UNCT SWAP-Scorecard

United Nations Country Team Ukraine

Andrea Lee Esser, PhD

November 2016

Table of Contents

I. Background **3**
II. Methodology **3**
III. Country Context **4**
Piloting in the Ukraine 5
IV. Findings **6**
Findings Overview by Dimension Area 8
V. Action Plan **11**
Annex A – UNCT SWAP-Scorecard Indicators **12**
Dimension Area 1 – Planning and Programming 12
Dimension Area 2 - Monitoring and Evaluation 14
Dimension Area 3 – Partnerships 15
Dimension Area 4 - Leadership and Organizational Culture 17
Dimension Area 5 - Gender Architecture and Capacities 18
Dimension Area 6 - Financial Resources 20
Dimension Area 7 – Results 21
Annex B – UNCT SWAP-Scorecard Findings **23**
Annex C – Organizational Culture Staff Survey Results **47**
Annex D - Action Plan Ukraine (draft) **50**

I. Background

The UNCT SWAP-Scorecard is a globally standardized rapid assessment of UN country level gender mainstreaming practices. The framework is designed to foster adherence to minimum standards for gender equality processes set by the UNDG. The SWAP-Scorecard focuses on the performance of the UN system as a whole, rather than the achievements of any single agency. By focusing on gender mainstreaming processes at the country level, the tool highlights the growing importance of interagency collaboration and coordination to achieve GEWE results at the country level.

The 'Gender 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) to establish an accountability framework for assessing the effectiveness of gender mainstreaming by UN Country Teams. The UN-SWAP formed another part of the accountability framework, focusing on the implementation of the policy at the entity level. The Gender Scorecard (now the UNCT SWAP-Scorecard) was revised in 2016 in tandem with the UN-SWAP to ensure greater alignment between the tools, and to reflect new guidance on common country processes. Furthermore, the new versions are aligned to the Sustainable Development Goals (SDGs), recognizing the importance of gender equality and women's empowerment to SDG achievement and human rights attainment.

II. Methodology

The SWAP-Scorecard measures gender mainstreaming in UN common programming processes across seven dimensions that encompass 18 indicators to present a holistic overview. The seven dimension areas are planning and programming, monitoring and evaluation, partnerships, leadership, gender architecture and capacities, resources and results. The participatory assessment methodology relies on cross-sectoral consultation and collective analysis to rate the country team for each indicator against minimum standards.

The UNCT SWAP-Scorecard methodology was designed as an internal self-assessment. An interagency team (SWAP-Scorecard Assessment Team or SSAT) was assembled in the Ukraine for the purpose of the exercise. SSAT members worked collaboratively to provide a rationale and supporting evidence for each rating. Team discussions and consensus building over the workweek helped to minimize subjectivity and improve the reliability of findings. The methodology deepened internal understanding of the indicators and ownership of results.

The piloting process included five stages:

1. Background preparation: A designated interagency team (SSAT) is assembled, and members review the methodology, indicators and guidance notes.

2. Planning: Skype discussion between representatives of the SSAT, HQ team, and the regional UNDG (as needed) for clarification and to finalize plans for the in-country pilot.

3. In-country piloting: SSAT gathers data/evidence, analyzes it, and collectively assesses status against each indicator. Results are shared with the UNCT HOA group,.

4. Reporting: Finalization of UNCT SWAP-Scorecard report and action plan.

5. Feedback: Feedback will be gathered informally through observations and discussions throughout the pilot, and formally through feedback templates and questionnaires.

The SWAP-Scorecard assessment in the Ukraine was the first pilot globally of the tool. The process was guided by the coordination adviser from UN Women headquarters and an international gender specialist. The SSAT was comprised of seven members from five agencies (RCO, UNDP, UNICEF, UN Women, UNAIDS) with broad representation across fields to ensure a sound knowledge base on joint UN actions. Consolidated preliminary findings were presented for feedback and discussion to the UNCT Heads of Agencies.

III. Country Context

The SWAP-Scorecard assessment was conducted in the Ukraine in October 2016 at the end of the 2012-2017 UNPF cycle.[1] The 2012-2017 UNPF outlines assistance in four priority areas: 1) sustained economic growth and poverty reduction; 2) social development; 3) governance; and 4) environment and climate change. The UNPF included an outcome on gender equality under the 'governance' assistance area, but gender mainstreaming was not consistently visible across other outcomes. In addition to the UNPF, the annual Humanitarian Needs Overview and Humanitarian Response Plan guided UN planning and targets in 2015 and 2016. The Recovery and Peacebuilding Assessment (2015) also helped to shape agency programming around a strategic vision for the country.

[1] The UNPF was extended for an extra year through 2017 in light of the on-going conflict in the country.

The United Nations Country Team (UNCT) in the Ukraine includes 17 UN agencies, funds and programs.[2] Agency presence varies significantly, with some having large staff spread among several offices, and others having only a small presence or functioning as non-resident entities. Agency mandates vary as well, with some focused on development efforts, others on humanitarian, and others holding a dual mandate. The UN Office for the Coordination of Humanitarian Affairs (OCHA) established offices in the Ukraine in 2014, and plays a key role to coordinate the international humanitarian community.

The UN system in the Ukraine works within a challenging and dynamic environment. Following independence in 1991, most UN agencies ran small programs of technical cooperation. The 2012-2017 UNPF garnered limited government support; the results matrix was not formally adopted, and the government did not participate in joint monitoring. Internal UN working groups designed to oversee results were dissolved in 2013 in the face of more pressing concerns. The historical events of 2013-2014 followed by conflict and economic crisis led to rapid changes within the system to meet urgent needs within a changing environment. Today's era is marked by increases in development assistance as well as the continuation of a widespread humanitarian and early recovery response.

There is sound ownership within the United Nations system in the Ukraine from the highest levels of leadership of gender equality as a guiding principle within the broader human rights framework. This offers a good foundation from which to move forward for more coordinated programming for GEWE over the next UNDAF cycle. The UNCT Ukraine benefits as a whole from increasingly stringent gender mainstreaming systems instituted by member agencies. Many agencies have moved forward decisively over the last decade to improve gender strategies, technical support and accountability mechanisms. A growing cache of tools and guidelines are available within many agencies to support more stringent accountability systems. The establishment of UN Women in the Ukraine in 2015 and the existence a Gender Theme Group are also well-positioned to guide gender mainstreaming processes within the UNCT.

Piloting in the Ukraine

The SWAP-Scorecard is a standardized tool that utilizes fixed indicators for global comparison. Assessment criteria are applied in the same systematic way in each country for validity and consistency in cross-country comparisons. The methodology is endorsed by the UNDG, and is focused primarily on the development arm of the UN.[3] The operational environment in the

[2] Agencies include: FAO, IAEA, IFC, ILO, IOM, OHCHR/HRMMU, UNAIDS, UNDP, UNICEF, UNFPA, UNHCR, UNOCHA, UNODC, UNV, UN Women, WFP, WHO, and the World Bank http://un.org.ua/en/country-team-in-ukraine/un-agencies.

