
Gender Equality **SWAP** **Scorecard** **Assessment Report**

United Nations Country Team in
Montenegro



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List of acronyms and abbreviations used

SWAP – System Wide Action Plan
UNCT – United Nations Country Team
UNDAF - United Nations Development Assistance Framework
CCA – Common Country Analysis
GEWE – Gender Equality and Women Empowerment
DaO – Delivering as One
WGGHR – Work Group on Gender and Human Rights
JCT - Joint Communications Team
JP - Joint Programme
HoA – Head of Agency
RC – Resident Coordinator
NSSD – National Strategy for Sustainable Development

Introduction

‘Leave no one behind’¹ is at the core of the 2030 Agenda for Sustainable Development. The 2030 Agenda is, among others, underpinned by the principle of gender equality and women’s empowerment that is grounded in the norms and standards the United Nations is tasked to uphold and promote. To this end, the United Nations is committed to practicing more coherent and integrated system-wide gender-responsive planning, implementation and reporting.

The purpose of the UNCT SWAP-Scorecard (*UNCT Performance Indicators for Gender Equality and the Empowerment of Women “Gender Scorecard”*) is to establish an accountability system that promotes stronger coordinated planning, programming and results for gender equality and women’s empowerment at the country level. The Scorecard assesses country-level coordinated processes, rather than individual agencies’ work.

The Scorecard’s self-assessment methodology enables UN System to work collaboratively to assess its performance in the country against minimum standards for GEWE. The Scorecard includes seven dimension-areas that flow from planning to the results. Findings from the exercise lead into action planning to improve performance over time for country teams and the UN system globally, contributing to meeting SDG targets.

The Scorecard was endorsed by the undg in 2008 in response to the UN Chief Executive Board for Coordination 2006 *Policy on Gender Equality and the Empowerment of Women* (CEB/2006/2). Calls for accelerated UN efforts to mainstream gender and expand use of the Scorecard were put forth most recently in the Quadrennial Comprehensive Policy Review (QCPR) and the 2017 ECOSOC Resolution.² The Scorecard has been updated in 2017 to align with new policies and guidance, and to ensure coherence with the SDGs and the UN-SWAP.³

¹ This section text is adapted from the UNCT Gender Equality SWAP-Scorecard, INTERIM Technical Guidance, August 2017.

² See [Res A/71/243](#) (OP 13) and [Res E/2017/L.22](#)

³ The tool draws upon innovative ideas and lessons learned from design and implementation of other UN gender accountability frameworks, notably UNDP’s Gender Equality Seal, ILO’s Gender Audit, and the IASC Gender Marker.

Country Context - UNCT and UNDAF in Montenegro

Montenegro adopted the Delivering as One modality in 2010 with the vision of harnessing the combined resources, capacity and knowledge base of all UN organizations operating in the country into a coherent programmatic and operations platform. The approach focuses on a limited set of strategic outcomes, with one leader of a team of mutually accountable heads of UN agencies, working with harmonized business operations, with joint resource mobilization and planning, and speaking with one voice. The management and coordination structure developed for the current UNDAF is based on the prevailing best practices and lessons learnt from the pilot phase of Delivering as One and adapted to the needs and requirements in the national context.

UN system in Montenegro is composed of five resident (UNICEF, WHO, UNHCR, UNDP, IOM) and ten regionally-based participating UN organizations which implement activities in the country from their headquarters in Vienna, Istanbul, Geneva, Budapest and Venice (UNECE, UNEP, UNIDO, UNESCO, ILO, UN WOMEN, FAO, IAEA, UNECE, UNCTAD).

The concept of 'Delivering as One' in Montenegro, an upper middle-income country, is articulated through the Integrated UN Programme 2017 – 2021. The aim of the document is to enhance development results and impact by bringing together the comparative advantages of the UN system within a single strategic framework, in order to support national key development priorities, such as the EU accession process.

Over the years the UN in Montenegro has concentrated its programmes in the following main areas: poverty alleviation and social inclusion, employment promotion, including SME development, economic governance, human rights protection and promotion, health, environmental sustainability, democratic governance, with particular attention given to children and young people, socially disadvantaged or marginalized groups, and to gender-specific dimensions.

The UNDAF 2017-2021 articulates UN's assistance to Montenegro in addressing key national priorities, while being aligned with the 2030 Agenda for Sustainable Development and country's aspiration to join European Union. The document provides a jointly agreed plan to support the country in the following key thematic areas:

1. Democratic Governance;
2. Environmental Sustainability;
3. Social Inclusion and
4. Economic Governance.

While these key areas combine common results focus with the potential for harnessing the synergies and mutually reinforcing the competencies and capacities of the UN organizations involved, it is important to note the cross-sectoral linkages between the issues addressed under each area. This is ensured partly by systematic application of the fundamental UN programming principles: a human rights-based approach, gender equality and women's empowerment (GEWE), and environmental sustainability as cross-cutting issues, and generally by a strong focus on poverty alleviation with particular attention to the most vulnerable and disadvantaged groups.

A particular feature of the UN programmes in Montenegro is the clear focus on the most vulnerable social groups and marginalized communities, ensuring at the design stage that they are involved in the

development process and their rights are respected. This also contributes to a broader national ownership of and commitment to the UN's programmes. In addition to adopting a human rights-based approach as a mainstreaming programming principle, the UN in Montenegro is applying a gender-based approach to ensure that the human rights and particular needs of women and girls are taken into account when designing interventions and programmes, combined with programmes specifically addressing issues of gender equality and women's empowerment.⁴

Methodology and process of assessment

The UNCT SWAP-Scorecard is a participatory self-assessment that is conducted by a UN interagency team led by a coordinator. The UNCT Montenegro assessment was coordinated by the UN Coordination Office and the Joint Working Group on Gender and Human Rights (WGGHR). The two coordinators organized assessment team meetings, supported small working groups, helped with mapping the sources of data and information, managed timelines, consolidated findings and prepared the final report.

The methodology enabled UNCT to assess GEWE mainstreaming across seven dimension-areas:

1. Planning
2. Programming and M&E
3. Partnerships
4. Leadership and Organizational Culture
5. Gender Architecture and Capacities
6. Resources
7. Results

The dimension areas are designed to move logically through the UNDAF programming cycle from planning to achievement of results. The methodology provided detailed guidance on each indicator, as well as supporting materials and templates. The indicators scoring system enabled UNCT to report results for each indicator.

The four levels of the scoring system are:

1. Exceeds minimum standards
2. Meets minimum standards
3. Approaches minimum standards
4. Missing

Meeting minimum standards is a starting point from which UNCT should work to deepen efforts to exceed minimum standards, thereby achieving better results.⁵

⁴ UNDAF Montenegro, 2017-2021

⁵ UNCT Gender Equality SWAP-Scorecard, INTERIM Technical Guidance, August 2017.

AREAS/INDICATORS

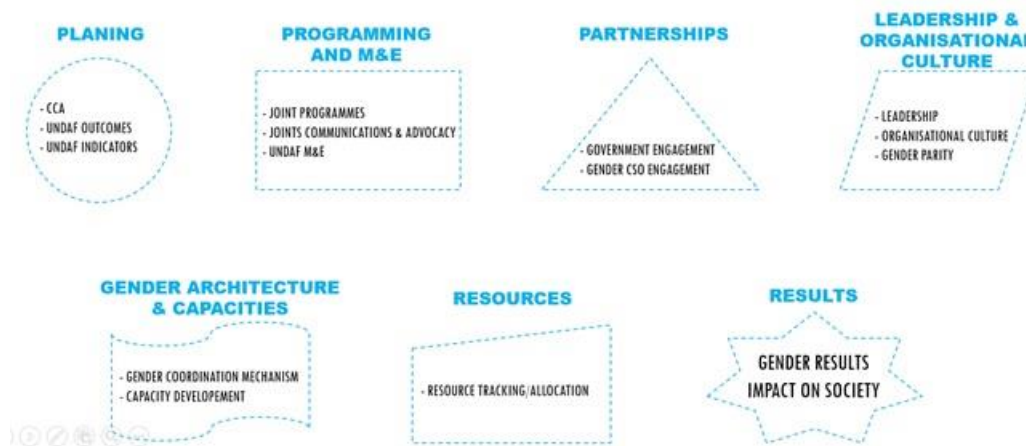


Illustration: Dimension areas and related indicators

As for **the process**, the assessment has started by the UNCT endorsement of the process. Afterwards, the coordinators gathered the team, whose composition was approved by UNCT. **Assessment team** consisted of 12 members. The team included staff from all 6 resident UN agencies, Gender and Human Rights Working Group, Joint Communications Team, UN Coordination Office, in-house gender experts, two Heads of Agencies, programme and technical staff. The assessment team held 4 meetings. The first meeting was dedicated to the agreement on the process, forming smaller teams, review of the methodology and setting up the deadlines. Between first and the second meeting, the team realized the assessment, based on the methodology provided by the Guidelines. They were supported by the coordinators and in-house gender experts, both in terms of the use of the methodology and the identification of the sources of information needed for the assessment. The second and third meeting were convened to present the draft results of the assessments. The meetings were used for the discussion, editing, further development and building consensus over the results. Fourth and the last meeting of the working groups was dedicated to the action planning, which has been built on the strengths and weaknesses identified through the assessment. Finally, the coordinators prepared the final report, inclusive of the assessment and the Action Plan, which was endorsed by the UNCT.

The Action plan was developed with a vision and intention to encompass **both actions that should be taken to improve results**, i.e. GEWE mainstreaming and **actions that will ensure the continuity of the good scores/results**. Therefore, ***the Action Plan will serve to the UN System in Montenegro as a framework which will ensure that GEWE is adequately addressed in all aspects of current and next UNDAF cycle.***

Findings overview

Country: Montenegro

Assessment year: 2017

Coordinators: Jelena Miljanic (UNCO), Aleksandar Cadjenovic (Gender and Human Rights Working Group)

Agencies participating in the assessment team: UNDP, UNICEF, UNHCR, ILO, IOM, WHO, UNCO.

