UNCT Performance Indicators for
Gender Equality and Women’s Empowerment

Version: 25th February 2008

See the Users’ Guide for guidance on completion

All Scorecard areas to be completed annually unless noted in a footnote

Rating
5 = exceeds minimum standards
4 = meets minimum standards
3 = Needs improvement
2 = Inadequate
1 = Missing
0 = not applicable

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Definition</th>
<th>Rating</th>
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<tbody>
<tr>
<td></td>
<td>Include reviewer comments and evidence base</td>
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</tr>
</tbody>
</table>

1. PLANNING (CCA/UNDAFs)¹

1a - Adequate UNCT review of country analysis related to gender equality and women’s empowerment

<table>
<thead>
<tr>
<th>Source: UNDG Guidance²</th>
<th>Exceeds minimum standards</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Includes an in-depth evidence-based analysis of the ways in which gender inequality is reproduced, including the influence of gender relations, roles, status, inequalities and discrimination in legislation and policies, access to and control of resources.</td>
</tr>
<tr>
<td></td>
<td>The analysis notes links to national legal frameworks, relevant to the promotion of gender equality and women’s empowerment, and specific measures for follow up to CEDAW reports and CEDAW Committee concluding comments.</td>
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<td></td>
<td>All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</td>
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<tr>
<td></td>
<td>Critical capacity gaps are identified in the area of the promotion of gender equality.</td>
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</table>

Meets minimum standards

| Includes an analysis of the ways in which gender inequality is reproduced, including the influence of gender relations, roles, status, inequalities and discrimination in access to and control of resources. |
| The analysis notes links to national legal framework relevant to the promotion of gender equality and women’s empowerment, and includes reference to |

¹ To be completed once during the CCA/UNDAF period.
² Key source documents are provided as an Annex to the Users’ Guide.
<table>
<thead>
<tr>
<th>Dimensions</th>
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</thead>
</table>
| CEDAW reports and concluding comments.  
- All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex. | Needs improvement  
Any two of the above three areas (under *Meets minimum standards*) are met.  
Inadequate  
Any one of the above three areas (under *Meets minimum standards*) is met.  
Missing  
Not applicable | Include reviewer comments and evidence base |
| **1.b - Gender equality and women’s empowerment in outcomes**  
Source: UNDG Guidance | Exceeds minimum standard  
More than one outcome clearly articulates how gender equality and women’s empowerment will be promoted.  
Meets minimum standard  
One outcome clearly articulates how gender equality will be promoted.  
Needs improvement  
One outcome includes reference to gender, but does not clearly articulate how gender equality will be promoted.  
Inadequate  
Gender equality or women’s empowerment are given ‘token’ or minimal attention.  
Missing  
Not applicable | |
| **1.c - Gender equality and women’s empowerment in outputs**  
Source: UNDG Guidance | Exceeds minimum standard  
At least one half of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improvements in progress toward gender equality and women’s empowerment.  
Meets minimum standard  
Between one third and one half of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improved gender equality.  
Needs improvement  
Less than one third of outputs clearly articulate tangible changes for rights holders and duty bearers which will lead to improved gender equality.  
Inadequate  
Outputs refer to gender equality or women in passing, but with no logical connection to changes in gender equality. | |
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<tr>
<th>Dimensions</th>
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</table>
| 1.d - Gender sensitive indicators included | **Exceeds minimum standard**  
At least one indicator at outcome level, and one half of indicators at output level, are gender sensitive, and will adequately track progress towards gender equality results.  
**Meets minimum standard**  
At least one indicator at outcome level, and between one third and one half of indicators at output level, are gender sensitive, and will adequately track progress towards gender equality results.  
**Needs improvement**  
No gender-sensitive indicators at outcome level, and less than one third of indicators at output level are gender sensitive.  
**Inadequate**  
Token reference to gender equality or women in indicators.  
**Missing**  
Not applicable                                                                                     | Missing or Not applicable                                                                         |
| 1.e - Gender equality in baselines                | **Meets minimum standard**  
All data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.  
**Needs improvement**  
Some data is sex-disaggregated but sex-disaggregation is not systematic.  
**Inadequate**  
There is token sex-disaggregation of data.  
**Missing or Not applicable**                                                                 | Missing or Not applicable                                                                         |