[3] The Inter-Agency Standing Committee (IASC) guides coordination, policy development and decision-making for the humanitarian sector.

Ukraine is complex, as outlined above. The pilot offered an opportunity to consider how the tool could be adapted to incorporate relevant humanitarian operations into the methodology, and this was done so in consultation with the SSAT and HOAs. With this in mind, the SSAT members opted to assess humanitarian planning tools (HRP, HNO and RPA) together with the UNPF to reflect the importance of these tools in guiding programming in the Ukraine in recent years. These results are included in Annex x and factored into the analysis.

Some of the findings from the assessment are not specific to gender, and are best seen as embedded within larger issues that affect UN operations in the country. Efforts were made throughout the assessment to take into account the influence of the national context on operations so that the status of gender mainstreaming can be understood within broader systems challenges.

IV. Findings

The findings presented below reveal the scoring for each indicator across the seven dimension areas in the Ukraine. The rating system consists of four levels as follows:

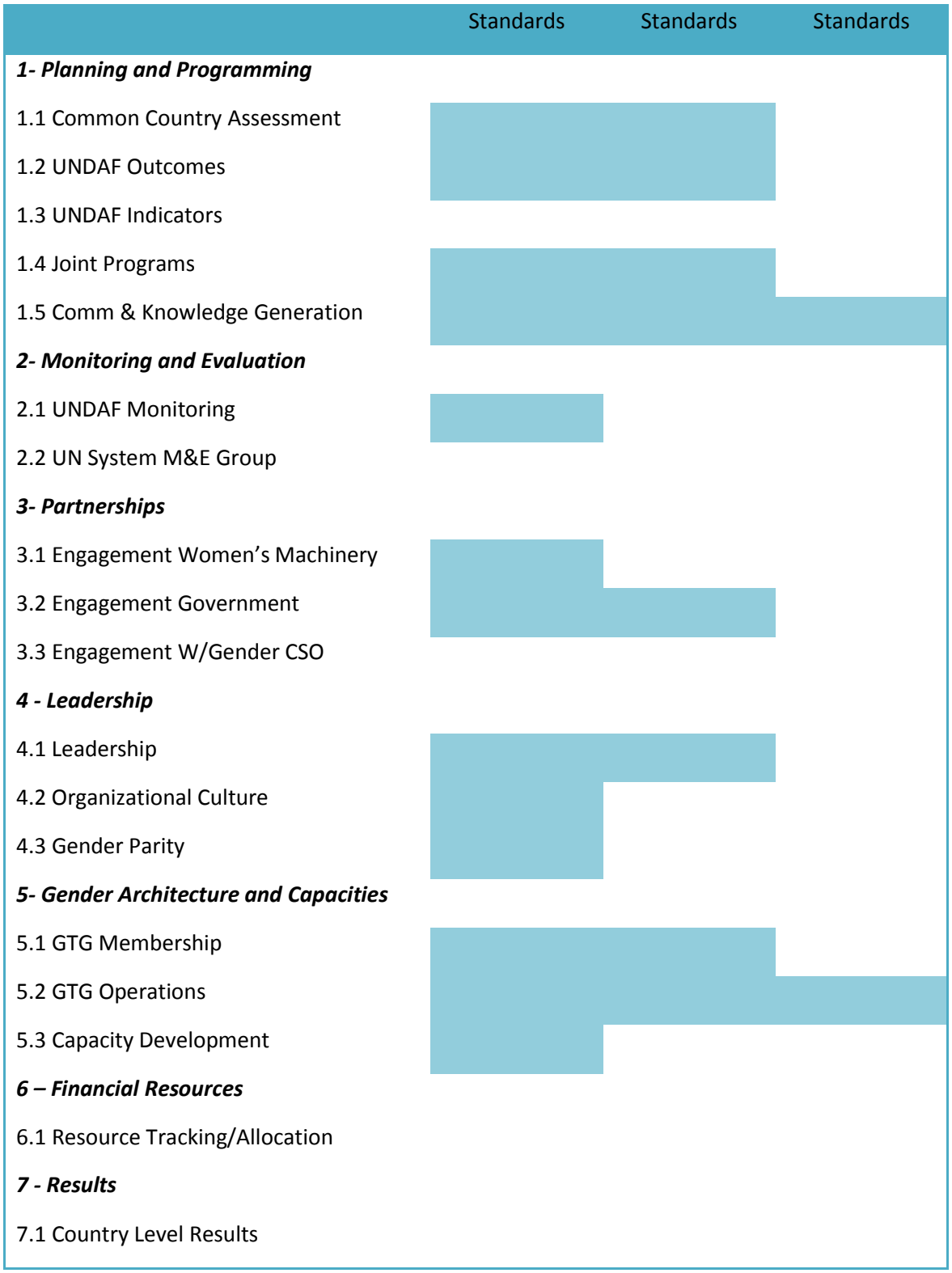
- Exceeds minimum standards
- Meets minimum standards
- Approaches minimum standards
- Missing

UNCTs should aim to achieve "meets minimum standards" across indicator areas in line with UNDG guidance. However, meeting minimum standards should be seen as a starting point from which UNCTs may work toward deepening their efforts to exceed minimum standards, thereby achieving better results and serving as leaders globally. UNCTs score as "exceeds minimum standards", "meets minimum standards" or "approaches minimum standards" depending upon which criteria they meet as laid out in columns for each indicator.[4] If UNCTs fail to meet the criteria under "approaches minimum standards", the indicator is scored as "missing" and is represented by a blank line on the chart below.

Ukraine UNCT SWAP-Scorecard Results - 2016

Indicator	Approaches Minimum	Meets Minimum	Exceeds Minimum

[4] Refer to Annex A for details on rating criteria for each indicator.



The results reveal that the UNCT Ukraine has met or exceeded minimum standards for eight of the indicators. Another five indicators score as approaching minimum standards, and five are

'missing'.[5] A synopsis of key findings by dimension area is included below. More complete details on findings by indicator may be found in Annex B.

Findings Overview by Dimension Area

1. Planning and Programming. The findings in this dimension area showed reasonably strong performance. The 2016 Country Analysis (draft) met minimum standards, and showed marked improvement from the 2010 Country Analysis. A similar progression was found between the 2015 and 2016 HNO, with the most recent HNO showing improved use of gender sensitive data and gender analysis across sectors. The 2014 Recovery and Peacebuilding Assessment presented the strongest level of gender sensitivity, exceeding minimum standards. Factors influencing the good results with the RPA included the inclusion of gender specialists on the formulation team as well as the generation of primary data that allowed for greater levels of sex disaggregation and gender sensitivity.

