and abuse (64% women vs. 84% men), HOAs support to gender equality in the workplace (67% women vs. 86% men); systems in place to achieve equal representation of women and men

(70% vs.88%); and UN personnel being treated equally (55% women vs.73% men). See Annex 2 for more detail.

Means of verification: Results of the staff survey (Survey Monkey Platform).

4.3 Gender Parity in staffing is achieved

Scoring: Missing

Scoring: This indicator scored missing as UNCT Uganda has not yet implemented a gender parity monitoring mechanism at the UNCT level, though commitments for it are already included in the new Business Operations Strategy (BOS, 2021-2025). For this same reason it is yet not possible to track and demonstrate positive trends towards gender parity, though this is already almost achieved at ID, IP and NO categories. Positively, the BOS includes specific targets for 50% women in all new recruitments.

Explanation:

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. So far there is not a joint system in place to periodically track gender parity data from UN agencies in Uganda but putting it in place has been included as a target in the new BOS.

b) The UNCT can demonstrate positive trends towards achieving parity commitments. Determining progress towards gender parity was not possible because agency specific gender parity data and baseline from previous years was not available. Staff data collected between August and November 2020 for the Gender Scorecard exercise from 16 agencies and entities – FAO, ILO, IOM, OHCHR, UN Women, UNAIDS, UNCDF, UNFPA, UNICEF, UNDP, UNCHR, UNODC, WFP, WHO, RCO and Pulse Lab Kampala, and UNDSS indicated that UNCT Uganda had 2,192 staff, 41% of them women and 59% men. Gender parity is achieved at ID (56%) and close to be achieved at IP (45%) and national staff NO (45%), while gender parity is still to be much more enforced at the GS level (38%). Gender parity is well achieved in the category “others”, which includes UNVs and interns.

**Table 3. Summary of UN sex disaggregated data by category and type of contract.
November 2020**

Level		Total Staff Summary											
Category	Grade	Female					Male					Total	% Female
		FT	TA	SC	UNV	Total	FT	TA	SC	UNV	Total		
ID	Total	5	0	0	0	5	4	0	0	0	4	9	56%
IP	Total	94	14	1	1	110	116	20	5	0	141	251	44%
NO	Total	141	12	72	1	226	163	22	89	7	281	507	45%
GS	Total	273	55	129	2	459	464	89	204	2	759	1,218	38%
Other	Total	28	24	35	18	105	38	23	28	13	102	207	51%
	TOTAL	541	105	237	22	905	785	154	326	22	1287	2,192	41%

Note: Staff numbers from 15 UN agencies (FAO, ILO, IOM, OHCHR, UNAIDS, UNCDF, UNDP, UNDSS, UNFPA, UNHCR, UNICEF, UNODC, UN Women, WFP, WHO) plus RCO and Pulse Lab Kampala.

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. BOS 2016-2020 did not initially mainstream gender equality. However, during the implementation, the OMT demonstrated significant attempts to increase human rights and gender principles in UN Uganda business operations developing key activities: joint HRBA/Gender/SDGs mainstreaming trainings for UN thematic groups (PRG, OMT and UNACTs) facilitated by UNWOMEN, OHCHR and RCO; UNWOMEN sponsored a national assessment of the state of women in public procurement which identified key structural, political, policy and cultural issues with key recommendations for actions, followed by an independent survey (targeting OMT members as respondents from 12 agencies), led to the adoption of a joint roadmap for mainstreaming gender and human rights in UN business operations 2018-2020.

Currently the newly planned Uganda Business Operation Strategy 2021-2025 includes five strategic areas: administration, logistics, financing, human resources and ICT. KPI on Human Resources establishes a gender parity target of 50% for new UN recruitments for the new BOS period, and a specific target for each agency at the same level, including, as mentioned previously, the periodic collection of the sex-disaggregated data among agencies.

Means of verification:

- BOS 2021-2025.
- Staff data from 15 agencies (FAO, ILO, IOM, OHCHR, UNAIDS, UNCDF, UNDP, UNDSS, UNFPA, UNHCR, UNICEF, UNODC, UN Women, WFP, WHO) plus RCO and Pulse Lab Kampala.

Dimension 5. Gender Architecture and Capacities

Out of two indicators in this dimension, the UNCT Uganda exceeds the one regarding the capacities and the work of the interagency gender group, while the indicator on UN staff-related capacities scores approaching as only one out of three criteria required is met.