Indicator	Missing	Approaches	Meets	Exceeds
1.1 CCA		✓		
1.2 UNDAF Outcomes		✓		
1.3 UNDAF Indicators		✓		
2.1 Joint Programmes	✓			
2.2 Comms & Advocacy		✓		
2.3 UNDAF M&E				✓
3.1 Government Engagement				✓
3.2 Gender CSOs Engagement		✓		
4.1 Leadership			✓	
4.2 Organizational Culture			✓	
4.3 Gender Parity			✓	
5.1 Gender Coordination	✓			
5.2 Gender Capacities		✓		
6.1 Financial Resources			✓	
7.1 Results		✓		

Illustration: Overview of the scores per indicator

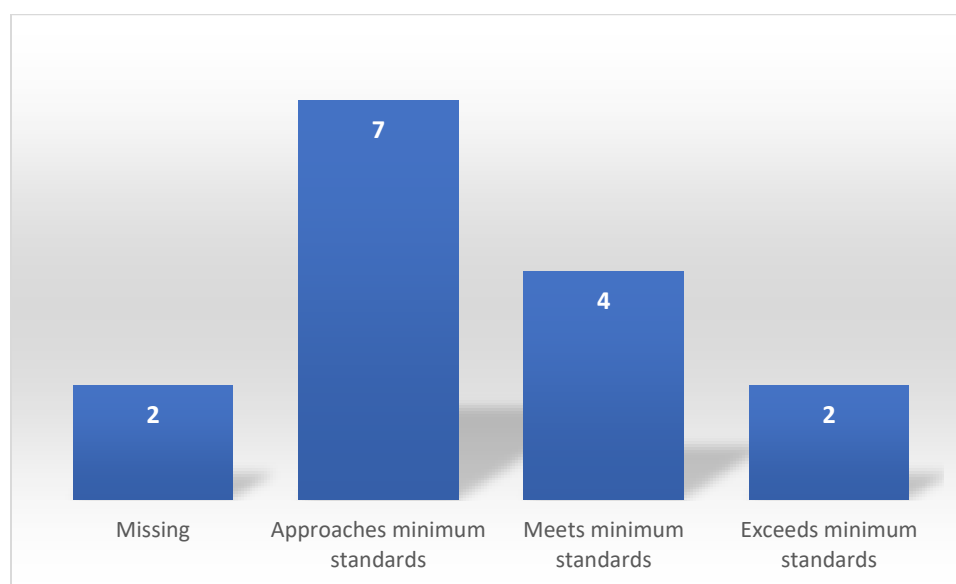


Illustration: Overview of the scores per standards achieved

Findings overview by dimension area

In the area of **Planning**, UNCT Montenegro is close to meeting minimum criteria related to the subject of assessment – CCA and UNDAF. CCA, UNDAF outcomes and indicators had been GEWE mainstreamed to a significant extent. Still, according to the Scorecard criteria, GEWE is not sufficiently addressed in all areas (for example: environment) and ratio of gender sensitive UNDAF indicators should be higher. It is worth noting that one of the options under the *UNDG UNDAF Guidance*, was to conduct *light* CCA hence rely on already available data from official statistics and different reports and data from the UN, WB and the EU⁶. This was the option that the UNCT in Montenegro opted for and that was also communicated to the UN Peer Support Group at the inception of the UNDAF preparation process. Therefore, UN Montenegro has used available statistical data and indicators collected by national institutions, as well as available international data and indicators (UN, World Bank, EUROSTAT, etc). The extent of data disaggregation was dependent on the limitations of data sources. Also, back in 2015, when the UNDAF 2017-2021 was developed, the list of SDG indicators was not finalised, thus, although relying on the draft list, this set of indicators was not exploited to the sufficient level. Desk Review of 15 UNDAFs in the Europe and Central Asia, performed by UN WOMEN Regional office for Europe and Central Asia (ECA) scored Montenegrin CCA as fully gender responsive. The same analysis identified UNDAFs of Montenegro and two other countries as ones with the highest gender-responsive rating, having scored high for gender responsive outcome statements and sex disaggregated data and medium in gender responsive outcome indicators. Additionally, Montenegro was among the only three countries that did not have any gender-blind outcome statements.⁷

Nevertheless, in order to alleviate the current UNDAF and CCA score, the annual planning will be used as an opportunity for ensuring adequate GEWE mainstreaming to the possible extent. Also, environment pillar of CCA and related UNDAF indicators will be scrutinized against GEWE. The UNCT also commits to ensure that the next CCA and UNDAF will be adequately mainstreamed in all pillars, areas, with higher percentage of gender sensitive/disaggregated indicators, to the most feasible extent.

The **Programming and M&E area** included assessment of joint programmes, communication and advocacy and UNDAF monitoring and evaluation. Analysis informed on excellent results in the area of M&E, the communication activities and gender mainstreaming of Joint Communications Team (JCT) work scored well, while joint GEWE advocacy campaigns were not subject of UNCT work. The JCT, in charge of One UN Voice in Montenegro, has multi-year Joint UN Communications Strategy, and Annual Work Plans, with clear GEWE components. As for the joint programmes and their GEWE component, the only operational JP at the time of the assessment is the Joint UN Youth programme. The Joint UN Youth Programme does not satisfy all criteria for UN joint programmes, hence it is rather joint programming in the area of youth, but UNCT uses it as an example of efficient joint work within the DaO and therefore refers to it as a joint programme. Although the Project Document does not include gender analysis to the extent required in the Gender Scorecard Guidelines, gender mainstreaming is clearly visible in the activities of

⁶ How to prepare an UNDAF, Technical Guidance for UN Country Teams, January 2010, Page 19

⁷ Desk Review of 15 UNDAFs in the Europe and Central Asia: Application of Twin-Track Approach of Gender in UNDAFs and CCAs to Promote Gender Equality and Empowerment of Women, Last Update: February 2017, UN Women Regional Office for Europe and Central Asia, Page 6, Page 17

the programme. UNCT did not develop a system to ensure continued gender mainstreaming of joint programmes, but the UN Human Rights and Gender Group has conducted such exercises upon request. Also, at the moment, there is no joint programme on promoting GEWE. Based on the scores related to the abovementioned, actions to be taken involve establishing a system to ensure gender mainstreaming in joint programmes, performing gender review of the Joint UN Youth Programme, exploring needs and possibilities of developing a Joint Programme on promoting GEWE, and pursuing ways to place GEWE in non-traditional gender communication and advocacy thematic areas.

Partnerships area focuses on UNCT cooperation and involvement of government and CSOs in the GEWE related planning, programming and implementation processes. As for the government engagement, where UNCT exceeded the minimum standards, the UN System has been continuously working with government agencies in communication related activities and substantively contributed to strengthening Government participation and engagement in gender related SDGs localization. When it comes to the engagement of CSOs, UN System has collaborated with a GEWE CSO for a joint GEWE initiative, GEWE CSOs participated in CCA and UNDAF consultations process. Although UN did not specifically coordinate GEWE CSO involvement in SDG localization, through UN previous and ongoing work with and GEWE CSOs, UN system did contribute to CSO engagement in SDG 5 localization. Current *“approaches minimum standards”* score for the CSO engagement is given based on the number of joint activities involving GEWE CSOs which should be at least two. This is due to the fact that UNDAF 2017-2021 is in its first year of implementation and there will be enough space for meeting this criterion.

In the area of **Leadership**, UN system in Montenegro has very good scores and results. Resident Coordinator demonstrates leadership and public championing of gender equality, while Heads of Agencies are committed to gender equality in the workplace. Organizational culture and gender parity results are also meeting minimum standards. In order to further excel in this area, UN System commits to work on gender mainstreaming of BOS, and ensure meaningful conversations on GEWE at UNCT meetings.

When it comes to the **Gender architecture and capacities** dimension area, UN system is approaching minimum standards related to the staff capacities. To excel in this area, UNCT will design the capacity development plan and UN induction package inclusive of orientation on GEWE. As for the gender coordination mechanism, i.e. Working group on Gender and Human Rights, it was scored as missing. This is due to the fact that it is not led by the HoA and the ratio of senior staff membership, which is under 50%. These issues mirror the small UNCT and only 8 senior staff in total. The senior staff in such a situation cannot participate in the requested percentage in all groups, all of them being equally important. In Montenegro, 4 Results Groups, 3 UN Working Groups and Youth Task Team, which makes it quite infeasible to have equal and/or 50% representation of HoAs and senior staff in all groups. Nevertheless, efforts will be made to include at least one more senior staff in the group membership, as well as to appoint HoA as a chair of the working group.

In the area of **Financial resources**, UN System met minimum standards, due to the existing system for tracking GEWE related budgetary data and targets. Resident Coordinator Annual Reports have tracked financial resources allocated to some joint activities in the area of Gender and Human Rights, most of which are in the mandate of the Gender and Human Rights Working Group. Also, the UNCT is able to track GEWE related budgetary data through Annual Work Plan Results and Common Budgetary Frameworks. In addition to that, Montenegro is one of the early adopters of the UN Info, which will provide for all UNDAF

activities to be allocated a gender marker as of 2018, thus enabling tracking all resources allocated to GEWE.

In the **Results** area, the score of approaching minimum standards was assigned, due to the fact that the UN System has not achieved all (as required for the minimum standards criterion) but majority of gender results as planned in the previous UNDAF outcomes. Since current UNDAF is in its first year of implementation, there is vast space for achieving those during the current UNDAF cycle. Still, it is worth noting that despite concentrated and strategically-led activities of UN and respective UN organizations in this regard, the progress is often largely dependent on external factors, such as relevant institutional capacities and, political processes and changes as well as the economic situation in the country.

Action plan – implementation and monitoring

As already stated, the Action plan was developed with a vision and intention of being a document which encompasses both actions that should be taken to improve results, i.e. GEWE mainstreaming and actions that will ensure the continuity of the good scores/results. Therefore, the Action Plan will serve to the UN System in Montenegro as a framework which will ensure that GEWE is adequately addressed in all aspects of current and next UNDAF.