The 2012-17 UNPF met minimum standards with the inclusion of one outcome focusing on gender equality under the governance pillar, though visible gender mainstreaming was notably lacking across other pillars. The Humanitarian Response Plan (HRP) also met minimum standards with a clear articulation of gender equality targeting under two strategic objectives. Interestingly, the RPA scored as 'missing' for indicator 1.2 despite scoring highly for indicator 1.1. Results were influenced by the format of the RPA, which used short phrasing for each objective, and therefore lacked any articulation of gender equality. Both the UNPF and the RPA fell short of "approaching minimum standards" for indicators with less than 20 percent of indicators in each framework able to track progress toward gender equality.[6] The HRP approached the minimum standards with 27 percent gender sensitive indicators. The findings on gender mainstreaming in indicators across planning frameworks suggest a need for greater rigor.

The UNCT Ukraine scored well against the minimum standards for joint programs and communication and knowledge generation. Minimum standards were met for joint programs, with the JP on restoration of governance and reconciliation in conflict-affected areas including gender mainstreaming and a women's empowerment output. The Joint Programme of Support on HIV/AIDS also mainstreams a gender perspective, and includes an outcome on human rights and gender. The SWAP-Scorecard assessment revealed joint action for communication and knowledge generation on gender equality as a strong area for the UNCT. Examples of joint initiatives included advocacy and materials to raise awareness of violence against women, a

[5] Scores are reported for the 18 indicators as per the standardized methodology (see Annex A). Information on additional planning and programming indicators that were incorporated to encompass the humanitarian setting are included in the 'findings overview' as well as in Annex B.
[6] A minimum of 20 percent gender sensitive indicators is required to score as 'approaches minimum standards'. Both the HRP and the UNPF just missed the mark, with 19 percent of indicators gender sensitive.

joint communication campaign on social media on women living with HIV/AIDS, and a new focus on gender on the UN Ukraine website.

2. Monitoring and Evaluation. Assessment of the monitoring and evaluation dimension revealed weaknesses with regard to gender mainstreaming in M&E processes. Findings under the M&E dimension must be understood to reflect broader issues with M&E that extend beyond gender concerns to reflect larger contextual issues in the years spanned by the UNPF. The score was due in part to a failure to systematically monitor the results framework of the UNPF, a situation that was influenced by historical circumstances, and the need of the country team to focus available human resources on the humanitarian crisis. Monitoring oversight lacked clear designated authority, and an inter-agency M&E group was never formed. The draft UNPF evaluation offered a general assessment of the gender-focused outcome, but did not otherwise highlight gender-specific findings across outcomes. This assessment holds important lessons for the next UNDAF to ensure that monitoring frameworks are gender sensitive and key stakeholders are clear about their responsibilities to mainstream gender, and are equipped with the skills needed to carry out their duties.

3. Partnerships. The partnerships dimension measures UN system engagement with the national women's machinery, women's/gender CSO and the broader government system. The country team in the Ukraine met the minimum standards for joint engagement with the government on GEWE with examples including a capacity development initiative on SDG 5, parliamentary forum on women, peace and security and GBV advocacy involving multiple government agencies. Engagement with the women's machinery and women/gender CSO was less strong. While both groups were engaged in joint planning processes for the UNPF, evidence was lacking of meaningful engagement in monitoring and evaluation throughout the cycle.

4. Leadership. The UNCT Ukraine met minimum standards for indicator 4.1 on leadership due to evidence of strong engagement of the UNCT HOAs on gender equality. Furthermore, Resident Coordinator (RC) reporting systematically captures gender-related results in line with UNDG guidance, and the RC champions gender equality in messages and formal addresses. The personnel survey on organizational culture measured perceptions of gender equality in the working environment across three rubrics: support for gender equality; discrimination; and work-life balance. Results revealed overall positive responses of 62 percent, with only 15 percent giving negative responses.[7] Generally positive results were particularly noteworthy in the questions that dealt with work-life balance given the stresses that personnel are under to meet demands. Refer to Annex C for detailed information on responses by question. Findings

[7] Neutral responses accounted for 22 percent. Values are rounded to the nearest whole number.

on gender parity showed patterns consistent with global UN trends whereby women comprised the majority of General Service staff, and men dominated in more senior positions.[8]

5. Gender Architecture and Capacities. The Ukraine scored well in this dimension due in large part to a well-functioning Gender Theme Group. The group includes good representation across agencies, and furthermore involves external stakeholders. The group membership could be further enhanced with efforts to include more senior members as well as to ensure that more group members have their contributions reflected in their performance reviews. Group operations were found to exceed minimum standards due to a well defined TOR and work plan as well as regular meetings that have resulted in various inter-agency initiatives such as the UN mobilization for the '16 Days of Activism Against VAW'. The team approached minimum standards for capacity development. While a gender capacity assessment of all UN staff has yet to be undertaken, a capacity assessment and capacity development plan for the GTG targeted needs across agencies of focal points. The GTG Learning Needs Assessment was conducted in 2016, and a commensurate capacity development plan was drafted, leading to targeted initiatives to address gap areas including gender and results-based management training and a workshop on UN policies and accountability frameworks for GEWE.

6. Budgeting. The 'missing' score in this dimension reflects constraints within the UN system globally to institute mechanisms that capture gender-specific budgetary data at a broad level for planning and monitoring purposes. This situation is further complicated in the Ukraine by areas of overlap between humanitarian and development interventions, which means that the relief work of some UN agencies was not captured within the UNPF. While a growing number of individual agencies have instituted the gender marker system, the UNCT has yet to consider either the means or analytical applicability of tracking gender equality expenditures at the highest level. Stronger tracking would serve as a powerful monitoring and advocacy tool for ensuring significant investment in gender equality programming.

7. Results. The indicator requires evidence that the UN system has contributed over the UNDAF cycle to achieving country-level gender results in line with planned outcomes and SDGs/MDGs. The Ukraine UNPF included an outcome on facilitating the participation of women in public, economic and political life. Associated indicators focused on women's economic empowerment and political representation in line with national MDG 3 targets. Plans to focus on women's economic empowerment did not eventuate, however, and the GWG recommended that the indicator be removed from the framework in the absence of a lead agency. The UNPF evaluation (2016 draft) concluded that women's economic participation and pay have been negatively affected by the crisis and have not received adequate attention as yet. While there is evidence of some progress in women's representation, targets set for parliament (30%) and local authorities (50%) were not met. Targets for senior civil service (30%) were met at 31% in 2015, though there was no evidence that the UN system as a whole made a contribution. The

[8] Women comprised 52 percent of GS staff, and 44 percent of senior staff. See Annex B, indicator 4.3 for further details.

final MDG report for the Ukraine (2015) generally deemed MDG 3 an area of ongoing challenge where goals were not met. Lack of results for GEWE in the Ukraine were negatively impacted by the humanitarian crisis, but nevertheless highlight the need for clarity in setting outcomes and coordination across agencies to ensure that system wide action can deliver results.