INDICATOR 5.1 Gender coordination mechanism is empowered to influence the UNCT for GEEW

Scoring: Exceeds Minimum Requirements

Scoring: UNCT Uganda performs very well in this indicator exceeding all minimum requirements, as the HRGAG is chaired by a HOA, it includes at least 50% of senior staff, has ToRs and an approved annual work plan and has made substantive contributions to the UNSDCF roll-out process.

Explanation:

a) A coordination mechanism for gender equality is chaired by a HOA. The HRGAG is co-chaired by the Heads of OHCHR and UN Women and meets at least quarterly.

b) The group has a TOR and an approved annual work plan stating a commitment to GEWE. The annual work plan for 2020 was approved late due to COVID-19. It is based upon the UN system and UNSDCF commitments on human rights and gender equality. For each action or task under the annual work plan, the HRGAG identifies a responsible participating agency and/or individual, as well as a budget and timeframe for implementation.

c) Members include at least 50% senior staff (P4 and above; NOC and above). HRGAG membership includes a focal point from 15 of 17 UN resident agencies in Uganda and the Resident Coordinator's Office, as well as the two co-chairs. 56% of the members (10 of 18) are senior staff (P4/NOC and above), which include two Country Representatives (co-chairs), three deputy country representatives, and the RCO/UNCT Gender Advisor.

d) The group has made substantive inputs into the UNDAF including the country analysis, strategic prioritisation, results framework and M&E. The HRGAG made substantive input into each stage of the development of the UN Sustainable Development Cooperation Framework (UNSDCF 2021-2025). Members of the HRGAG substantively participated in the development of the UN Common Country Analysis – including providing country gender data and analysis, the Visioning and Strategic Prioritization Retreat, and the National Task Team on UNSDCF co-led by the RCO and Office of the Prime Minister, which guided the development of the UNSDCF. Notably a member of the HRGAG - Deputy Representative, UN Women – led the team that developed Strategic Priority 3: Human Wellbeing and Resilience. Through the Strategic Priority Groups, members of the HRGAG, contributed to the development of the UNSDCF results framework – including indicators and data – and in the kick-off workshop on the CF joint work plans development held in July 2020. Members of the HRGAG also provided a series of capacity building trainings for UN staff and stakeholders at different stages of the process, including on gender mainstreaming, relevant UNCT-SWAP indicators, and application of the gender and equity markers. Members of the HRGAG were likewise involved in the different M&E and reporting processes under the former UNDAF, including ensuring gender analysis will be a part of the forthcoming UNDAF desk review and development of the five years UN achievements report.

Means of verification:

- HRGAG Focal Point list.
- HRGAG Terms of Reference.
- HRGAG Annual Workplan.
- UN Common Country Analysis.
- CCA and UNSDCF consultations list.
- Gender Equality and Women's Empowerment brief for CCA.
- Concept Note: Capacity Building for the UN Core Drafting Team to mainstream the UN Programming Principles, including Human Rights, Gender, Sustainability and RBM in the UNSDCF in Uganda.
- Training materials: UNSDCF Programming Principles and Key Approaches; Gender and Equity Marker.

INDICATOR 5.2 UNCT has adequate capacities developed for gender mainstreaming
**Scoring: Approaches
Minimum Requirements**

Scoring: This indicator scores approaching as the UNCT Uganda meets only one out of three criteria required by indicator.

Explanation:

a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year. Since 2019, several inter-agency gender capacity building activities have taken place. In August 2019, a three-day residential training on Gender in Humanitarian Action took place, including UN Women, UNHCR, UNFPA, UNDP, IOM, WHO, RCO, and UNCDF. In October 2019, a GEWE CSO conducted a three-day workshop with staff from UN Women, UNICEF, UNDP, UNHCR, UNFPA, and RCO on gender power dynamics and social norm change (SASA! methodology) through the EU-UN Spotlight Initiative. Multiple training and workshops have taken place within the last year on the prevention of sexual exploitation and abuse (PSEA), at both national and sub-national levels, for UN staff and partners. For example, in May 2020 the RCO PSEA Coordinator conducted a virtual training for 80 UN staff and partners, which was followed by a series of virtual training for local PSEA networks, including subnational UN PSEA focal points and partners.