### 2. PROGRAMMING

| 2.a - Gender perspectives are adequately reflected in programming                                                                 | **Exceeds minimum standard**  
- Promoting gender equality and women’s empowerment is reflected in programming consistent with the opportunities and challenges identified in the UNCT’s background analysis of gender inequality and women’s rights situation (e.g., in CCA/UNDAFs, MDG report, etc.).  
- UNCT joint initiative(s) (e.g., advocacy and other initiatives) in support of gender equality and women’s empowerment exist. | Missing or Not applicable                                                                         |

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3 It is not possible to exceed the minimum standard in this case, because the indicator refers to an absolute value (all data).
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<thead>
<tr>
<th>Dimensions</th>
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| World Summit Outcome 2005                      | Meets minimum standard  
- There are detailed, practical and adequately funded programmes addressing the problems and challenges identified in the background analysis of gender inequality and women’s rights situation.  
- UNCT joint initiative(s) in support of gender equality exist.  

Needs improvement  
Meets either one of the two areas above (under *Meets minimum standard*).  

Inadequate  
Token reference to gender equality in programming.  

Missing  
Not applicable                                                                 | Include reviewer comments and evidence base |
| 2.b – Joint programmes                          | Exceeds minimum standard  
Key national gender priorities are being addressed through a Joint Programme on gender equality, and through mainstreaming gender into other Joint Programmes.  

Meets minimum standard  
A Joint Programme on gender is in place, and work is in progress to mainstream gender into other Joint Programmes.  

Needs improvement  
Joint Programme on gender being formulated, and limited mainstreaming in other Joint Programmes.  

Inadequate  
No Joint Programme on gender being formulated, and limited attention to gender in Joint Programmes  

Missing  
Not applicable                                                                 | |
| 2.c - UNCT support for national priorities related to gender equality and/or women’s empowerment | Exceeds minimum standard  
UN’s budgetary allocations support implementation of national gender equality legal frameworks, including:  
- National Plan of Action on Gender Equality and/or Women’s Empowerment.  
- implementation of CEDAW, and follow-up to CEDAW Committee concluding comments.  
- collection and analysis of sex-disaggregated data at the national level.  
- gender mainstreaming in ministries other than the women’s machinery.  

Meets minimum standard  
Meets any three of the above.                                                                 | |

Source: UNDG Guidance  
Source: TCPR 2005
<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Needs improvement</td>
<td>Meets any two of the above.</td>
<td></td>
</tr>
<tr>
<td>Inadequate</td>
<td>Meets one of the above.</td>
<td></td>
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<tr>
<td>Missing</td>
<td>Token attention to gender mainstreaming in programme based approaches.</td>
<td></td>
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</tbody>
</table>
| 2.d - UNCT support to gender mainstreaming in programme based approaches | Exceeds minimum standard | • Capacity development provided to relevant government ministries for mainstreaming gender in Poverty Reduction Strategy Papers or national development plans and/or gender responsive budgeting.  
• Capacity development provided to relevant government ministries for mainstreaming gender in General Budget Support programming.  
• Capacity development provided to relevant government ministries for mainstreaming gender in Sector Wide Approaches or National Development Plans. | Meets minimum standard  
Meets any two of the above.  
Needs improvement  
Meets any one of the above.  
Inadequate  
Token attention to gender mainstreaming in programme based approaches.  
Missing  
Not applicable |
| Source: TCPR 2005                               |                                                                                                                                               |                                                                                              |
| 2.e - UNCT support to gender mainstreaming in aid effectiveness processes | Exceeds minimum standard | • Gender-sensitive budgeting is promoted in the Ministry of Finance and other key ministries.  
• UNCT takes lead role in improving the Government’s ability to coordinate donor support to promoting gender equality.  
• UNCT supports monitoring and evaluation of gender mainstreaming in Poverty Reduction Strategy Papers, General Budget Support programming, and Sector Wide Approaches. | Meets minimum standard  
Meets any two of the above.  
Needs improvement  
Meets one of the above.  
Inadequate |
<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Definition</th>
<th>Rating</th>
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<tbody>
<tr>
<td></td>
<td>Token attention to gender mainstreaming in aid effectiveness processes.</td>
<td>Include reviewer comments and evidence base</td>
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<td></td>
<td>Missing Not applicable</td>
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</tr>
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### 3. PARTNERSHIPS