In order to ensure the implementation of the Action plan, **UNCT endorses Working Group on Gender and Human Rights to, with support and in cooperation with UN Coordination Office, closely monitor the implementation of the Action Plan through the following set of actions:**

1. **Familiarize all the responsible parties with their obligations pertaining from the plan**
2. **Support the responsible parties in the implementation of the specific activities**
3. **Report to the UNCT once a year on the status of the AP implementation (beginning of Q4)**

Detailed results of the assessment, by indicators

INDICATOR 1.1 COMMON COUNTRY ANALYSIS

Aim: CCA integrates gender equality issues.

Comprehensive gender analysis⁸ in the Common Country Analysis provides the foundation for gender sensitive planning and programming, leading to stronger gender results. Gender analysis is fundamental to presenting an accurate picture of the national situation, and ensuring interventions address the principle of leaving no one behind.

“The CCA includes a rigorous gender analysis that goes beyond age-and sex-disaggregated data to explain immediate, underlying and root causes and differentiated impacts (including through an appreciation of social, legal, political, economic and cultural dynamics that underpin gender inequality).” (UNDAF Guidance 2017:11)

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
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; b) <u>Some</u> sex-disaggregated and gender sensitive data.	CCA or equivalent includes: a) Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; b) <u>Consistent</u> sex-disaggregated and gender sensitive data.	CCA or equivalent includes: a) Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; b) <u>Consistent</u> sex-disaggregated and gender sensitive data; c) Targeted gender analysis of those furthest behind.

ASSESSMENT RESULTS

Indicator 1.1 Common Country Assessment	Score: Approaches Minimum Standards
<p>Findings and Explanation</p> <p><i>The UNCT commissioned a consultant to prepare the Country Analysis in 2015 as an input to the preparation of the UNDAF. The document was prepared based on existing data and sources. No special data or analysis was commissioned. The document is structured to cover key areas of analysis including Democratic governance, poverty and social inclusion, education and health and environment. A specific chapter focuses on gender equality, women’s empowerment and violence against women. However, because the gender analysis is not available for all sectors (available to varying degree in Democratic Governance, Poverty and Social Inclusion, Education, Health, and especially in Gender Equality but missing in Environment), as defined in the guidance, against this indicator the document has been rated as “Approaches minimum standards”.</i></p>	

⁸ Gender analysis is the process of assessing the implication for women and men (girls and boys) of any planned action. Gender analysis should highlight inequalities to reveal how gender equality can be promoted within a sector or focus area.

Underlying causes of gender inequality and discrimination are fully explored in the specific chapter referring to Gender Equality (Chapter 6) but not in other areas analyzed in the assessment where there may be specific factors such as land ownership, social expectations around domestic roles or prejudice which would impact on women's participation or access to certain services or progress.

UN Montenegro's comparative advantage in addressing gender equality is thoroughly presented in Chapter 6 on Gender Equality.

Where commonly available, data is presented in gender disaggregated form, in pre-school enrollment - education, health, political representation. Information related to the economy, access to services and democratic governance and rule of law less so, and completely missing related to environment.

Evidence or Means of Verification

UN Montenegro Country Analysis, 2015

ACTION POINTS

1. *Conduct a gender review of the environment pillar (outcome indicators as well as CCA).*
2. *Ensure that gender is comprehensively mainstreamed across all sectors in the CCA for the next UNDAF, including sex-disaggregated and gender sensitive data, gender analysis across all sectors - including underlying causes of gender inequality and discrimination, as well as gender analysis of those furthest behind.*

INDICATOR 1.2 UNDAF OUTCOMES

Aim: UNDAF outcomes align with the CCA and integrate gender equality issues.

Outcome level results target changes in institutional or behavioral capacities,⁹ and should include special measures to address gender inequalities and the empowerment of women based on the findings from the CCA (UNDAF Guidance 2017:24).¹⁰

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) Gender equality and the empowerment of women is visibly mainstreamed across some outcome areas in line with SDG priorities including SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5. or b) One UNDAF outcome specifically targets gender equality in line with	a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5. and b) One UNDAF outcome specifically targets gender equality in line with UNDAF

⁹ UNDG. 2010. "Results-Based Management Handbook: Strengthening RBM management for improved development results."

¹⁰ The focus on outcomes is in line with UNDAF guidance that states that outputs are reflected in joint work plans. While outputs are not required for the UNDAF, some UNCTs may choose to develop outputs as part of the outcome theory of change that underlies work plans (UNDAF Guidance 2017:24).

UNDAF Theory of Change and SDG priorities including SDG 5.	Theory of Change and SDG priorities including SDG 5. and c) At least one outcome targets a change in norms, values, power structures or other roots of gender inequality (gender transformative change)
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ASSESSMENT RESULTS

Indicator 1.2 UNDAF Outcomes	Score: Approaches Minimum Standards
<p>Findings and Explanation</p> <p><i>The 2017-2021 UNDAF has four outcomes.</i></p> <p><i>None of the four UNDAF outcome statements contain gender sensitive language. There is no gender-targeted outcome statement but this may be due to the limited number of outcomes (only four).</i></p> <p><i>However, three out of four outcomes are gender-mainstreamed:</i></p> <p><i>Outcome 1: Democratic Governance (directly linked to SDG 5, includes a brief gender analysis, the “Main Areas of Work” explicitly includes empowerment of women in political processes, the challenges section includes the call for a gender-based approach across all planned activities combined with specific interventions aimed at ensuring gender equality and women’s empowerment);</i></p> <p><i>Outcome 3: Social Inclusion (directly linked to SDG 5, includes a more substantive gender analysis, refers to the significant gender dimension to the issue of inequality in a number of areas, discrimination against LGBTIQ, the first area of work listed under “Main Areas of Work” is to reduce gender inequalities and socio-cultural factors that contribute to the exclusion of socially vulnerable groups in labor market participation and in access to basic services in education, health and social protection);</i></p> <p><i>Outcome 4: Economic Governance (although lacks a gender analysis, indicates that UNDAF will focus in particular on issues relating to, inter alia, women’s entrepreneurship, which is one of the “Main Areas of Work”, refers to elimination of discrimination in respect of employment and occupation – although not explicit, this presumably refers to women too, suggests that common UN programming principles will be applied, including gender equality, identifies as a national priority to increase the rate of employment and decent work, particularly for women, young people and older workers);</i></p> <p><i>Only outcome 2: Environmental sustainability lacks gender mainstreaming.</i></p> <p><i>Considering that gender equality articulation is missing in the Outcome area on Environmental sustainability, the document has been rated as “Approaches Minimum Standard”.</i></p>	
<p>Evidence or Means of Verification</p> <p>UNDAF 2017-2021</p>	

ACTION POINT

1. Ensure that GEWE is comprehensively mainstreamed across all outcomes for the next UNDAF.

INDICATOR 1.3 UNDAF INDICATORS

Aim: UNDAF indicators measure changes in gender equality.

The UNDAF results framework forms the basis of UNDAF M&E. UNDAF outcomes are articulated in the results framework as indicators, baselines and targets that should be aligned wherever possible with SDG indicators and targets, drawing from the data used in the CCA (UNDAF Guidance 2017:25). Strong gender analysis in the CCA enables gender sensitive outcomes that are then tracked in the results framework. The UNDAF results framework, therefore, must be sufficiently gender sensitive to measure changes to women and men (girls and boys) as distinct groups in order to ensure no one is left behind.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Between one-fifth and one-third (20-33 percent) of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.	Between one-third and one-half (33-50 percent) of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.	More than one-half of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.

ASSESSMENT RESULTS

Indicator: 1.3 UNDAF Indicators	Score: Approaches Minimum Standards
<p>Findings and Explanation</p> <p><i>Out of all UNDAF Outcome indicators, 29.2% (7 out of 24) of them measure changes in gender equality. This brings UN Montenegro to the score of “Approaches Minimum Standard”. This conclusion was derived following the Gender scorecard methodology through calculation the percentage and the share of gender focused and gender sensitive indicators in UN Montenegro UNDAF.</i></p> <p><i>Back in 2015, when the Integrated UN Programme for Montenegro 2017-2021 was developed, there was no final list of SDG indicators, thus, although relying on the drafted list, this set of indicators was not exploited to the sufficient level. Analysis of Outcome indicators, per strategic areas/results groups is as follows:</i></p> <ul style="list-style-type: none"> • Democratic Governance - 1 gender sensitive indicator out of 6 (Indicator #3); • Environmental Sustainability - 1 gender sensitive indicator out of 6 (Indicator #3); • Social Inclusion - 3 gender sensitive indicators out of 6 (Indicators #2, #3 and #5); • Economic Governance - 2 gender sensitive indicators out of 6 (Indicators #1 and #3). 	
<p>Evidence or Means of Verification</p> <p><i>UN Development Assistance Framework for Montenegro (2017-2021), available following the link: www.un.org.me/Library/DaO-</i></p>	

ACTION POINTS

1. *Boost gender-sensitive monitoring through:*
 - *exploring options for introduction of more gender-sensitive indicators in Annual Work Plans indicators, where possible based on new analysis, available data and new programmes*
 - *better utilization the methodologies for data collection, in order to disaggregate as many as possible gender related data.*
2. *Ensure that gender is comprehensively mainstreamed across at least 50% of indicators for the next UNDAF.*

INDICATOR 2.1 JOINT PROGRAMMES

Aim: Joint programs contribute to reducing gender inequalities.

A Joint Program (JP) is a set of activities contained in a joint work plan that involves two or more UN agencies and national partners(s).¹¹ Gender is the number one area of concentration for JPs implemented by UNCTs.¹² JPs facilitate integrated responses to complex development challenges such as gender inequality, and are a valuable means by which the UN addresses gender inequality with partners. All JPs should mainstream gender in line with UN policies and guidance.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.	a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a system is in place to ensure gender mainstreaming in JPs. <u>or</u> b) A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5.	a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a system is in place to ensure gender mainstreaming in JPs <u>and</u> b) A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5.