b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF/UNSDCF cycle and targets are on track. No capacity development plan based on an inter-agency capacity assessment is yet in place in UNCT Uganda and therefore this requirement is not met. Even though, relevant to mention is that UNW, on behalf of the UNCT, developed in November 2019 a *Rapid Assessment of the Gender Equality and Women's Empowerment coordination needs of UN Area Coordinators* (UNACs), which had as objective to assess the current gender capacities at the field level for providing recommendations per UNAC on how to improve actions in

order to deliver improved results for women and girls. The action plan to implement the recommendations from the assessment was delayed by the COVID-19 crisis but is expected to be put in place in 2021.

c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country. No joint induction material or activities have yet been put in place by the UNCT in Uganda to provide a targeted induction to UN new staff on gender equality and women's empowerment country challenges and UN commitments in the country.

Means of verification:

- Training Schedule and Logistics Note for SASA! Together Training for Spotlight Recipient UN Agencies.
- Minutes of PSEA Stakeholders Network Meetings.
- PSEA Training PowerPoint and materials participants lists and certificates.

Dimension 6. Resources

The only indicator in this dimension approaches minimum requirements as, while there has been recently a capacity building event on the gender marker in the context of the development of the UNSDCF 2021-2025, there have not been any joint actions in terms of budgeting allocation on gender equality either for the past UNDAF or for the upcoming UNSDCF.

INDICATOR 6.1 Adequate resources for gender mainstreaming are allocated and tracked	Scoring: Approaches Minimum Requirements
<p>Scoring: The UNCT Uganda approaches minimum requirements as it complies with one requirement out of three regarding the UNDSCEF 2021-2025 budget.</p> <p>Explanation:</p> <p>a) The UNCT has carried out at least one capacity building event on the gender marker over the current UNDAF cycle. The UNCT meets this requirement, as it carried out two trainings on UN programming principles that also included the focus on GEWE and UN Gender Equality Marker including in the CF and JWPs respectively in 2020, in the context of the preparation of the UNSDCF 2021-2025. One of the trainings included wide participation of CF roll-out stakeholders.</p> <p>b) The UNCT has established and met a financial target for program allocation for Gender Equality and the Empowerment of Women. This requirement is so far missing, as the UNSDCF 2021-2025 financing needs are yet to be finalized with the finalization of the JWPs. So far, the UNSDCF 2021-2025 includes a table summarizing the amount of budget allocated by agency per UNDSCEF outcome and sub-outputs (either joint or agency specific unique ones). Conversations have been held on applying the UN GEM to the UNDSCEF</p>	

budget, for establishing specific gender equality and women's empowerment budget targets.

c) The UNCT has established and exceeded (exceeds) a financial target for program allocation for Gender Equality and the Empowerment of Women. This requirement was not assessed, as the budget being considered corresponds to the UNSDCF 2021-2025 that will start implementation in 2021. No financial target was established for the UNDAF 2016-2020.

Means of verification:

- UNSDCF 2021-2025.
- Concept Note, Draft Joint Work Plans for 2021.
- UNSDCF Gender Marker Guidelines training PowerPoint (20 July 2020).
- UN Programming Principles Training package (March 2020).

Dimension 7. Results

The indicator in this dimension approaches minimum requirements, as the gender equality results targeted in the UNDAF 2016-2020 were only partially achieved.

Indicator: 7.1 UN Programmes Make a Significant Contribution to Gender Equality in the Country

Scoring: Approaches Minimum Requirements

Scoring: The UN in Uganda has achieved progress on most UNDAF outcomes, and some relevant results were achieved. However, the extent of progress was not always as targeted, and not all gender equality and the empowerment of women results as planned in the UNDAF 2016-2020 outcomes were met. Importantly, there is a need to mention that one outcome level UNDAF result has contributed to transformative changes in relation to gender equality and the empowerment of women as explained in requirement c.

Explanation:

a) The UNCT has achieved some (approaches) or all (meets) gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5, or has made progress towards that goal. The UNDAF 2016-2020 covers three areas of strategic intent - Governance, Human Capital, Sustainable & Inclusive Economic Development - and twelve results areas, one of which is dedicated to gender and human rights (ORG 1.2), another dedicated to combating GBV/VAC (2.4) and gender targets are included across other areas.

Uganda's National Development Plan - NDP II (2015/16- 2019/20) was aligned to the 2030 Agenda for Sustainable Development and domesticated the Sustainable Development Goals (SDGs) and the attendant targets, including SDG 5 and gender targets included in other SDGs.