#### 3.a - Involvement of National Machineries for Women / Gender Equality and women’s departments at the sub-national level

**Source: UNDG Guidance**

**Exceeds minimum standard**
Women’s machinery/department participates fully in:
- Consultations about CCA/UNDAF planning (e.g. the prioritization retreat).
- Development of UNDAF outcomes, inputs and indicators.
- As key informants/stakeholders in the monitoring and evaluation of UNDAF results.

Full participation means that the women’s machinery/department is present at meetings, is involved in decision-making, and that recommendations made are followed-up and there is involvement at the implementation level.

- Role of women’s machinery in supporting achievement of UNDAF outcomes clearly defined.

**Meets minimum standard**
- Women’s machinery/department participates fully in CCA/UNDAF consultations
- Role of women’s machinery/department in supporting achievement of UNDAF outcomes clearly defined.

**Needs improvement**
- Women’s machinery/department participates fully in one of the above (under meets minimum standards).

**Inadequate**
Token participation by women’s machinery/department.

**Missing**
Not applicable

#### 3.b - Involvement of women's NGOs and networks

**Source: UNDG Guidance**

**Exceeds minimum standard**
Women’s NGOs and networks participate fully in:
- Consultations around CCA/UNDAF planning (e.g. the prioritization retreat).
- Development of UNDAF outcomes, inputs and indicators.
- Monitoring and evaluation of UNDAF results.

Full participation means not only that women NGOs and networks participate in CCA/UNDAF processes, but also that their role in supporting the achievement of UNDAF outcomes is clearly defined.

**Meets minimum standard**
- Women’s NGOs and networks participate in CCA/UNDAF consultations
- Role of women’s NGOs and networks in supporting achievement of UNDAF outcomes clearly defined.

**Needs improvement**
- Women’s NGOs and networks participate in one of the above (under meets minimum standards).

**Inadequate**
Token participation by women’s NGOs and networks.

**Missing**
Not applicable

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4 To be completed once during the CCA/UNDAF process.
5 To be completed once during the CCA/UNDAF process.
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<thead>
<tr>
<th>Dimensions</th>
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<tbody>
<tr>
<td></td>
<td>network representatives are present at meetings, involved in decision-making, and that recommendations made are followed-up but that they are also involved at the implementation level.</td>
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<tr>
<td></td>
<td>• Role of women’s NGOs and networks in supporting achievement of UNDAF outcomes clearly defined.</td>
</tr>
<tr>
<td></td>
<td><strong>Meets minimum standard</strong></td>
</tr>
<tr>
<td></td>
<td>• Women’s NGOs and networks participate fully in CCA/UNDAF consultations.</td>
</tr>
<tr>
<td></td>
<td>• Role of women’s NGOs and networks in supporting achievement of UNDAF outcomes clearly defined.</td>
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<tr>
<td></td>
<td><strong>Needs improvement</strong></td>
</tr>
<tr>
<td></td>
<td>• Women’s NGOs and networks participate fully in one of the above (under meets minimum standards)</td>
</tr>
<tr>
<td></td>
<td><strong>Inadequate</strong></td>
</tr>
<tr>
<td></td>
<td>Token participation by women's NGOs and networks.</td>
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<tr>
<td></td>
<td><strong>Missing</strong></td>
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<tr>
<td>3.c - Women from marginalized groups included as programme partners and beneficiaries in key UNCT initiatives</td>
<td><strong>Exceeds minimum standard</strong></td>
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<tr>
<td></td>
<td>• Women from all marginalized groups, and their capacities and livelihoods strategies, clearly identified in UNCT country level analysis.</td>
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<tr>
<td></td>
<td>• UNCT proactively involves women from all marginalized groups in planning, implementation, decision-making, and monitoring and evaluation.</td>
</tr>
<tr>
<td></td>
<td>• Women from all marginalized groups are participants and beneficiaries in key UNCT initiatives, e.g. in UNDAF outcomes and outputs.</td>
</tr>
<tr>
<td></td>
<td><strong>Meets minimum standard</strong></td>
</tr>
<tr>
<td></td>
<td>• Women from marginalized groups clearly identified in UNCT country level analysis.</td>
</tr>
<tr>
<td></td>
<td>• Women from marginalized groups are participants and beneficiaries in key UNCT activities, e.g. in UNDAF outcomes and outputs.</td>
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<tr>
<td></td>
<td><strong>Needs improvement</strong></td>
</tr>
<tr>
<td></td>
<td>Meets one of the above (under <em>Meets minimum standard</em>).</td>
</tr>
<tr>
<td></td>
<td><strong>Inadequate</strong></td>
</tr>
<tr>
<td></td>
<td>Token involvement of women from marginalized groups.</td>
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<td></td>
<td><strong>Missing</strong></td>
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<tr>
<td></td>
<td>Not applicable</td>
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### 4. UNCT CAPACITIES