¹¹ See undg 2014 "Guidance Note on Joint Programmes" for further details.

¹² Source: undg Information Management System

ASSESSMENT RESULTS

Indicator 2.1 Joint Programmes	Score: Missing
<p>Findings and Explanation</p> <p><i>The only operational JP at the time of the assessment is the “Supporting economic integration of young people in Montenegro with a focus on underdeveloped North”, developed as per Integrated UN Programme 2012-2016. Its implementation was originally 2012-2015, but it was extended until 2018 through two Addenda.</i></p> <p><i>In this document, gender equality has not been sufficiently mainstreamed. The project document, developed in 2012, makes reference to the inclusion of “men and women in decision making processes” (p. 5) and “activities geared towards increasing the skills of young women and men to obtain gainful employment” (p. 6) without any gender analysis or a gender strategy, or gender disaggregated indicators. The same applies to the two addenda.</i></p> <p>However, there is evidence that during the implementation of the programme, gender disaggregated data has been collected for the purposes of monitoring and gender analysis used in research. Moreover, there have been concrete action related to GEWE, such as empowerment of girls for entrepreneurship, etc.</p> <p><i>There is no joint programme on promoting GEWE.</i></p> <p><i>There is no system in place to ensure continued gender mainstreaming of joint programmes, but the UN Human Rights and Gender Group has conducted such exercises on an ad hoc basis. For instance, at the training on gender mainstreaming organized in 2017 by the UN Human Rights and Gender Group for UN programme staff, the concept note of a JP on disability inclusion was gender mainstreamed using a number of checklists. However, this JP was not funded in the end and was not considered for the rating.</i></p> <p><i>In view of the above, this indicator has been rated as “Missing”.</i></p>	
<p>Evidence or Means of Verification</p> <p><i>JP “Supporting economic integration of young people in Montenegro with a focus on underdeveloped North” Pro Doc, ProDoc Addendum 2015-2017 and 2018, Infographic – Youth in the labour market, “UNICEF – Data 2016”</i></p>	

ACTION POINTS

1. *Establish a system to ensure gender mainstreaming in Joint Programmes.*
2. *Do a gender review of the joint UN Youth programme.*
3. *Explore the possibility of developing a Joint Programme on promoting GEWE.*

INDICATOR 2.2 COMMUNICATION AND ADVOCACY

Aim: Communication and advocacy address areas of gender inequality.

Coordinated communication and advocacy on gender equality and women's empowerment is an important aspect of UN work at the country level. UN Communication Group (UNCG) roles and responsibilities include the identification of areas for shared results and common themes such as gender equality. One of the key guiding principles for 'communicating as one' is to utilize joint UN communication to strengthen results by promoting the realization of human rights, gender equality and other values and standards ('Guide to Communicating as One' 2014b:10,2).

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) The UN system has contributed collaboratively to at least one joint <u>communication activity</u> on GEWE during the past year.	a) The UN system has contributed collaboratively to at least one joint <u>advocacy campaign</u> on GEWE during the past year. <u>and</u> b) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEWE communication and advocacy.	Meets minimum standards <u>and</u> c) The UN system has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.

ASSESSMENT RESULTS

Indicator 2.2: Communication and Advocacy	Score: Approaches Minimum Standards
<p>Findings and Explanation</p> <p><i>The Joint UN Communications Team (JCT), composed of communications officers or focal points from all resident UN agencies, collaboratively organized two major joint UN initiatives concerning GEWE in 2016.</i></p> <p><i>a1) The first one was an activity – a joint UN public statement on International Women's Day 2016 "Gender Equality - A Basic Precondition for Better Future", highlighting the necessity for greater empowerment of women in number of aspects.</i></p> <p><i>a2) The second one was the joint communication campaign "16 Days of Activism Against Violence Against Women" aimed at influencing awareness raising and behaviour change among the adolescents, when it comes to perceiving and reacting to violence against women, with special focus on so called "invisible" forms of violence. The campaign was based on theatre play "Love and Violence" which featured real life situations collected through 12 focus groups with 100+ adolescents from all over the country. The interactive theatre play, which also included audience participation, was developed by a partnering NGO and played by adolescents, some of which experienced gender based violence. It was</i></p>	

played in high schools in the North, in central part and on the South of Montenegro. The institutional partner was Ministry of Education.

b) The Joint UN Communications Team, in charge of One UN Voice in Montenegro, has multi-year Joint UN Communications Strategy, but each year the JCT develops Annual Work Plan accordingly, with clear components of GEWE advocacy and communication activities, such as marking a) International Women's Day and b) campaign 16 Days of Activism Against Violence Against Women.

c) There is no evidence for gender related communications activities or campaigns in non-traditional areas.

*Therefore, the indicator has been scored as **"Approaches Minimum Standard"**.*

Evidence or Means of Verification

JCT Annual Work Plan 2016, The 16 Days campaign 2016: ["Love and Violence"](#), International Women's Day 2016: [Gender Equality - A Basic Precondition for Better Future](#)

ACTION POINTS

- 1. WGGHR continues to prepare and organize at least one joint UN communications activity on GEWE per year, in collaboration with JCT.*
- 2. The Joint UN Communications Team continues to develop GEWE component in its annual work plans, in close coordination with WGGHR.*
- 3. WGGHR together with JCT to pursue ways to place GEWE in non-traditional thematic areas.*

INDICATOR 2.3 UNDAF MONITORING AND EVALUATION

Aim: UNDAF M&E measures progress against planned gender equality results.

Gender sensitive monitoring is an essential means by which the UN system ensures it meets its commitment to leave no one behind. The development and implementation of a monitoring and evaluation plan is a mandatory UNDAF requirement (UNDG 2017:18). 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 (UNDG 2017:31). To this end, M&E groups should have the required expertise to support gender sensitive M&E.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned <u>or</u> b) UNDAF reviews/ evaluations assess progress against gender-specific results.	a) UNDAF Results Matrix data for gender sensitive indicators gathered as planned <u>and</u> b) UNDAF reviews/ evaluations assess progress against gender-specific results.	Meets minimum standard <u>and</u> c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.

ASSESSMENT RESULTS

Indicator: 2.3 M&E	Score: Exceeds Minimum Standards
Findings and Explanation <i>a) UN Montenegro UNDAF 2017-2021 defined that approximately one third of outcome indicators are gender sensitive indicators. Through the regular annual reporting procedure, data on UNDAF and Annual Workplan results matrixes are collected and reported on through the mechanism of Joint Country Steering Committee. UNDAF (paragraphs 117-119) defined existence and modus operandi of the Monitoring and Evaluation Team who collects data upon request of the Results Group, UNCT and the UN Coordination Office, within already defined reporting processes.</i> <i>b) The Results Groups and Monitoring and Evaluations team undertake regular monitoring of UNDAF monitoring and evaluation framework through already defined reporting processes. Final assessment of UNDAF achievements will be made in 2020, penultimate year of UNDAF. All data, including gender disaggregated and gender sensitive data, are regularly collected.</i> <i>c) Prior to UNDAF development, all relevant UN Staff received Gender Mainstreaming and Human Rights Based Approach (HRBA) trainings. The relevant staff include personnel working for all participating UN Organisations, across the joint working groups (working group for UNDAF Development, M&E working group and Gender and Human Rights Joint Working Group). Furthermore, the UNDAF working group (inclusive of M&E group) received hands on training instructions from UN WOMEN on gender sensitive indicators. Trainings on various human rights and gender aspects are organized at least once in two years.</i>	

Based on the evidence presented above, all 3 criteria are assessed as achieved, which makes the final score for this indicator **exceeds minimum standard**.

Evidence or Means of Verification

UNDAF (2017-2021), available following the link: <http://www.un.org.me/Library/DaO-UNDAF/1a%20Integrated%20United%20Nations%20Programme%20for%20Montenegro%202017%20-%202021.pdf>, Roadmap for UNDAF development and analysis of the development process, UNCT/RC Annual Work Plan, Joint Country Steering Committee meeting minutes

ACTION POINTS

1. Ensure that M&E group and UNDAF working group receive training on gender sensitive M&E in the planning stage of the next UNDAF, as planned by the UNDAF M&E framework.

INDICATOR 3.1 GOVERNMENT ENGAGEMENT

Aim: UN system collaborates and engages with Government on GEWE.

The achievement of the SDGs requires broad engagement of national stakeholders, including those who may be marginalized on the basis of their sex or gender. Strong partnerships at the national level help ensure that no one is left behind. The UNDAF process provides a platform for the UN system to engage a broad range of stakeholders to achieve national results in line with global norms and standards (UNDAF Guidance 2017:16). Coordinated engagement with government agencies on GEWE should be well established as a visible and integral component of UN country-level operations.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) The UN System has collaborated with at least <u>one</u> government agency for a joint initiative that fosters gender equality within the current UNDAF cycle.	<p>a) The UN System has collaborated with at least <u>two</u> government agencies for a joint initiative that fosters gender equality within the current UNDAF cycle.</p> <p>and</p> <p>b) The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.</p>	<p>Meets minimum standards and</p> <p>c) The UN System has made at least <u>one</u> contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.</p>