Some relevant results included the reduction of social tolerance towards GBV, and social tolerance intimate partner violence -reduced from 44% to 41% for males and from 58% to 50% for males by the time of the UNDAF Mid-term evaluation. Accordingly, reporting to police did increase, however this is also indicative of increased awareness and increased

confidence in response. Modern contraceptive prevalence rate (CPR) among married women aged 15-49 years increased by 9% from 26% (2011) to 35% (2018).

Uganda has also made great strides with data - the government continued to generate evidence through surveys such as Uganda Demographic Health Surveys (UDHS), household surveys, panel surveys and GBV specific studies; the enforcement of gender-based budgeting - according to EOC. The overall compliance of the National Budget Framework Paper with Gender and Equity requirements for the fiscal year 2019/2020-2023/2024 improved to 61 percent while DLGs stands at 42% with many UN agencies contributing to this effort; in the area of governance progress was noted at the local level with increased representation of women at district councils (45.7%) albeit with 1% of district councils being led by women Chairpersons.

Despite these advances, there have been areas where progress is not on track/slow. This includes the areas of economic empowerment - overall poverty increased in the UNDAF period and women continue to remain disproportionately affected by unemployment and lack of access to formal work. There has been also challenges in the areas of SRHR, for example women's say over contraceptive use decreasing slightly in this period and progress on teenage pregnancy rate and child marriage slow and some places stagnated in the UNDAF period (linked to rise in poverty).

There has also been a challenge with progressing key legislation to ensuring women's and girls' rights in Uganda, such as the Sexual Offences Bill, the Succession Act, the Evidence Act, and the Marriage and Divorce Bill. While the UNCT has extensively supported the Parliament on their drafting and amendments and the Resident Coordinator has advocated for them at the high-level, challenges remain in terms of ensuring women's rights and protection (e.g. Sexual Offences Bill revised in 2019, while integrating many of the issues proposed by the UNCT, it also included some problematic clauses, not in the original draft, including criminal sentences for those who 'wrongfully accuse', clauses on modesty, and clauses placing the burden of proof with the victim). In others, such as the Marriage Bill amended in 2017, progress on its adoption remains to be seen.

b) At least one outcome level UNDAF result has contributed to transformative change in relation to gender equality and the empowerment of women. As already mentioned, the reduction of social tolerance towards GBV and social tolerance for intimate partner violence is a significant result in terms of eradicating GBV in intimate partner relationships.

Means of Verification:

- UNDAF Uganda 2016 – 2020.
- UNDAF Mid-term Evaluation.
- UN Knowledge Management System (KMS).
- Beijing Progress Report 2019.
- Uganda CEDAW Report.
- Uganda's Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development.

ANNEX 1. UNSDCF 2021-2025 gender sensitive and potentially gender sensitive indicators

Level	Nº	Indicator	Gender sensitive	Potentially gender sensitive
Outcome	1.1	1.2 Proportion of women and Youth in elected positions at various levels (Parliament & LCs/ RWC 1- 5)	1	
	2.1	2.1.2.b Unemployment rate disaggregated by age and sex and persons with disabilities (SDG 8.5.2, NDP III)	1	
	2.2	2.2.c Proportion of population with access to electricity and alternative/modern cooking energy disaggregated by sex and rural/urban	1	
	3.1	3.1.a Coverage of essential health services		1
		3.1.b. Primary to secondary school transition rate		1
		3.1.c Social Protection Coverage (Percent)		1
	3.2	3.2.a Gender Inequality Index	1	
		3.2.b. Percentage of population with trust in the Justice System		1
		3.2.c National Budget compliance gender	1	
Output level	1.1	1.1.1. Number of policy and legal frameworks developed and implemented for promotion of democracy, accountability, equal opportunities and pro-poor growth in line with international human rights standards, obligations and commitments		1
	1.2	1.2.1 Proportion of voter turnout by elective category and electoral levels [i.e. youth, constituency representatives, workers unions, PWDS, elderly ...] disaggregated by sex	1	
		1.2.2. Proportion of the population satisfied with their last experience of public services [by sex, age, disability]5	1	
		1.2.3. No. of target non-state institutions with strengthened capacities for advocacy and engagement in the review and reform of legislation and policies for national and subnational governance and development 3 (2019)	1	
	1.3	1.3.1. Crime Rate per 100,000 persons by sex, age, type and region	1	
		1.3.3. Proportion of public with confidence in the security system		1
	2.1	2.1.1a Volume of production per labour unit (in USD) by classes of farming/pastoral/forestry enterprise size including smallholders		1
		2.1.1.c Distribution of agricultural land area owned disaggregated by sex, age, location	1	