V. Action Plan

The action plan has been designed by the internal interagency assessment team in collaboration with the UNCT HOAs to strengthen performance within the seven SWAP-Scorecard dimensions. The action plan takes into consideration the country context and national priorities bearing in mind that the UNCT has an obligation to coordinate its efforts to deliver collectively on gender equality and women's empowerment. By working cohesively, agencies can increase both the scope and quality of their programming to more effectively foster gender equality within broader human rights based approaches. The plan includes details on responsibility, resources and timing. It also reveals the linkages to the SWAP-Scorecard assessment for tracking purposes. See Annex D for greater elaboration.

Annex A – UNCT SWAP-Scorecard Indicators

Indicators for Pilot

September 2016

Dimension Area 1 – Planning and Programming

1.1 - Common Country Assessment

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
CCA or equivalent includes: a) systematic use of sex-disaggregated and gender sensitive data; b) gender analysis across sectors including underlying causes of gender inequality and discrimination line with SDG priorities including SDG 5.	CCA or equivalent includes: a) systematic use of sex-disaggregated and gender sensitive data; b) gender analysis across sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; c) analysis of UNCT comparative advantage to address gender inequality.	CCA or equivalent includes: a) systematic use of sex-disaggregated and gender sensitive data; b) gender analysis across sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; c) analysis of UNCT comparative advantage to address gender inequality; d) targeted analysis of excluded or marginalized gender-specific groups

1.2 UNDAF Outcomes

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
UNDAF outcomes include some articulation of how gender equality will be promoted in line with UNDAF Theory of Change (ToC) and	One UNDAF outcome clearly articulates how gender equality will be promoted in line with UNDAF Theory of Change (ToC) and SDG	One UNDAF outcome clearly articulates how gender equality will be promoted in line with (ToC) UNDAF Theory of Change and SDG priorities

SDG priorities including SDG 5.	priorities including SDG 5. **or** Gender is visibly mainstreamed across outcome areas in line with ToC and SDG priorities including SDG 5.	including SDG 5. **and** Gender is visibly mainstreamed across outcome areas in line with ToC and SDG priorities including SDG 5.

1.3 UNDAF Indicators

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

1.4 Joint Programs

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
A Joint Program on promoting GEWE is being developed in line with SDG priorities including SDG 5.	A Joint Program on promoting GEWE is operational in line with SDG priorities including SDG 5. **or** Gender is systematically mainstreamed into other JPs.	A Joint Program on promoting GEWE is operational in line with SDG priorities including SDG 5. **and** Gender is systematically mainstreamed into other JPs.

1.5 Communication and Knowledge Generation

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
UNCT communication plan visibly includes GEWE advocacy and knowledge products.	UNCT communication plan visibly includes GEWE advocacy and knowledge products. **and** The UN system has contributed collaboratively to at least one joint advocacy campaign on GEWE in the past year **or** The UN system has collaboratively produced at least one knowledge product promoting GEWE in the past year.	UNCT communication plan visibly includes GEWE advocacy and knowledge products **and** The UN system has contributed collaboratively to at least one joint advocacy campaign on GEWE in the past year **and** The UN system has collaboratively produced at least one knowledge product promoting GEWE in the past year.

Dimension Area 2 - Monitoring and Evaluation

2.1 UNDAF Monitoring

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Data for gender sensitive indicators in the UNDAF Results Matrix is gathered as planned including sex-disaggregated data or UNDAF reviews/evaluations (annual, mid-term and/or final) assess progress against gender-specific results as per outcomes and outputs.	Data for gender sensitive indicators in the UNDAF Results Matrix is gathered as planned including sex-disaggregated data **and** UNDAF reviews/evaluations (annual, mid-term and/or final) assess progress against gender-specific results as per outcomes and outputs.	Meets minimum standard **and** Data from UNDAF monitoring and reviews/evaluations has been used during the UNDAF cycle to strengthen and/or adjust programming in line with findings to more effectively enhance gender equality results.

2.2 UN System M&E Expertise

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
The M&E Group or equivalent includes in its TOR responsibility for ensuring gender sensitivity in joint M&E frameworks, and provides technical support accordingly	The M&E Group or equivalent includes in its TOR responsibility for ensuring gender sensitivity in joint M&E frameworks, and provides technical support accordingly **and** The M&E Group or equivalent has had technical training on gender sensitive M&E at least once during the current UNDAF cycle.	Meets minimum standard **and** The M&E Group or equivalent has supported the work of other inter-agency groups (e.g. UNCG, GTG, outcome groups) at least once over the UNDAF cycle to address gender-specific issues in M&E systems.

Dimension Area 3 – Partnerships

3.1 Engagement with Women's Machinery

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Women's machinery participates in UNDAF consultations: country analysis, strategic planning, M&E.	Meets the following criteria: a) Women's machinery participates in UNDAF consultations: country analysis, strategic planning, M&E. b) Women's machinery is a partner for a joint initiative over the UNDAF period that addresses gender inequality. c) Women's machinery participates in GTG meetings at least once per year.	Meets minimum standard **and** The UN System has made at least one collective contribution within the current UNDAF cycle to strengthen the capacities of the women's machinery

3.2 Engagement with Government on GEWE

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
The UN System has collaborated with at least one government agency (excluding the Women's Machinery) within the current UNDAF cycle for a joint initiative (e.g. joint program, advocacy campaign, knowledge generation) that addresses gender inequality. or The UN System has made at least one collective contribution within the current UNDAF cycle to strengthen the capacities of the Government to foster GEWE.	The UN System has collaborated with at least one government agency (excluding the Women's Machinery) within the current UNDAF cycle for a joint initiative (e.g. joint program, advocacy campaign, knowledge generation) that addresses gender inequality. **and** The UN System has made at least one collective contribution within the current UNDAF cycle to strengthen the capacities of the Government to foster GEWE.	The UN System has collaborated with more than one government agency (excluding the Women's Machinery) within the current UNDAF cycle for a joint initiative (e.g. joint program, advocacy campaign, knowledge generation) that addresses gender inequality. **and** The UN System has made more than one collective contribution within the current UNDAF cycle to strengthen the capacities of the Government to foster GEWE.