ASSESSMENT RESULTS

Indicator 3.1: Government Engagement	Score: Exceeds Minimum Standard
<p>Findings and Explanation</p> <p>a. <i>The UN System has collaborated with at least two government agencies for a joint GEWE initiative. Since current UNDAF cycle started in 2017, the indicator was scored against the last year's activities, which fall under last UNDAF cycle, as per agreement with UN WOMEN.</i></p> <p><i>The UN Gender and Human Rights group provided technical assistance to the inter-sectoral working group led by Ministry of Labor and Social Welfare to develop the National Strategy for the Protection from Family Violence 2016-2020. Additionally, Working Group on Gender and Human Rights and Joint Communication Team collaborated on another joint activity - an awareness rising campaign: 16-Days of activism against violence against women and it involved one government institution (Ministry of Education) and CSO partners (Center for Women Rights). The campaign was aiming to empower young people to recognize and address violence over women.</i></p> <p>b. <i>Women's Machinery in Montenegro comprises of the Ministry for Human and Minority Rights (Department for Gender Equality Affairs), National Council on Gender Equality, the Ombudsperson Office (Commissioner for the Observance for the Human Rights) and the Parliament (Interparliamentary Body on Gender Equality). Department for Gender Equality Affairs participated at the post 2015 consultations and UNDAF planning (e.g. prioritization retreat SPR) and development of UNDAF outcomes, outputs and indicators.</i></p> <p>c. <i>The UN System has been continuously making contributions to substantively strengthen Government participation and engagement in gender related SDGs localization. Namely, the UN system has provided support to the Government in the process of nationalization of SDGs, e.g. development of the National Strategy for Sustainable Development (NSSD), which includes gender issue and gender-sensitive indicators under all the relevant targets. Furthermore, UNDAF 2017-2021 is fully supporting NSSD implementation in relation to GEWE and SDG 5. Moreover, UN System has been implementing MAPS exercise, with the aim of acceleration and policy support to the SDG implementation and localization. The exercise has been realized in partnership with Ministry of European Integrations, and will be finalized in Q1 of 2018. Based on the analysis, further strategies will be developed and implemented in order to materialize the analysis results.</i></p> <p><i>Based on the above, by fulfilling the all three criteria, the indicator was scored as exceeds minimum standard.</i></p>	
<p>Evidence or Means of Verification</p> <p><i>Letter to the Ministry of Labor and Social Welfare, 22nd September 2015, Terms of Reference for Local/International Consultant for the provision of technical expertise to the Ministry of Labor and Social Welfare's Working Group for development of the Strategy on Protection from Violence in Family (2016-2020), Minutes of UNCT TG GHR Meeting, 27th July 2015, http://un.org.me/love-and-violence-16-days-of-activism-against-violence-against-women/, Fact sheet 16-days-of-activism-against-violence-against-women, List of participants at the UNDAF Planning Workshop (2015)</i></p>	

ACTION POINTS

1. *Expand collaboration to more government agencies for the joint GEWE initiatives.*
2. *Continuous support to Government in implementation of NSSD activities related to the GEWE*

INDICATOR 3.2 ENGAGEMENT WOMEN'S/GENDER EQUALITY CSO

Aim: UN system collaborates and engages with women's/gender equality CSO.

The United Nations commitment to expand engagement with civil society must encompass the most vulnerable, paying special attention to gender equality and women's rights advocates as representatives of marginalized segments of society.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) The UN System has collaborated with GEWE CSO and women's rights advocates for at least <u>one</u> joint initiative that fosters gender equality within the current UNDAF cycle.	a) The UN System has collaborated with GEWE CSO and women's rights advocates for at least <u>two</u> joint initiatives that foster gender equality within the current UNDAF cycle. <u>and</u> b) GEWE CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.	Meets minimum standards <u>and</u> c) The UN System has made at least <u>one</u> contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.

ASSESSMENT RESULTS

Indicator 3.2: Women's/Gender Equality CSO	Score: Approaches Minimum Standard
Findings and Explanation <i>a) The UN System has collaborated with one GEWE CSO that addresses gender inequality for a joint GEWE initiative. Since current UNDAF cycle started in 2017, the indicator was scored against the last year activities, which fall under last UNDAF cycle, as per agreement with UN WOMEN. The joint activity was an awareness rising campaign: 16-Days of activism against violence against women, and it involved one GEWE CSO partner (Center for Women Rights). The campaign was aiming to empower young people to recognize and address violence over women. The role of the CSO was to provide expertise for the theater play scenario.</i>	

- b) *Four GEWE CSOs were invited to participate in UNDAF consultations process ([foresight consultation workshop](#)). Out of four invited, two CSOs participated in the workshop – Association of Women Entrepreneurs and LGBT Forum Progress. In terms of process of preparation of CCA, women/gender CSOs have been consulted as sources of data and inputs. When it comes to implementation of UNDAF, UNDP and UNICEF have involved GEWE CSOs in their respective project/programmes.*
- c) *UN did not specifically coordinate GEWE CSO involvement on SDG localization. Still, through UN previous and ongoing work with government (see criterion c) assessment in 3.1: Government Engagement) and GEWE CSOs, UN system did contribute to CSO engagement in SDG 5 localization. GEWE CSOs participated in the process of development of NSSD, and are involved and empowered through UN organizations’ respective programmes.*

Accordingly, the indicator is assessed as **approaches minimum standard**, since only the first criteria (a) is fully met.

Evidence or Means of Verification

<http://un.org.me/love-and-violence-16-days-of-activism-against-violence-against-women/>

Fact sheet 16-days-of-activism-against-violence-against-women

https://undg.org/silofighters_blog/reflections-on-montenegros-forward-looking-plan-of-cooperation-with-the-un/

List of participants New Voices workshop, 16th June 2015

ACTION POINTS

1. *Continue good collaboration with GEWE CSOs and their involvement in the process of gender-related SDGs localization and/or implementation.*
2. *Explore options for inviting grassroots CSOs working on particular gender issues on WGGHR meetings when those issues are discussed, in order to have the first-hand insight from the field.*

INDICATOR 4.1 LEADERSHIP

Aim: UNCT leadership is committed to championing gender equality.

Senior leaders play a critical role within the UN system for the promotion of gender equality and the empowerment of women, as highlighted in the CEB-endorsed United Nations Leadership Model (see text box x). Chief Executive Board (CEB) members agreed to “commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational, practices, policies and programmes” (CEB/2006/2). At the country level, the Resident Coordinator and Heads of Agencies must focus on both internal (organizational) and external (programming) levels to champion gender equality and the empowerment of women in practice and programs.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Meets 2 of the following:	Meets 3 of the following:	Meets all 4 of the following:
a) Gender equality is a regular topic of discussion in HOA meetings; b) RC demonstrates public championing of gender equality; c) HOAs are seen by personnel as committed to gender equality in the workplace; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.	a) Gender equality is a regular topic of discussion in HOA meetings; b) RC demonstrates public championing of gender equality; c) HOAs are seen by personnel as committed to gender equality in the workplace; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.	a) Gender equality is a regular topic of discussion in HOA meetings; b) RC demonstrates public championing of gender equality; c) HOAs are seen by personnel as committed to gender equality in the workplace; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.

ASSESSMENT RESULTS

Indicator 4.1: Leadership	Score: Meets Minimum Standards
Findings and Explanation <p>a) <i>Gender equality has not been meaningfully addressed at UNCT HOA meetings. Work of the Gender and Human Rights Working Group has been a regular item on meetings' agenda (5 out of 7 meetings held in the past 12 months). However, discussions have been limited to general information sharing and updates on WG's activities, rather than meaningful discourse on GEWE.</i></p> <p>b) <i>The RC has demonstrated leadership and public championing of gender equality on behalf of the UNCT in Montenegro. 11 out of 18 speeches made by RC in the past 12 months referenced gender equality and women empowerment. RC has championed for GEWE at events such as Launch of the 2016 16 Day Campaign against Violence against Women, Launch of Regional Programme for Ending Violence against Women in the WB and Turkey, 70th Anniversary of Montenegrin women gaining right to vote; Economic Empowerment of Women events, but also at events topics of which are not tightly related to GEWE. In these events, she advocated for action at individual and institutional level, a multi-sectoral approach and a behavioral change at all levels, for the purpose of women being more involved in business and politics and having a future free of violence and discrimination.</i></p> <p>c) <i>Results from the survey on gender and organizational culture found that 86 percent of staff felt that HOAs are committed to gender equality in the workplace.</i></p> <p>d) <i>The UNCT ARC Goals for 2016 have explicitly incorporated Gender into the Human Rights Goal, committing to "mainstream Gender into the [then] new Integrated UN Programme in support</i></p>	

of the implementation of the SDGs". The UNCT ARC for 2017 and 2018 also incorporate Gender both on goals and indicators levels. Moreover, UNCT SWAP Gender Scorecard and the accompanying Action Plan for improvement in the area of GEWE impact is specifically mentioned in the indicators.

*Since 3 of 4 criteria are fulfilled, the indicator is scored as **meets minimum standards**.*

Evidence or Means of Verification

UNCT HOA meeting agendas for the past 12 months (September 2016 – October 2017), UNCT HOA meeting minutes for past 12 months (September 2016 – October 2017), UNCT Assessment of Results and Competencies (ARC) 2016, RC talking points available for the past 12 months, Survey on Gender and Organizational Culture

ACTION POINTS

1. *UNCT members to meaningfully address GEWE in at least 50% UNCT meetings.*
2. *RC and HoAs continue to champion and advocate for GEWE publicly.*
3. *HoAs continue to mainstream GEWE in their workplaces.*
4. *Organizational Culture Survey conducted regularly.*
5. *Gender equality to be specifically addressed through ARC 2018 UNCT goals/success criteria.*

INDICATOR 4.2 ORGANIZATIONAL CULTURE

Aim: Organizational culture fully supports promotion of gender equality and the empowerment of women.

Organizational culture refers to values and behaviors that influence an organization's social environment, including how an organization conducts work and treats employees. A supportive organizational culture enables the promotion of gender equality and the empowerment of women. The United Nations has worked to improve policies and practice for gender equality and women's empowerment in the workplace, with expanded mechanisms to end gender discrimination and bias, and enable the full participation and empowerment of all personnel. An online survey has been designed to assess perceptions of organizational culture for the promotion of gender equality within the UN system at the country level.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-65 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent.