		2.1.2.a Number of new decent jobs (formal and informal) generated disaggregated by sex, age, disability	1	
		2.1.2.b Number of people benefiting from sustainable nature-based and productive-resource based solutions for improved livelihoods	1	
		2.1.2.c Percentage of eligible population with access to formal financial services disaggregated by sex, age, disability and location (rural/urban)	1	
		2.1.2.d Number of women and men owned enterprises having incorporated good practices into their commercial activities and having transacted business with greater awareness of the African Continental Free Trade Agreement	1	
		2.1.3c. Number of policies and regulations developed and implemented to support private sector growth and innovations		1
	2.2	2.2.2.a. Number of households implementing mitigation measures that reduce emissions		1
		2.2.3.a. Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women		1
		2.2.3.c Percentage share of clean energy used for cooking	1	
	3.1	3.1.1.b Human resources density and distribution disaggregated by sector (Health, Education, Agriculture, HIV, Social Development)		1
		3.1.2.a. User satisfaction with the quality of basic social and protection services [by type]		1
		3.1.2.b: Proportion of users [in their diversity] who report that they exercise increased decision making in the choice and use of basic social and protection services.		1
		3.1.2.c: Number of new infections by priority condition and susceptible population sub- type		1
		3.1.3.a: Number of policies and regulations developed and implemented to promote gender and equity responsive access to Social and protection services disaggregated by Sector	1	
		3.1.3.b: Level of Annual workplan budget AWPB compliance to NDP III by Sectors and Local governments	1	
		3.1.3.c. Annual sector score on integration of gender and human rights perspectives in basic social and protection services.	1	
	3.2	3.2.1.a Proportion of targeted government and non-government institutions with programmes/ initiatives addressing values and practices that promote human rights, equality and non- discrimination	1	
		3.2.1.b. Number of targeted institutions with policies and procedures for dealing with sexual harassment, discrimination, harmful practices, VAC, VAW and other forms of violence	1	

		3.2.1.c. Proportion of gender and human rights cases reported investigated and disposed of through the formal and non-formal justice system in line with national and international standards (disaggregated by type, age, sex)	1	
		3.2.2.a Proportion of expenditure on GEWE, human rights and other non-discriminatory practices disaggregated by MDAs and Local Governments	1	
		3.2.2.b. Dollar Value of resources made available to strengthen statistical capacity on gender and human rights responsive data at national and sub national levels.	1	
		3.2.2.c. Number of Institutions utilizing gender and human rights responsive data in planning, advocacy and budgeting disaggregated by MDAs LGs and targeted CSOs	1	
		Subtotal	24	14
		Potential results after improving	Indicators	38
			Percentage	63.3%

ANNEX 2. Anonymous staff survey results

GENDER EQUALITY	ALL		WOMEN		MEN		OTHER		Gender gap
	Nº	%	Nº	%	Nº	%	Nº	%	
The UN system in this country makes adequate efforts to fulfil its mandate to achieve an equal representation of women and men at all levels.	171	78%	79	70%	91	88%	1	50%	-18%
Heads of Agencies in this UNCT demonstrate leadership and commitment to gender equality in the workplace	166	76%	76	67%	89	86%	1	50%	-18%
UN personnel in this country demonstrate commitment to gender equality in the workplace.	155	71%	70	62%	84	81%	1	50%	-19%
MEAN		74,9%		66,4%		84,6%		50,0%	-18%

NON-DISCRIMINATION	ALL		WOMEN		MEN		OTHER		Gender gap
	Nº	%	Nº	%	Nº	%	Nº	%	
The UN system in this country adequately facilitates the equal participation of both women and men at all levels of the organization.	160	73%	74	65%	85	82%	1	50%	-16%
UN personnel in this country team are treated equally irrespective of sex, gender identity or sexual orientation.	139	63%	62	55%	76	73%	1	50%	-18%
The UN system in this country has adequate procedures in place to prevent and address sexual harassment, exploitation and abuse of authority.	160	73%	72	64%	87	84%	1	50%	-20%
The UN system in this country has adequate procedures in place to protect my personal safety and security.	143	65%	69	61%	73	70%	1	50%	-9%