3.3 Engagement with Women's/Gender Equality CSO

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
GEWE CSO and national gender experts participate in UNDAF consultations: country analysis, strategic planning, M&E.	Meets the following criteria: a) GEWE CSO and national gender experts participate in UNDAF consultations: country analysis, strategic planning, M&E. b) GEWE CSO and national	Meets minimum standard **and** The UN System has made at least one collective contribution within the current UNDAF cycle to strengthen the capacities of

	gender experts are partners for a joint initiative (e.g. joint program, advocacy campaign, knowledge product) that addresses gender inequality. c) GEWE CSO and national gender experts participate in GTG meetings at least once per year.	national GEWE CSO.

Dimension Area 4 - Leadership and Organizational Culture

4.1 Leadership

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Gender equality is a standing agenda item, and is meaningfully addressed in UNCT HOA meetings	Gender equality is a standing agenda item, and is meaningfully addressed for UNCT HOA meetings **and** a) Resident Coordinator annual reporting covers the main gender-related results b) Resident Coordinator demonstrates leadership and public championing of gender equality on behalf of the UNCT	Meets minimum standard **and** Gender Equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs

4.2 Organizational Culture

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Survey results of staff	Survey results of staff	Survey results of staff

perception of organizational environment for gender equality scored a positive rating of 50-65 percent.	perception of organizational environment for gender equality scored a positive rating of 65-80 percent.	perception of organizational environment for gender equality scored a positive rating over 80 percent.

4.3 Gender Parity

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
The country team has in place a process for monitoring representation of women and men for General Service staff and NOC/P4 and above.	The country team has reached equal representation of women and men for General Service staff and NOC/P4 and above.	The country team has reached equal representation of women and men for General Service staff and NOC/P4 and above. **and** A plan is in place to ensure retention of gender parity.

Dimension Area 5 - Gender Architecture and Capacities

5.1 GTG Membership

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
GTG is chaired by a HOA **and** Meets 1-2 of the following criteria: a) All GTG members have their contributions to the group reflected in their performance reviews; b) GTG includes participation from all	GTG is chaired by a HOA **and** Meets 3-4 of the following criteria: a) All GTG members have their contributions to the group reflected in their performance reviews; b) GTG includes participation from all	GTG is chaired by a HOA **and** Meets all 5 of the following criteria: a) All GTG members have their contributions to the group reflected in their performance reviews; b) GTG includes participation from all

resident UN agencies; c) GTG members include at least 50% senior staff (P4 or equivalent and above); d) GTG members include at least one representative from each of the other cross-cutting groups (e.g. outcome results groups, UNCG, M&E group); **e)** GTG involves external stakeholders as strategic partners (e.g. women's machinery, civil society, donors,).	resident UN agencies; c) GTG members include at least 50% senior staff (P4 or equivalent and above); d) GTG members include at least one representative from each of the other cross-cutting groups (e.g. outcome results groups, UNCG, M&E group); e) GTG involves external stakeholders as strategic partners (e.g. women's machinery, civil society, donors).	resident UN agencies; c) GTG members include at least 50% senior staff (P4 or equivalent and above); d) GTG members include at least one representative from each of the other cross-cutting groups (e.g. outcome results groups, UNCG, M&E group); e) GTG involves external stakeholders as strategic partners (e.g. women's machinery, civil society, donors).

5.2 GTG Operations

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
GTG has a terms of reference and an approved annual work plan that includes resource and responsibility designation **and** Meets one of the following criteria: a) GTG meets regularly (at least four times in the last calendar year). b) GTG has made substantive input into the key steps of the UNDAF. c) GTG has coordinated at least one initiative in the past year that	GTG has a terms of reference and an approved annual work plan that includes resource and responsibility designation **and** Meets two of the following criteria: a) GTG meets regularly (at least four times in the last calendar year). b) GTG has made substantive input into the key steps of the UNDAF. c) GTG has coordinated at least one initiative in the past year that	GTG has a terms of reference and an approved annual work plan that includes resource and responsibility designation **and** Meets three of the following criteria: a) GTG meets regularly (at least four times in the last calendar year). b) GTG has made substantive input into the key steps of the UNDAF. c) GTG has coordinated at least one initiative in the past year that

targets gender inequality in the country in line with SDG priorities including SDG 5.	targets gender inequality in the country in line with SDG priorities including SDG 5.	targets gender inequality in the country in line with SDG priorities including SDG 5.

5.3 Capacity Development

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
A capacity assessment of UN staff to analyze and address gender inequality is undertaken at least once per UNDAF cycle.	A capacity assessment of UN staff to analyze and address gender inequality is undertaken at least once per UNDAF cycle. **and** a) A capacity development plan based on the capacity assessment is established or updated at least once per UNDAF cycle. b) Targets of gender capacity development plan are on track.	Meets minimum standard **and** UN induction package includes gender-sensitive orientation to key issues in the country and UN strategies to address

Dimension Area 6 - Financial Resources

6.1 Resource Tracking and Allocation

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
UNCT has in place a system to track and utilize some country-level budgetary data to ensure adequate allocation of resources for GEWE	UNCT has in place a system to track and utilize comprehensive country-level budgetary data to ensure adequate allocation of resources for GEWE	UNCT has in place a system to track and utilize comprehensive country-level budgetary data to ensure adequate allocation of resources for GEWE **and**

		UNCT has established a target for program expenditures to be allocated for GEWE, and has met the target.

Dimension Area 7 – Results

7.1 Country Level Results

Approaches Minimum Standard	Meets Minimum Standard	Exceeds Minimum Standard
Option A The UN system has contributed to gender equality in the country by benefiting women and girls (men and boys) as a targeted group (gender targeted results) in programming. Results are in line with SDG priorities including SDG 5 as planned in the UNDAF. Option B The UN System has contributed to achieving country-level gender results in line with SDG priorities including SDG 5 as planned in the UNDAF. Extra efforts are required to ensure achievement of planned results at the end of the UNDAF cycle.	Option A The UN System has contributed to gender equality in the country by addressing the differential needs of women/men, girls/boys and redressing inequalities in distribution of benefits, resources, status, and/or rights (**gender sensitive results**) in programming. Results are in line with SDG priorities including SDG 5 as planned in the UNDAF. Option B The UN System has contributed to achieving country-level gender results in line with SDG priorities including SDG 5 as planned in the UNDAF. Achievement of planned results is on track by the end of UNDAF cycle.	Option A Meets minimum standards **and** The UN System has contributed to gender equality in the country by contributing to at least one widespread change in norms, values, power structures or other roots of gender inequality and discrimination (**gender transformative results**). Option B The UN System has contributed to achieving country-level gender results in line with SDG priorities including SDG 5 as planned in the UNDAF. Planned results have been achieved or exceeded before the end of the UNDAF cycle.