ASSESSMENT RESULTS

Indicator 4.2: Organizational Culture	Score: Meets Minimum Standards
<p>Findings and Explanation</p> <p><i>An email containing a link to the survey on organisational culture was sent to all staff in the UN Country System. The survey was left open for 1 week and a reminder was sent two days before the closure date. A total of 57 staff members completed the survey (out of 88), allowing for results with a 7.5 percent confidence interval.</i></p> <p><i>The indicator met the minimum standard, as results scored an overall positive rating of 77%, which falls only 3% below 80% threshold for the Exceeds minimum standards score. Moreover, minimum standards were met individually for 9 out of 10 questions, with only the result on the package of entitlements falling below the ‘approaches minimum standards’ threshold (50-65).</i></p> <p><i>Positive ratings were exceptionally high in questions relating to the dimension of discrimination and personal security. In particular, the result for adequate procedures to protect personal safety and security was the highest at 89%, followed by the score for equal treatment in the workplace at 88% positive rating.</i></p> <p><i>The ratings for work-life balance were significantly lower than for the other two dimensions. The lowest positive rating was given to the package of entitlements such as maternity/paternity leave and breastfeeding, with only 44% of participants responding with ‘agree’ and ‘strongly agree’. A further 30 percent of respondents assigned a neutral rating to this question, whereas as many as 26% staff members answered either ‘disagree’ or ‘strongly disagree’.</i></p> <p><i>Furthermore, flexible work arrangements received a positive score of 68% (23% neutral and 9% negative responses). Also, 70% of respondents believe that Heads of Agencies are supportive of work-life balance among personnel, whereas 28 percent are neutral towards this statement.</i></p> <p><i>As regards male and female perceptions of gender equality in the workplace, no significant differences were observed, except for the question on the package of entitlements (maternity leave, paternity leave, breastfeeding), which received a very low rating from female respondents (37%), compared with the score of 69% given by male staff members.</i></p>	
<p>Evidence or Means of Verification</p> <p><i>Results of the survey of staff perception of organizational environment for gender equality (total 57 responses of 85 personnel; confidence interval of 7.5)</i></p>	

ACTION POINTS

1. *Heads of agencies, senior management and all staff continue to enable gender equality in the workplace, equal representation and participation of women and men, including sexual orientation and gender identity aspects.*
2. *Analyze work life balance policy related to the package of entitlements (maternity leave, paternity leave, breastfeeding), for all types of contracts.*

INDICATOR 4.3 GENDER PARITY

Aim: Gender parity has been achieved.

Women and men have the right to equal employment. Gender equality in the workplace furthermore has been shown to contribute to improved performance, strengthened communication and innovation as well as enhanced organizational perception and reputation.¹³ As a standard setting institution, the UN has a particular responsibility to achieve gender parity, thereby leading by example. To this end, most UN entities have in place policies for gender equality and women's empowerment. Country-level monitoring of the UN system offers a check on operationalization of entity policies and plans to ensure the equal representation of women and men in line with mandates and best practices globally.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) The UN has reached equal representation of women and men for either administrative staff (GS 1-7) <u>or</u> senior staff (P4 and above; NOC and above).	a) The UN has reached equal representation of women and men for administrative staff (GS 1-7) <u>and</u> senior staff (P4 and above; NOC and above). <u>and</u> b) The UN has in place a mechanism for monitoring gender parity.	Meets minimum standards <u>and</u> 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.

¹³ See for example: National Association of Women Business Owners. 2016. "Five Huge Benefits of Gender Equality in your Business". <https://www.nawbo.org/resources/nawbo-one/2016/august/five-huge-benefits-gender-equality-your-business> and The 100 Percent Project. 2016. "Six Reasons Your Workplace Should Embrace Gender Equality". <http://the100percentproject.com.au/2016/03/6-reasons-your-workplace-should-embrace-gender-equality/>

ASSESSMENT RESULTS

Indicator 4.3: Gender Parity	Score: Meets Minimum Standards
<p>Findings and Explanation</p> <p><i>The Gender Parity Table was distributed to human resource officers in each UN agency in the country. All agencies provided timely feedback. The collected data has shown the following:</i></p> <ul style="list-style-type: none"> <i>a) The percentage of women occupying GS positions is 68% (19 of 28). The total number of females holding positions of P4 and above and NOC and above is 5 out of 8 senior staff members (P4 and NOC and above), or 62.5%. Given that gender parity is defined as within the range of 45-55 percent, there is parity for both GS staff and senior staff.</i> <i>b) The UN Country Team does not have in place a mechanism for monitoring representation of women and men. Nevertheless, all agencies have their own mechanisms and data on gender parity and this information are easily accessible to UNCO and UNCT.</i> <i>c) The BOS does not integrate gender-focused actions.</i> <p><i>Based on the above, it can be concluded that the indicator meets minimum standards.</i></p>	
<p>Evidence or Means of Verification</p> <p><i>Consolidated, sex-disaggregated staffing data for UNDP, UNICEF, UNHCR, WHO, ILO and IOM.</i></p>	

ACTION POINTS

1. *Track UN System gender parity overview annually (end of year), based on the inputs of all UN agencies, using Gender Scorecard methodology.*
2. *Update the Business Operations Strategy to ensure its gender mainstreaming.*

INDICATOR 5.1 GENDER COORDINATION MECHANISM

Aim: Gender coordination mechanism is empowered to influence the UN system for GEWE.

Gender Theme Groups are a key mechanism for joint UN action and coordination at the country level, and are a common feature throughout the UN system, providing an effective means of coordinating and strengthening national operations for GEWE. Though common, Gender Theme Groups are not universal, and other groups perform the gender coordination role in some countries. The key purpose of a gender coordination mechanism is to:

- Strengthen UN performance on gender equality and women's empowerment;
- Enhance UN coordination; and
- Share information and experiences.¹⁴

¹⁴Refer to UNIFEM 2005 for further guidance on GTGs.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Meets 2 of the following	Meets 3 of the following	Meets all 4 of the following
<ul style="list-style-type: none"> 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 UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<ul style="list-style-type: none"> 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 UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<ul style="list-style-type: none"> 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 UNDAF including the country analysis, strategic prioritization, results framework and M&E.

ASSESSMENT RESULTS

Indicator: 5.1 Gender Coordination Mechanism	Score: Missing
<p>Findings and Explanation</p> <p>a) <i>The Working Group on Gender and Human Rights (WGGHR) is not chaired by HoA, but by Senior UNHCR staff (Protection Officer).</i></p> <p>b) <i>The Group has adopted a TOR, specifically for the WGGHR. The WGGHR had an approved AWP for 2016, including responsibility designation and indicators of success. For 2017, the planned activities were presented and approved by UNCT, evidenced by the UNCT meeting minutes.</i></p> <p>c) <i>WGGHR is composed of representatives of all UN Agencies, as well as UNCO; however, senior staff membership is under 50%. The Group has nine members, of which two senior.</i></p> <p>d) <i>On the level of group, WGGHR has not made an input in the capacity of the Group into the key steps of the UNDAF, however, all managers, members of all working groups, administrative staff, UNCO, as well as all employees at various workshops, took part in SPR workshop, preparatory workshops, text writing and in the development of both CCA and UNDAF. So, the group members provided inputs, but it was not coordinated by the WG. In order to ensure that the issue of gender equality is well processed, a representative of UN Women was member of the team of regional experts from UN agencies that was included in the work of all the results groups as well as the preparation of indicators at the outcome level. The development of UNDAF coincided with the process of WGGHR restructuring. The UNDAF preparation commenced in 2015 and ended in 2016, while the new WGGHR composition and the new ToR were adopted in 2016. WGGHR is involved in UNDAF implementation. In 2017, the Group provided consolidated inputs on CEDAW, CERD, CRC and CRPD. The Group also made an input to the Annual WP of the Resident Coordinator for 2017.</i></p> <p>Accordingly, since only one criterion is fulfilled, the indicator score is missing.</p>	
<p>Evidence or Means of Verification</p> <p><i>WGGHR Membership List, WGGHR ToR 2016 (still in force), WGGHR AWP for 2016, WGGHR Meeting minutes January 2017, Annual WP of the Resident Coordinator for 2017, Interviews with WGGHR Chair and former UN Coordination Analyst</i></p>	

ACTION POINTS

1. *Functioning of Working Group on Gender and Human Rights (WGGHR) improved through:*
 - *UNCT appoints HoA as a chair of the group*
 - *The WGGHR regularly adopts AWP, followed up by endorsement of the UNCT*
 - *WGGHR membership enhanced by at least one more senior staff member.*
 - *WGGHR membership enhanced by at least one more gender expert.*
 - *WGGHR ToR amended to reflect the above-mentioned.*
2. *WGGHR takes active part in UNDAF results framework and M&E, and gives substantial, group-level input into the next UNDAF and CCA.*

INDICATOR 5.2 GENDER CAPACITIES

Aim: UN system has adequate capacities developed for gender mainstreaming.

Capacity development remains an on-going need within the UN system to fulfill commitments to gender equality and women's empowerment. GEWE capacity development is particularly important at the country level to keep pace with changing standards and methodologies in the context of high turnover rates. Numerous resolutions include requests for the UN to work collaboratively to enhance gender mainstreaming by ensuring that all UN personnel, especially in the field, receive training for gender mainstreaming, including providing ongoing capacity development for Resident Coordinators and the United Nations Country Teams to achieve gender equality and the empowerment of women through development frameworks (ECOSOC Resolution 2011/6).

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year.	a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year. and b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.	Meets minimum standard and c) UN induction package includes orientation on UNCT gender equality commitments and related development challenges of the country.

ASSESSMENT RESULTS

Indicator: 5.2 Gender Capacities	Score: Approaches Minimum Standards
Findings and Explanation a) <i>Following a survey conducted in 2016, aimed to determine the training needs of UN staff in the gender area, the WGGHR organized a two-days training (March 2017) for UN staff, from all resident agencies. The training was tailored based on the survey findings that showed a satisfying level of gender awareness and knowledge among the staff, while it also pointed to lack of confidence in implementation of that knowledge for planning purposes. In addition, representatives of three agencies (UNDP, UNHCR and UNICEF) participated in a training on Mainstreaming Gender in UN Common Country Programming in the context of the Post-2015 Development Agenda in Istanbul.</i> b) <i>The UN capacity assessment and a capacity development plan have not been elaborated.</i> c) <i>The induction package for UN staff exist merely on the level of agencies (UNDP, UNICEF, UNHCR, WHO, IOM, ILO), usually UNDSS training, that includes a gender component. However, orientation on UNCT gender equality commitments and related development challenges of the country does not exist.</i> <i>Having in mind that only first criteria is met, the indicator scores as approaches minimum standards.</i>	
Evidence or Means of Verification: <i>Gender training agenda, List of participants</i>	

ACTION POINTS

1. *Conduct an inter-agency gender capacity assessment. Based on the results, develop the capacity development plan on GEWE aimed for UN staff.*
2. *Develop UN inductions package, inclusive of GEWE component and introduce it as mandatory in all agencies.*

INDICATOR 6.1 FINANCIAL RESOURCES

Aim: Adequate resources for gender mainstreaming are allocated and tracked.