<p>| 4.a - Multi- | <strong>Exceeds minimum standard</strong> |</p>
<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Definition</th>
<th>Rating</th>
<th>Include reviewer comments and evidence base</th>
</tr>
</thead>
</table>
| stakeholder Gender Theme Group is effective | - Gender Theme Group adequately resourced, and resourced equally to other Theme Groups.  
- All key stakeholders participate (e.g. national partners, Bretton Woods institutions, regional banks, civil society, the private sector, donors, and international NGOs.)  
- Gender Theme Group recommendations taken into account in preparation of CCA/UNDAF.  
- Gender Theme Group has a clear terms of reference with membership of staff at decision making levels and clear accountability as a group. | Meets minimum standard | - Gender Theme Group adequately resourced.  
- Gender Theme Group recommendations taken into account in preparation of CCA/UNDAF.  
- Gender Theme Group has a clear terms of reference. |
| | Needs improvement | Meets any two of the above (under Meets minimum standard). | |
| | Inadequate | Meets any one of the above (under Meets minimum standard). | |
| | Missing | Not applicable | |
| 4.b - Capacity development of UNCTs in gender equality and women’s empowerment programming | - Resident Coordinator systematically promotes, monitors and reports on capacity development activities related to gender equality and women’s empowerment.  
- Regular review of capacity of UNCT to undertake gender mainstreaming (e.g. once every one or two years).  
- The impact of the gender component of existing training programmes regularly reviewed, and revised based on the review.  
- Training on gender mainstreaming takes place for all UNCT staff (one day per quarter for new staff for first year, minimum of one day of training once every year after this).  
- Gender specialists and gender focal points receive specific training (minimum four days of training a year specifically on gender equality and women’s empowerment programming). | Exceeds minimum standard | - Resident Coordinator systematically promotes, monitors and reports on capacity development activities related to gender equality and women’s empowerment. |
| | Meets minimum standard | - Gender Theme Group adequately resourced, and resourced equally to other Theme Groups.  
- All key stakeholders participate (e.g. national partners, Bretton Woods institutions, regional banks, civil society, the private sector, donors, and international NGOs.)  
- Gender Theme Group recommendations taken into account in preparation of CCA/UNDAF.  
- Gender Theme Group has a clear terms of reference with membership of staff at decision making levels and clear accountability as a group. | |
<p>| Source: TCPR 2005 | | | |
| Source: ECOSOC 2006 | | | |</p>
<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Definition</th>
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</table>
|            | • Regular review of capacity of UNCT to undertake gender mainstreaming (e.g. once every two or three years).  
• Training on gender mainstreaming takes place for all UNCT staff (one day every six months for new staff for first year, minimum of one day of training once every two years after this).  
• Gender specialists and gender focal points receive specific training (minimum two days of training a year specifically on gender equality and women’s empowerment programming).  

**Needs improvement**  
Any two of the above (under Meets minimum standard) are met.  

**Inadequate**  
Token attention to capacity development of UNCTs in gender mainstreaming.  

**Missing**  
Not applicable |
| 4.c - Gender expert roster with national, regional and international expertise used by UNCT members⁶ | Exceeds minimum standard  
• Gender expert roster exists, is regularly updated and includes national, regional and international experts.  
• Experts participate in key UNCT activities (e.g. UNDAF planning, development of Joint Programmes on gender equality).  
• Roster used on a regular basis by UN agencies (dependent on size of UN country programme).  