Annex B – UNCT SWAP-Scorecard Findings

Ukraine – October 2016

Dimension 1 – Planning and Programming

Indicator	Data and Evidence	Findings	Scoring	Explanation
1.1.a. Common Country Assessment	*2010 Ukraine Country Analysis (not full-fledged CCA)*	*a) systematic use, to the extent possible of sex-disaggregated and gender sensitive data; (however the analysis revealed that there is a limited amount of data that is disaggregated by sex).* *b) gender analysis across sectors included underlying causes of gender inequality and discrimination in line with MDGs.*	*Approaches minimum standards*	*The analysis included an overview of gender equality which in turn was translated into a separate outcome "Government facilitates the participation of women in public, economic and political life".* *The analysis was, to the extent possible, based on sex-disaggregated data, however the analysis revealed that there is a limited amount of data that is disaggregated by sex. As a result, the importance of sex-disaggregated data collection was identified as a priority and reflected in a separate UNDAF outcome: "Social development policy making at national and*

				sub-national level is evidence based". *The analysis also included an assessment of the Millennium Development Goals, one of which relates to gender equality. The targets set under Ukraine's Millennium Development Goals related to gender equality were integrated into the UNDAF as a result of the analysis.*
1.1.b. Draft 2016 Country Analysis	*Draft Ukraine Country Analysis for new UNDAF 2018-2022*	*a) data is systematically sex-disaggregated and gender sensitive to the maximum possible extent, in the context of the overall lack of such data in country;* *b) gender analysis is reflected to the possible extent in all spheres under consideration, underlying causes of gender inequality and discrimination in line with SDG priorities,*	*Meets minimum standard*	*The draft country analysis applies to maximum possible extent the gender disaggregated and sensitive data.* *The draft includes the subsection on UNCT comparative advantage to address gender inequality and integrate it across the substantive work of all sectors.*

		including SDG 5. *c) UNCT comparative advantage to address gender inequality is included under "UN Comparative Advantage in addressing the key development challenges, and in supporting the SDGs Agenda" Section.*		*Comprehensive gender analysis and underlying causes of gender inequality and discrimination is provided in the section "Gender Equality and Women's Empowerment" and other sections and thematic areas under consideration.*
1.1.c. Humanitarian Needs Overview (HNO)	*HNO 2015*	*a) data is not systematically gender sensitive or sex disaggregated* *b) gender analysis included in some clusters, but is not consistent across the text*	*Missing*	*HNO did not consistently apply gender disaggregated and sensitive data (mainly due to the lack of data, particularly in the NGCA) sections.* *GA missing in Impact of Crisis/Drivers and Underlying Factors; Shelter and NFIs. Analysis of the underlying causes of gender inequality were covered in the Operational Environment. Also the analysis of gender issues, such as maternal health, discrimination against Roma girls (schools) as well as GBV were covered.*

1.1.d. Humanitarian Needs Overview	*HNO 2016*	*a) data was largely gender sensitive or sex disaggregated, given the available data; disaggregated data was included in the Needs and Key Figures (including by gender & age)* *b) Gender analysis is evidenced across sectors.*	*Approaches minimum standards*	*Though gender disaggregated and sensitive data was not consistently provided, there was a progress in its use across HNO (comparing to 2015) and missing data was largely not available.* *"Impact of Crisis" includes some gender analysis of the underlying causes; "People in Need" provides disaggregation by CGA/NCGA and along contact line; vulnerable groups are identified, including discrimination by gender (e.g. older women). The gender analysis also captured differentiated impact on different vulnerable groups and compound discrimination. In-depth analysis of GBV was included, including survival by sex.*
1.1.e. Recovery and Peacebuilding Assessment (2014)	*RPA 2014*	*e) The sex-disaggregated and gender sensitive data was used systematically in RPA except for Infrastructure sector, where data is lacking;*	*Exceeds Minimum Standard*	*The GE-disaggregated data in the infrastructure sector prior to conflict was lacking, thus RPA data in this sector is not GE disaggregated.*

		f) gender analysis is included across sectors including underlying causes of gender inequality and discrimination was included in the analysis of the pre-crisis conditions in the conflict-affected area as well as during the conflict; gender analysis was also integrated in the sector needs analysis (gender checklist applied; women's focus groups organized; 5 gender experts involved in analysis) *g) not relevant* *h) targeted analysis of excluded or marginalized gender-specific groups was carried out.*		*Indicator c) is not relevant to RPA (analysis of UNCT comparative advantage to address gender inequality;* *targeted analysis of excluded or marginalized gender-specific groups)* *The RPA had better use of gender sensitive and sex disaggregated data due, in part, to the generation of primary data for the assessment.* *d) The approach considered the following issues for women, men, children, and the elderly: (i) safety and security of access to public infrastructure and ensuring public places (transport, hospitals, schools, markets) are free of violence and abuse of rights. (ii) ensuring access to infrastructure for people with mobility impairment, wheelchairs, and other vulnerable groups; and (iii) maximizing affordability of access, as many IDPs and other*

				people in the conflict-affected areas lack steady sources of income, a particularly acute issue for female-headed households.
1.2.a UNDAF outcomes	*Government of Ukraine – UN Partnership Framework 2012-2017 and results matrix*	*UNPF has 1 gender-focused outcome under performance area 3 – Governance (Outcome 4: Government facilitates the participation of women in public, economic and political life)*	*Meets Minimum Standard*	*Outcomes of the UN PF (2012-2017) mostly target "people". There is only one outcome that refers to women. Also one outcome that refers to vulnerable population groups more generally. There is no comprehensive integration of gender equality across the PF outcomes.*
1.2.b RPA Objectives	*Ukraine Recovery and Peacebuilding Assessment (2015)*	*RPA objectives do not include articulation on gender equality and how it should be promoted*	*Missing*	*Gender is very well mainstreamed throughout the text of the RPA. However, the objectives of the RPA do not have articulation on gender equality and do not mention women or any other population groups. They are very short and general. Still, it is worth mentioning that gender (GBV, gender data etc) is well articulated at the level of priority*

				interventions and indicators.
1.2.c HRP objectives	*HRP 2016*	*Two objectives (LER and Health and Nutrition) refer to women (and also elderly, children, lactating women)* *There is no separate objective that looks at gender equality, however at the level of explanation provided under the strategic objective 2 there is a requirement to use gender and age lens (incl. collection and analysis of gender and sex-disaggregated data) to provide support to people in need.*	*Meets Minimum Standard*	*At the level of strategic objectives and explanation provided under them gender is clearly articulated and mainstreamed. However, at the level of cluster-specific objectives (provided in the annex along with indicators) gender is not sufficiently mainstreamed. Only 2 of them refer to women (and other population groups like elderly, children etc.).*
1.3a UNDAF indicators	*PF Results Matrix (2012-17)*	*Less than 20 percent of PF (UNDAF) outcome indicators track progress toward gender equality results in line with MDG priorities including MDG 3.*	*Missing (1% off of 'approaching')*	*Though many PF indicators tracks progress toward gender results, it doesn't meet the full requirements as the percentage of indicators is 19 % (12 gender-sensitive indicators against 63 indicators).*
1.3b HRP indicators	*HRP indicators (2016)*	*Between 20 and 33 percent of HRP indicators are framed in a way that they can track progress toward gender*	*Approaches*	*Though many HRP indicators tracks progress toward gender results, it doesn't meet the full requirements as the percentage*