Gender-responsive financial targeting and tracking is an important means for the United Nations to monitor investments against commitments made for gender equality and women's empowerment. Resource tracking and targeting at the country level helps to ensure adequate financial resources are dedicated to gender responsive programming. Gender equality markers that designate the extent to which projects or outcomes contribute to GEWE are increasingly used across the UN system, offering better data on gender responsive budget allocations.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) UNCT has in place a system to track and utilize <u>some</u> country-level budgetary data to ensure adequate allocation of resources for GEWE.	a) UNCT has in place a system to track allocation of resources for promotion of GEWE. and b) UNCT has established a target for program expenditures to be allocated for GEWE.	a) UNCT has in place a system to track allocation of resources for promotion of GEWE. and b) UNCT has established a target for program expenditures to be allocated for GEWE, and has met or exceeded the target.

ASSESSMENT RESULTS

Indicator 6.1: Financial Resources	Score: Meets Minimum Standards
<p>Findings and Explanation</p> <p>a) UNCT has in place a system to track and utilize some country-level gender budgetary data. Resident Coordinator Annual Reports have tracked financial resources allocated to some joint activities in the area of Gender and Human Rights, most of which are in the mandate of the Gender and Human Rights Working Group. In 2016, 10,200 USD was allocated to this area, with 6,850 USD realized, while in 2017 the total budget allocated to this area amounted to 6,000 USD, with no funds having been spent yet. The UNCT is able to track GEWE-related budgetary data through Annual Work Plan Results and Common Budgetary Framework. Up to 2017, this data was tracked at the Outcome level, whereas the new planning cycle provided for the data to be tracked at the Output level. For instance, in 2016, the UNCT spent 1,242,693 USD for Outcome 1.2 “Social norms are changed in order to facilitate age and gender sensitive inclusive attitudes and practices towards vulnerable and excluded populations”, which formed 9.82% of the total budget for 2016 UN Annual Work Plan. In addition to that, Montenegro is one of the early adopters of the UN Info, which will provide for all UNDAF activities to be allocated a gender marker as of 2018, thus enabling tracking all resources allocated to GEWE.</p> <p>b) The UNCT had set a target for resource allocation to the 2017 UN Annual Work Plan Output 3.3 “Improved social and institutional responsiveness towards anti-discrimination and gender equality policies for equal opportunities of women and public awareness on violence against women and children”, in the total amount of 465,457.00 USD, which forms 4,12% of the total budget for 2017 UN Annual Work Plan realization.</p> <p>Accordingly, the indicator has been assessed as meets minimum standards.</p>	
<p>Evidence or Means of Verification</p> <p>Integrated UN Programme 2017 – 2021, UN Annual Work Plan 2016 and 2017, Common Budgetary Framework 2016, RC Annual Results Reports 2015, 2016, 2017</p>	

ACTION POINTS

1. Through UN Info, assign gender marker to all activities encompassed by 2017 and 2018 AWP.
2. Keep gender equality at the AWP output level.
3. Increase the annual budget for WGGHR in order to be able to organize targeted gender-related activities.

INDICATOR 7.1 RESULTS

Aim: UN programmes make a significant contribution to gender equality in the country.

The UNCT SWAP-Scorecard puts forth an accountability framework for assessing the effectiveness of collective UN action toward gender equality and women's empowerment. The ultimate goal of the assessment process is to improve both the quality and efficiency of interventions, leading to measurable results at the country level.

ASSESSMENT CRITERIA

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
a) The UN System has achieved or is on track to achieve some gender results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.	a) The UN System has achieved or is on track to achieve all gender results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.	Meets minimum standards and b) The UN System has contributed to at least one widespread change in norms, values, power structures or other roots of gender inequality (gender transformative results).

ASSESSMENT RESULTS

Indicator: 7.1 Results	Score: Approaches Minimum Standards
<p>Findings and Explanation</p> <p><i>Due to the fact that the new cycle of UNDAF begun only this year (2017-2021), the conclusion has been made upon the analysis of previous UNDAF (2012-2016). The UN System within this time frame (2012-2016) has achieved majority of gender results as planned in the UNDAF outcomes, which achieves the score of approaches minimum standards.</i></p> <p><i>The Integrated UN Programme for Montenegro 2012-2016 (UNDAF) covers three results areas: (1) Social Inclusion (SI); (2) Democratic Governance (DG) and (3) Sustainable Economic Development and Environmental Protection (SEDEP).</i></p> <p><i>(1) Social Inclusion (what has been achieved within this area):</i></p> <ul style="list-style-type: none"> <i>Three new government laws and policies which include disaggregated socio-economic data drawn from NHDRS and MDGRs and other UNDP studies/research were adopted in 2013 while five were adopted in 2014 (including Laws/Bylaws on Social Welfare; policy on Disaster Risk Reduction, Strategic/Operational frameworks and relevant national strategies, National Sustainable Development Strategy);</i> <i>All CSWs apply case management methodology in working with vulnerable boys/girls and families (Case Management practice introduced in the work of all CSWs (13); Training for CSWs professionals conducted in 2015);</i> <i>Percentage of socially excluded children accessing early childhood and formal education – increment of coverage of pre-school education for boys and girls (40% enrolment rate for boys and girls in pre-school education, 40% of children attend preschool education, and 19% of Roma children attend preschool education) and increment of coverage of elementary education of boys and girls (100% enrolment rate of boys and girls in elementary education).</i> 	

(2) Democratic Governance (what has been achieved within this area):

- The Law on Legal Aid (LLA) and relevant by-laws were adopted by Parliament in 2012, while further increment of the number of legal aid cases per year, especially the cases where applicants are women - in 2014, 700 legal aid applications were filed, out of which 438 applicants were women and 262 applicants were men whilst in 2015, 628 legal aid applications were filed, out of which 399 applicants were women and 229 applicants were men;
- Number of persons/cases qualified for the legal aid provision through legal aid offices - in 2015, 628 legal aid applications were filed, out of which 399 applicants were women and 229 applicants were men.

Results that were not achieved are as follows:

- Percentage of women in National Parliament (20% by 2014 and 30% by 2016) – which resulted in 17.9% in 2015 and 27% in 2016;
- Increment of economic empowerment of women by 2015 (50% employment rate of women; 9% unemployment rate of women) – in 2016, 40.7% employment rate of women and 15.8% unemployment rate for women (MONSTAT, LFS, as of Q3 2016);
- Number and percentage of women elected officials at national and municipal levels (30% at all levels in 2015 – in parliament, women ministers, women municipal mayors, women local councilors in municipal assemblies) - which resulted in: women members of national parliament 27%; women ministers 19%; women municipal mayors 17%; women local councilors in municipal assemblies 26 % (January 2017 data);
- At least 5% of unemployed trained and at least 3% of unemployed hired for EE retrofits and reconstruction (at least 20% women) – which resulted in 276 full time equivalent jobs created of which 21% are women (2% of the total number of unemployed people).

It is worth noting that despite concentrated and strategically-led activities of UN and respective UN organizations in this regard, the progress is largely dependent on external factors, such as relevant institutional capacities and overall political and economic situation in the country.

Evidence or Means of Verification

Integrated UN Programme, Results and Budgetary Framework for Montenegro, Phase II (2012 – 2016), Monitoring and Evaluation Framework, Revision – January 2017, Joint Country Steering Committee meeting minutes.

ACTION POINTS

1. Continue intensive work on reaching results that were not achieved within previous UNDAF cycle related to GEWE.
2. Closely monitor achieving of the current UNDAF targets.

ACTION PLAN¹⁵

Action		Responsibility	Required Resources and Source	Timing	Explanation and links to swap-scorecard assessment
1.	DIMENSION AREA 1: PLANNING				
1.1.	Enhance gender sensitive annual planning in the current UNDAF (2017-2021), through:	WGGHR <i>in cooperation with UNDP</i>	Already commissioned UNDP led gender analysis will be inclusive of this component	2018	Gender analysis and gender disaggregated data completely missing in relation to environment in CCA, outcome on environmental sustainability lacks gender mainstreaming. Also, out of all UNDAF Outcome indicators, only 29.2% (7 out of 24) of them measure changes in gender equality. This ratio should be improved.
	1.1.1. gender review of the environment pillar (outcome indicators as well as CCA)				
	1.1.2. explore options for introduction of more gender-sensitive indicators in Annual Work Plans indicators, where needed based on new analysis, available data and new programmes.	Result groups <i>under the guidance and coordination of UNCO</i>	n/a	Annually	
	1.1.3. explore options for better utilization of the methodologies for indicators collection, in order to disaggregate as many as possible gender related data.	M&E working group <i>with support of WGGHR and UNCO</i>	n/a	From 2018	

¹⁵ Total activities: 31. Light blue cells: activities with aim to improve results (15). No color cells: activities with the aim to maintain already good results (16)

1.2.	Ensure that gender is comprehensively mainstreamed during the planning phase of the next UNDAF, through: 1.2.1 mainstream GEWE in the CCA for the next UNDAF (see the column explanation for details).	UNCO and UNDAF Task Team <i>with guidance and support of WGGHR</i>	n/a	Planning stage of the next UNDAF	CCA should include: - Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; - Consistent sex-disaggregated and gender sensitive data; - Targeted gender analysis of those furthest behind. In order to meet minimum standards, GEWE should be mainstreamed through all UNDAF outcomes <u>or</u> one UNDAF outcome specifically targets gender equality.
	1.2.2. Ensure that gender is comprehensively mainstreamed across at least 50% of indicators for the next UNDAF.	UNCO and UNDAF Task Team <i>with guidance and support of WGGHR</i>	n/a	Planning stage of the next UNDAF	Moreover, minimum 33-50 percent of UNDAF outcome (and output) indicators should measure changes in gender equality in line with SDG targets including SDG 5.
2.	DIMENSION AREA 2: PROGRAMMING and M&E				
2.1.	Establish a system/tool to ensure gender mainstreaming in Joint Programmes ¹⁶ .	WGGHR	n/a	2019	There is no system in place to ensure continued gender mainstreaming of joint programmes. The WGGHR has conducted such exercises on an ad hoc basis only.
2.2.	Conduct a gender review of the joint UN Youth programme.	WGGHR and programme staff	n/a	2019	Gender equality has not been sufficiently mainstreamed in the Project Document.
2.3.	Explore the possibility of developing a Joint Programme on promoting GEWE.	UNCT and WGGHR	n/a	Continuously	There is no joint programme on promoting GEWE.