Meets minimum standard  
• Gender expert roster exists.  
• Experts participate in key UNCT activities (e.g. UNDAF planning, development of Joint Programmes on gender equality).  
• Roster used on a regular basis by some UN agencies (dependent on size of UN country programme).  

**Needs improvement**  
Meets any two of the areas (under Meets minimum standard) above.  

**Inadequate**  
Roster in place but not updated or utilised.  

**Missing**  
Not applicable |

5. DECISION-MAKING

⁶The roster can be maintained at national or regional levels.
<table>
<thead>
<tr>
<th>Dimensions</th>
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<th>Rating</th>
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</thead>
<tbody>
<tr>
<td>5.a - Gender Theme Group coordinator is part of UNCT Heads of Agency group</td>
<td>Yes/No</td>
<td>Include reviewer comments and evidence base</td>
</tr>
</tbody>
</table>
| 5.b - UNCT Heads of Agency meetings regularly take up gender equality programming and support issues | Exceeds minimum standard  
- Gender equality programming and support issues almost always included during Heads of Agency meetings.  
- Decisions related to gender equality programming and support issues are followed through. | |
| Source: TCPR 2005 | Meets minimum standard  
- Gender equality programming and support issues are included in 50-75% of Heads of Agency meetings.  
- Decisions related to gender equality programming and support issues are followed through. | |
| Source: TCPR 2005 | Needs improvement  
Heads of Agency meetings occasionally include gender equality programming on their agenda. | |
| Source: TCPR 2005 | Inadequate  
Token attention to gender equality programming and support issues. | |
| Source: TCPR 2005 | Missing | |
| Source: TCPR 2005 | Not applicable | |

### 6. BUDGETING

<table>
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| 6.a - UNCT Gender sensitive budgeting system instituted | Exceeds minimum standard  
The UNCT has implemented a budgeting system which tracks UNCT expenditures for gender equality programming, as a means of ensuring adequate resource allocation for promoting gender equality. | |
| Source: ECOSOC 2005 | Meets minimum standard  
The UNCT has clear plans for implementing a budgeting system to track UNCT expenditures for gender equality programming, with timelines for completion of the plan noted. | |
| Source: ECOSOC 2005 | Needs improvement  
Discussions ongoing concerning the need to implement a budgeting system to track UNCT expenditures for gender equality programming. | |
| Source: ECOSOC 2005 | Inadequate  
The issue of implementing a budgeting system to track UNCT expenditures for gender equality programming has been raised, but a decision was taken not to proceed with this. | |
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<tr>
<td>Missing</td>
<td></td>
<td>Include reviewer comments and evidence base</td>
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<tr>
<td>6.b - Specific budgets allocated to stimulate stronger programming on gender equality</td>
<td>Exceeds minimum standard Specific budgets allocated for:</td>
<td></td>
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<tr>
<td>Source: ECOSOC 2005</td>
<td>• Capacity development and training.</td>
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<td>• Gender equality pilot projects.</td>
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<td></td>
<td>• Support to national women’s machinery.</td>
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<td>• Support to women’s NGOs and networks.</td>
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<td></td>
<td>• Maintenance of experts’ roster.</td>
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<tr>
<td></td>
<td>• Promotion of gender mainstreaming in CCA/ UNDAF exercises (e.g. for the preparation of background documentation, gender analysis capacity building, technical resource persons, etc.).</td>
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<td></td>
<td>• Research on gender equality and the empowerment of women.</td>
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<tr>
<td>Meets minimum standard</td>
<td>Specific budgets allocated for any five of the above.</td>
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<tr>
<td>Needs improvement</td>
<td>Specific budgets allocated for any three or four of the above.</td>
<td></td>
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<tr>
<td>Inadequate</td>
<td>Specific budget allocated for one or two of the above.</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
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<tr>
<td>7. MONITORING AND EVALUATION</td>
<td></td>
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<tr>
<td>7.a - Monitoring and evaluation includes adequate attention to gender mainstreaming and the promotion of gender equality</td>
<td>Exceeds minimum standard A dedicated gender equality evaluation is carried out once during the UNDAF period.</td>
<td></td>
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<tr>
<td>Source: UNDG Guidance</td>
<td>• Gender audit undertaken once during UNDAF period.</td>
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<td></td>
<td>• The UNDAF Monitoring and Evaluation Framework measures gender-related outcome and output expected results.</td>
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<td></td>
<td>• Data for gender-sensitive indicators in the UNDAF Results Matrix is gathered as planned.</td>
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<td></td>
<td>• All monitoring and evaluation data is sex-disaggregated, or there is a specific reason noted for not disaggregating by sex.</td>
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<tr>
<td></td>
<td>• The UNDAF Annual Review reports on the main gender-related expected results.</td>
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<td></td>
<td>• Resident Coordinator reporting reports on the main gender-related expected results.</td>
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<td></td>
<td>• Slippages against planned results are rectified at an early stage.</td>
<td></td>
</tr>
<tr>
<td>Meets minimum standard</td>
<td>• The UNDAF Monitoring and Evaluation Framework</td>
<td></td>
</tr>
</tbody>
</table>
8. QUALITY CONTROL AND ACCOUNTABILITY