		equality results.	*minimum standards*	*of indicators is around 27 % (15 gender-sensitive indicators against 56 indicators). While the identified indicators are framed in a way that recognizes disaggregation, the targets are in aggregate, so it does not reveal the gender dimensions of targeting or whether disaggregated data will be available and/or generated.*
1.3c RPA indicators	*Ukraine Recovery and Peacebuilding Assessment (2015)*	*Less than 20 percent of RPA indicators track progress toward gender equality results.*	*Missing (1% off of 'approaching')*	*Though some of the RPA Results Framework indicators tracks progress toward gender results, it doesn't meet the full requirements as the percentage of indicators is 19 % (36 gender-sensitive indicators against 194 indicators). Specifically: Infrastructure 0/48; Recovery 1/60; Social Resilience 35/86 indicators.*
1.4 Joint Programs (JPs)	*Information Management System* *Joint UNDP-UN Women*	*A Joint UNDP-UN Women Program on Restoration of Governance and Reconciliation in the conflict-affected areas of Ukraine has applied two-fold strategy: mainstreams gender*	*Meets Minimum Standard*	*While there is active interagency cooperation in many areas, the number of formalized ongoing joint programmes is low (2). The UNCT does not have a system/mechanism in place for*

	Program on Restoration of Governance and Reconciliation in the conflict-affected areas of Ukraine. *Joint Programmes of Support on HIV/AIDS.*	*and includes a women's empowerment output.* ***or*** *Gender is systematically mainstreamed into other JPs.* *No.*		*peer review of quality control of the JPs.* *The JPS on HIV/AIDS is gender sensitive and has an outcome on HR and G.* *The gender marker is used during the planning stage for humanitarian programs.* *In 2015, the Recovery and Peacebuilding Assessment Task Force introduced the gender mainstreaming checklist and joint programme concept note template to ensure gender is integrated in RPA joint programming at all stages. This has so far been the first UN joint effort to ensure consistency in mainstreaming gender in the Joint Programmes.* *With an approval of the Multi-Partner Trust Fund in October 2016 and revitalization of the RPA Task Force for the elaborated tools can be applied to ensure UN joint recovery and*

				peacebuilding efforts consistently integrate gender equality.
1.5 Communication and Knowledge Generation	*UNCAG workplan 2016; UNCAG report 2015; GTG workplan 2016; 2015 UN Country Team Report; advocacy materials and background evidence of joint planning or funding*	*a) UNCAG workplan visibly includes GE advocacy activities* *b) In 2015, UNCT with GTG leadership jointly conducted 16 days launch event and developed knowledge product (brochure and joint calendar of events); fast facts on gender and sub-page on gender on UN Ukraine website was added in 2015*	*Exceeds Minimum Standard*	*Both GTG workplan 2016 and UNCAG workplan 2016 have planned joint advocacy activities to highlight key gender issues. UNCAG is built around international days and only includes a plan to support 16 days campaign. While the GTG workplan has a more comprehensive approach, like development of joint advocacy messages etc. In 2015 with UN Women leadership, UNCT through GTG collaboratively conducted 16 days launch event and developed a calendar and a brochure.* *The first National Forum on Women Living with HIV/AIDS was organized with UNODC, UN Women, UNDP, UNFPA, UNAIDS and RC Office. Forum was supported by the joint communication campaign in*

				social media.

Dimension 2 – Monitoring and Evaluation

Indicator	Data and Evidence	Findings	Scoring	Explanation
2.1 UNDAF Monitoring	*UNDAF Reviews, minutes of Gender Theme Group Meetings, annual UNCT/RC Reports*	*UNDAF annual reviews and final evaluation assesses the progress against gender gender-specific results and outcomes*	*Approaches Minimum Standards*	*An UNDAF Monitoring & Evaluation (M&E) Group was not established. Progress review of gender outcomes and gender related indicators was carried out by the Gender Theme Group as verified by meeting minutes for the first years of UNDAF implementation. Gender theme group analysis and reports were integrated into UNCT/RC annual reports. 2016 Final UNDAF evaluation assesses the progress against gender-specific results and outcome.*
2.2 UN System M&E Expertise	*TOR for PMT Group* *2012-17 UNPF*	*No PF (UNDAF) M&E Group exists. The PMT has overall responsibility for M&E.*	*Missing*	*An UNDAF Monitoring & Evaluation (M&E) Group was never established. The UNCT had responsibility for overseeing M&E in the early years of the UNPF. The PMT was established*

				in 2016, and has responsibility for M&E. The PMT roles and responsibilities in the TOR include: "monitor and report on agencies' programmatic contribution to the implementation of the RC annual workplan", it does not include the responsibility for ensuring gender sensitivity in joint work nor provision of technical support

Dimension 3 - Partnerships

Indicator	Data and Evidence	Findings	Scoring	Explanation
3.1. Engagement with Women's Machinery	*Minutes of the meeting of the UNDAF Working Group on Governance (2010). Minutes of 2010 SPR and Validation*	*Women's machinery participated in UNDAF development process (2010 SPR and Validation), evaluation (but not monitoring). No involvement in the writing of the 2016 CA, but plans to be*	*Approaches minimum standards*	*The 2016 CA was conducted using secondary data. Consultations outside of the UN have not been included as part of the process as the time of this assessment, but plans for the SPG in November will include the validation of the CA and the*

	Workshop; 2016 CA.	*involved in the validation.* *Women's Machinery is defined as the Ministry of Social Policy (Department for Family and Gender Policy, Counter-human trafficking – previously under the Ministry of Family, Youth and Sports, the Ombudsperson Office (Commissioner for the Observance for the Rights of the Child, Non-Discrimination and Gender Equality) and the Parliament (Interparliamentary Caucus on Gender Equality – formed in 2012).*		*involvement of government agencies including the women's machinery.* *Monitoring exercises were essentially internal stocktaking that did not involve external agencies. The exception to this is the 2016 evaluation and some representatives from women's machinery were consulted including the Director of the Department of Family, Gender Policy and Counter-trafficking, Ministry of Social Policy.* *There is evidence on participation of line ministry in GTG meetings, but no formal system for this. Plans exist for a GTG retreat with government and CSO in December 2016.* *UN system was engaged with joint initiative with the Ministry.*
3.2. Engagement with	*RC Annual Reports; GTG report; 16-Days*	*The UN System has collaborated with at least one government agency (excluding the Women's Machinery)*	*Meets minimum*	*Post-CSW consultation on SDGs; IWD advocacy event (UN Women and UNFPA); 16-Days Campaign in 2015 involved circa*