¹⁶ The tool to be also available to all agencies for their respective programmes/projects GEWE mainstreaming.

2.4.	Pursue ways to place GEWE in non-traditional thematic areas.	WGGHR and JCT	n/a	2018-2021	Less traditional gender fields include trade and macro-economics; climate change adaptation and disaster risk reduction, gender identities and sexual orientation.
2.5.	Organize at least one joint UN communications activity on GEWE per year, in collaboration with JCT.	WGGHR and JCT	Cost-sharing between agencies	2018-2021	Keep up with good practices in this area.
2.6.	The Joint UN Communications Team continues to develop GEWE component in its annual work plans, in close coordination with WGGHR.	JCT <i>in cooperation with WGGHR</i>	n/a	2018-2021	Keep up with good practices in this area.
2.7.	Ensure that M&E group and UNDAF Task Team receive training on gender sensitive M&E in the planning stage of the next UNDAF, as planned by the UNDAF M&E framework.	UNCO WGGHR	3,000 USD	2019	Keep up with good practices and UNDAF M&E plan.
3.	DIMENSION AREA 3: PARTNERSHIPS				
3.1.	Expand collaboration to more government agencies for the joint GEWE initiatives.	WGGHR and JCT	n/a	Continuously	To maintain and improve good cooperation with government agencies and Women's machinery.
3.2.	Continue support to Government in implementation of NSSD activities related to the GEWE.	UNCT WGGHR UN Organizations	n/a	Continuously	To ensure gender-related SDGs localization and/or implementation.
3.3.	Continue good collaboration with GEWE CSOs and their quality involvement in the process of gender-related SDGs localization and/or implementation.	UN Organizations WGGHR	n/a	Continuously	To maintain and improve good cooperation with GEWE CSOs and ensure continuous participation and contribution of CSOs in the process of localization of SDGs.
3.4.	Explore options for inviting grassroots CSOs working on particular gender issues on	WGGHR	n/a	Continuously	To maintain and ensure continuous participation of CSOs in SDGs process targeted

	WGGHR meetings when those issues are discussed, in order to have the first-hand insight from the field.				gender issues.
4.	DIMENSION AREA 4: LEADERSHIP AND ORGANIZATIONAL CULTURE				
4.1.	UNCT members to meaningfully address GEWE in at least 50% UNCT meetings ¹⁷ .	UNCT UNCO	n/a	Continuously	Updates from WGGHR have been a regular topic on UNCT meetings' agenda, but UNCT has not sufficiently addressed GEWE in a meaningful way.
4.2.	Analyze work life balance policy related to the package of entitlements (maternity leave, paternity leave, breastfeeding) for all types of contracts and present it to UNCT.	OMT	n/a	2019	UN Montenegro was close to exceeding minimum standards (77%), but rating of work life balance question lowered the overall score. The score can be improved by revising the policy on entitlements package, which was the particular aspect which is perceived by female staff as the least satisfactory.
4.3.	Track UN System gender parity overview annually (end of year), based on the inputs of all UN agencies, using Gender Scorecard methodology.	OMT <i>in coordination with UNCO and WGGHR</i>	n/a	2018 onwards	Ensure that the UN System has in place a mechanism for monitoring gender parity.
4.4.	Update the Business Operations Strategy to ensure its gender mainstreaming. ¹⁸	OMT <i>with support of WGGHR</i>	n/a	2018	Exceeding minimum standards, i.e. more substantive results in the area of gender parity can be reached by introducing gender related actions into BOS.
4.5.	RC and HoAs continue to champion and advocate for GEWE publicly.	RC and HoAs <i>with support of JCT</i>	n/a	Continuously	Ensure continuity of good results.
4.6.	HoAs continue to mainstream GEWE in their workplaces.	HoAs	n/a	Continuously	Ensure continuity of good

¹⁷Indications of good levels of meaningful discourse include: more than one HOA regularly championing GEWE as well as evidence of decision-making and follow through, rather than general information sharing.

¹⁸ See page 46 of Gender Scorecard Guidelines for the list of tools available for gender mainstreaming of BOS.

				usly	results.
4.7.	Conduct Organizational Culture Survey regularly. (using the methodology provided by the Gender Scorecard Guidelines)	UNCO <i>in coordination with WGGHR</i>	n/a	Once a year, beginning of Q4	Enable tracking continuity/progress in [perception of] UNCT's commitment to GEWE.
4.8.	Gender equality to be specifically addressed through ARC 2018 UNCT goals/success criteria.	UNCT	n/a	2017 - 2018	The UNCT ARC for 2017 and 2018 incorporate Gender both on goals and indicators levels. Moreover, UNCT SWAP Gender Scorecard and the accompanying Action Plan for improvement in the area of GEWE impact is specifically mentioned in the indicators.
4.9.	Heads of agencies, senior management and all staff continue to enable gender equality in the workplace, equal representation and participation of women and men, including sexual orientation and gender identity aspects.	UNCT Managers all staff	n/a	2018 onwards	Ensure continuity of good practices and results in this area.
5.	DIMENSION AREA 5: GENDER ARCHITECTURE AND CAPACITIES				
5.1.	<p>Functioning of Working Group on Gender and Human Rights (WGGHR) improved through the following actions:</p> <ul style="list-style-type: none"> - UNCT appoints HoA as a chair of the group - The WGGHR regularly adopts AWP, followed up by endorsement of the UNCT - WGGHR membership enhanced by at least one more senior staff member - WGGHR membership enhanced by at least one more gender expert - WGGHR amends the ToR to include the above-mentioned. 	UNCT and WGGHR	n/a	Q1 of 2018	The gender coordination mechanism should be chaired by a HoA to ensure that decision-making and communication with the UNCT is facilitated. The detailed AWP should be endorsed by the UNCT and should reflect the priorities of the entire UN system. It is good practice for lead responsibility to be shared amongst agencies with no single agency taking the lead for more than 50% of planned actions. The gender coordination mechanism should include at least 50% senior staff members to ensure that the group has expertise and decision-making powers to maximize effectiveness. In a small country/UNCT, such as Montenegro, this is highly infeasible. Still, at least minimum effort will be made to include at least one more senior staff in the

					group membership.
5.4.	WGGHR takes active part in UNDAF results framework and M&E, and gives substantial, group-level input into the next UNDAF and CCA.	WGGHR <i>in cooperation with UNDAF Task Team</i>	n/a	Next UNDAF preparation phase	The interagency gender coordination mechanism should play a strategic role to mainstream GEWE in UNDAF processes, including providing inputs into the key steps of the UNDAF (country analysis, prioritization, results framework and M&E). This was not ensured during the current UNDAF preparation due to the restructuring of the group.
5.6.	Conduct an inter-agency gender capacity assessment. Based on the results, develop capacity development plan on GEWE aimed for UN staff. <i>The plan to be regularly monitored and accordingly updated.</i> <i>The plan to include at least one annual inter-agency gender capacity development activity for UN personnel.</i>	WGGHR <i>in cooperation with UNCO</i>	Cost-sharing between agencies	2018	A capacity assessment looks at existing capacities against desired capacities, providing a starting point for the development of a capacity development plan to address gaps. To meet the criterion, the capacity assessment may look at the entire UN system in the country or an inter-agency group within the system (e.g. GTG, Results Groups, OMT, UNCT, M&E).
5.7.	Develop UN inductions package, inclusive of GEWE component and introduce it as mandatory in all agencies.	OMT <i>with support of UNCO JCT WGGHR UNCT</i>	n/a	Q2 2018	Some country teams offer induction packages for new staff in light of high rates of turnover to foster cohesion within the country team. UNCTs may exceed minimum standards by ensuring that the induction process highlights national gender issues and UN messaging and priorities around GEWE.
6.	DIMENSION AREA 6: RESOURCES				
6.1.	Keep gender equality at the Annual Work Plans output level.	UNDAF Results Groups <i>with support of UNCO</i>	n/a	Annual planning cycles	GEWE has been addressed through 2017 AWP Output 3.3. Keeping this outcome will ensure UNCT is able to set target for the financial amount for support to GEWE.
6.2.	Increase the annual budget for WGGHR in order to be able to organize targeted gender-related activities.	UNCT WGGHR		Annually	The WGGHR should have a clear and sufficient budget in order to be able to plan for substantive interventions.

6.3.	Through UN Info, assign gender marker to all activities encompassed by 2017 and 2018 AWP.s.	UNDAF Results groups <i>with support of UNCO</i>	n/a	Q1 2018	UN Info marker will be used a tool for tracking and utilizing gender-specific budgetary data.
7.	DIMENSION AREA 7: RESULTS				
7.1.	Pay close attention to the results that were not achieved within previous UNDAF cycle related to gender empowerment.	UNCT UN organizations	n/a	2017-2021	Transformative results look beyond the symptoms of gender inequality to address norms, behaviors, attitudes and systems that perpetuate inequality.
7.2.	Closely monitor achievement of the current UNDAF GEWE targets.	UNCT UN organizations	n/a	2017-2021	See above.