8.a - CCA/UNDAF quality control

**Source:** UNDG Guidance

**Exceeds minimum standards**
- Gender experts involved in all aspects of CCA/UNDAF preparation.
- Readers’ Group comments refer specifically to gender equality.
- Evidence of changes based on Readers’ Group comments concerning gender equality.
- Relevant assessment on gender equality from the CCA quality review template taken into account in revising the CCA.
- Relevant assessment on gender equality from the UNDAF quality review template taken into account in revising the UNDAF.

**Meets minimum standard**
- Gender experts involved in all aspects of CCA/UNDAF preparation.
- Relevant assessment on gender equality from the CCA quality review template taken into account in revising the CCA.
- Relevant assessment on gender equality from the UNDAF quality review template taken into account in revising the UNDAF.

**Needs improvement**
Meets only one or two of the above (under Meets minimum standard)

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7 To be completed once during the CCA/UNDAF process.
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<tr>
<td></td>
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<td>Include reviewer comments and evidence base</td>
</tr>
<tr>
<td></td>
<td><em>minimum standard</em></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td></td>
<td><strong>Inadequate</strong></td>
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<tr>
<td></td>
<td>Token attention to gender equality during review and quality control exercises.</td>
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<td><strong>Missing</strong></td>
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</tr>
<tr>
<td></td>
<td>Not applicable</td>
<td></td>
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<tr>
<td>8.b - Performance appraisal</td>
<td><strong>Exceeds minimum standard</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Resident Coordinator has an excellent record in promoting gender mainstreaming.</td>
<td></td>
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<tr>
<td></td>
<td>- Regional Director’s review of Resident Coordinator includes a substantive discussion of performance on gender mainstreaming.</td>
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<td></td>
<td>- Resident Coordinator’s review of Executive Committee UNCT members includes a substantive discussion of performance on gender mainstreaming.</td>
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<td></td>
<td>- 180 degree assessment of team leadership pays substantive attention to gender mainstreaming.</td>
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<td></td>
<td><strong>Meets minimum standard</strong></td>
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<td></td>
<td>- Resident Coordinator has a good record in promoting gender mainstreaming.</td>
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<td></td>
<td>- Regional Director’s review of Resident Coordinator includes discussion of performance on gender mainstreaming.</td>
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<td></td>
<td>- Resident Coordinator’s review of Executive Committee UNCT members includes a reference to performance on gender mainstreaming.</td>
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<td><strong>Needs improvement</strong></td>
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<td></td>
<td>Any two of the above (under <em>Meets minimum standard</em>) are met.</td>
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<td><strong>Inadequate</strong></td>
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<td>One of the above (under <em>Meets minimum standard</em>) is met.</td>
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<td><strong>Missing</strong></td>
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<tr>
<td></td>
<td>Not applicable</td>
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</tbody>
</table>