MEAN		68,7%		61,3%		77,2%		50,0%	-15,9%
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WORK AND LIFE BALANCE	ALL		WOMEN		MEN		OTHER		Gender gap
	Nº	%	Nº	%	Nº	%	Nº	%	
The package of entitlements (e.g., maternity, paternity, breastfeeding, etc.) are adequate and sufficient to achieve adequate work-life balance.	149	68%	75	66%	73	70%	1	50%	-4%
The package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) support staff to achieve adequate work-life balance.	147	67%	75	66%	71	68%	1	50%	-2%
Heads of Agencies are supportive of staff to establish an adequate relationship between work life and home life.	129	59%	57	50%	71	68%	1	50%	-18%
MEAN		64,7%		61,1%		68,9%		50,0%	-7,8%
OVERAL AGREEMENT		69%		63%		77%		50%	-14%

ANNEX 3. UNCT Uganda Gender parity data

Level		Total Staff Summary											
Category	Grade	Women					Men					Total	% Women
		FT	TA	SC	UNV	Total	FT	TA	SC	UNV	Total		
ID	D2	0	0	0	0	0	1	0	0	0	1	1	0%
	D1	5	0	0	0	5	3	0	0	0	3	8	63%
	Total	5	0	0	0	5	4	0	0	0	4	9	56%
IP	P5	11	0	0	0	11	18	0	0	0	18	29	38%
	P4	33	3	1	0	37	40	4	0	0	44	81	46%
	P3	33	9	0	0	42	34	13	5	0	52	94	45%
	P2	17	2	0	0	19	24	3	0	0	27	46	41%
	P1	0	0	0	1	1	0	0	0	0	0	1	100%
	Total	94	14	1	1	110	116	20	5	0	141	251	44%
NO	NOD	5	1	8	0	14	8	0	12	1	21	35	40%
	NOC	36	4	21	0	61	40	8	29	1	78	139	44%
	NOB	50	4	23	1	78	59	9	18	4	90	168	46%
	NOA	50	3	20	0	73	56	5	30	1	92	165	44%
	Total	141	12	72	1	226	163	22	89	7	281	507	45%
GS	G7	30	3	0	1	34	25	1	1	0	27	61	56%
	G6	82	8	18	0	108	84	10	15	0	109	217	50%
	G5	77	10	23	0	110	72	13	28	0	113	223	49%
	G4	61	17	38	0	116	68	15	57	0	140	256	45%
	G3	12	4	19	1	36	27	10	29	2	68	104	35%
	G2	9	13	28	0	50	185	39	74	0	298	348	14%
	G1	2	0	3	0	5	3	1	0	0	4	9	56%
	Total	273	55	129	2	459	464	89	204	2	759	1218	38%
Other	Intern	0	0	0	3	3	0	0	0	0	0	3	100%
	Other	28	24	35	15	102	38	23	28	13	102	204	50%
	Total	28	24	35	18	105	38	23	28	13	102	207	51%
	TOTAL	541	105	237	22	905	785	154	326	22	1287	2.192	41%

ANNEX 4. Scorecard Interagency Team Members

Agency	First Name	Surname
FAO	Stella	Tereka
ILO	David	Mawejje
IOM	Bolly	Odette
OHCHR	Florence	Epodoi
RCO	Nassib	Kaleebu
RCO	Michael	Wangusa
OMT	Gleh	Appleton
RCO	Kathryn	Wilkes
UN Women	Martin	Ninsiima
UN Women	Lisa	Dardis
UN Women	Adekemi	Ndieli
UN Women	Dan	Bazira
UNAIDS	Sarah	Nakku
UNAIDS	Tausi	Logoset
UNCDF	Jennifer	Bukokhe
UNDP	Harriet	Karusigarira
UNDP	Josephine	Candiru
UNFPA	Prossy	Nakanjako
UNFPA	Alice	Nayebare
UNFPA	Deborah	Nakibira
UNHCR	Sam	Mosallai
UNICEF	Jonna	Karlsson
UNODC	Diva	Mukisa
UNOPS	Pauline	Ndiritu
WFP	Prudence	Komujinya
WFP	Veronica	Faal
WHO	Patrick	Wokorach
WHO	Prof Olive	Sentumbwe