Government on GEWE	*Campaign report (2015); SDG consultations report;*	*within the current UNDAF cycle for a joint initiative* ***and*** *The UN System has made at least one collective contribution within the current UNDAF cycle to strengthen the capacities of the Government to foster GEWE*	*standard*	*30 government and CSO partners and Parliament (GTG); Parliamentary Forum on Women, Peace and Security (UN Women and UNFPA support); UN Women and UNFPA are a part of the inter-governmental group on development of the new state Programme on Equal Opportunities (2017-2020) that addresses gender inequality.* ***and*** *trainings and guidance on SDG Goal 5 and GE targets and indicators in 2016 – led by RCO and UN Women*
3.3 Engagement with Women's/Gender Equality CSO	*UNDAF SPR and Validation Meeting minutes; 2016 UNPF Evaluation Report; 2012-17 UNPF Ukraine*	*One agency representing Women/Gender CSO participated in SPR and Validation Workshop.* *CSOs are indicated as partners in the partnership framework under outcome 4 in pillar 3.* *Women/Gender CSO were not consulted for monitoring, as*	*Missing*	*LaStrada is the only agency that evidence could be found of UNDAF planning involvement but there were fewer women/gender CSO in 2010.* *The 2016 CA was conducted primarily using secondary data. Consultations outside of the UN have not been included as part*

		these were essentially internal exercises. Women/Gender CSO were not consulted for the 2016 UNPF evaluation.		*of the process.* *Monitoring exercises were essentially internal stocktaking that did not involve external agencies. The exception to this is the 2016 evaluation, but women/gender CSO were not included in consultations.*

Dimension 4 – Leadership and Organizational Culture

Indicator	Data and Evidence	Findings	Scoring	Explanation
4.1 Leadership	*UNCT HOA agendas; UNCT HOA meeting minutes for past 12 months; RCAR; RC and HoA speeches or communications that champion GE*	*Gender equality is a regular agenda item of UNCT meeting, and is meaningfully addressed for UNCT HOA meetings* ***and*** *c) Resident Coordinator annual reporting covers the main gender-related results* *d) Resident Coordinator demonstrates leadership and public championing of gender equality on behalf of*	*Meets Minimum Standard*	*In 2016, Gender was referred to during six UNCT meetings out of eight UNCT meetings held during January – October, including two full-fledged updates and presentations delivered by the Gender Theme Group Chair (UN Women).* *Gender section is an integral part of the annual RC annual report since 2010 highlighting key UN system joint gender-related achievements and*

		the UNCT		*results.* *The UNRC and UN agencies' heads, including UNFPA, UNIADS, UNDP and UN Women, advocate for GEWE through delivering messages on various occasions, including high-level meetings and discussion fora.*
4.2 Organizational culture	*Survey results. Total of 246 respondents.*	*Survey results of staff perception of organizational environment for gender equality scored a positive rating of 50-65%.*	*Approaches Minimum Standard*	*Average aggregated responses across the 10-question survey showed personnel gave a positive rating for 62% of the answers; a neutral rating for 22%; and a negative rating for 15%.*
4.3 Gender Parity	*Consolidated, sex-disaggregated staffing data for UNFPA, UNWomen, WHO, UNAIDS, UNDP, OHCHR, ILO, FAO, IOM, UNHCR, WFP, UNICEF*	*The UN Country Team has in place the architecture for monitoring representation of women and men at the level of country team.*	*Approaches Minimum Standard*	*The inter-agency Human Resources Working Group was newly established at the time of the exercise. It provides a mechanism for monitoring gender parity. Consolidated data collected for this exercise may serve as a baseline for future monitoring. Most agencies monitor at individual agency level.*

				Assessment found that women comprise 52 percent of General Service Staff (168 of 325) and 44 percent of senior staff (28 of 63) defined as NOC and P4 and above for those agencies that submitted data (data from OCHA missing).

Dimension 5 – Gender Architecture and Capacities

Indicator	Data and Evidence	Findings	Scoring	Explanation
5.1 GTG Membership	*GTG TORs (before 2015 and after); List of UN GTG members; GTG AWP 2016; GTG 2015 Report and 2016 mid-year progress report.*	*Meets the below three criteria:* *a)Majority of GTG members have their contributions to the group reflected in their performance reviews.* *b)GTG includes participation from 15 resident UN agencies/out of 18.* *e)GTG involves external*	*Meets minimum standard*	*To strengthen the GTG membership, all members and the management of the agencies should be strongly advised to reflect the GTG work in the performance review processes, and include at least 50% senior staff (P4 or equivalent and above) to the GTG.* *Of those who responded to the request for information, 8 GTG group members have their contributions reflected in the performance review, and 5 did*

		stakeholders as strategic partners (Ministry of Social Policy, development partners and NGOs).		*not. This raised awareness within the group for the need to make adjustments for those that did not yet include this job in their PR.* *WB, IFC and IMF active participation is still missed. Technically, IFIs are not a part of the UNCT. Focus has been on the internal process of setting up and strengthening of UNCT GTG. In parallel UN Women and UNFPA participate in the on-going discussion with EU and Sida on the format and membership of the donors' coordination group . Plans are in place at the year-end to discuss the potential for expanded membership and how to align it with the donors' group, which has an ambition to engage government and CSOs (as well as we do in the GTG). GTG includes GBV sub-cluster coordinator, cooperates with the UN Communication Group, and GTG should review a list of other acting cross-cutting groups (e.g. outcome results groups, UNCG, M&E group) and invite them to*

				join the GTG membership if linkages are not there.
5.2 GTG Operations	*GTG TORs (before 2015 and after); GTG AWP 2016; GTG 2015 Report and 2016 mid-year progress report; GTG meeting minutes; report of the GE, RBM & UNDAF for GTG & UNDAF focal points.*	*GTG has a TOR (revised in October 2015) and 2016 annual work plan that includes resource and responsibility designation (approved by UNCT)* *and* *Meets the below three criteria:* *a) GTG meets regularly (5 times in 2015 and 5 meetings between January and September 2016).* *b) GTG has made substantive input into the key steps of the UNDAF by contributing to the UNDAF Country Analysis (finalization is in progress). Previous UNDAF, GTG assisted with M&E.* *c) GTG has coordinated at two initiatives in the 2015 and 2016 that targeted gender inequality in the country in line*	*Exceeds minimum standard*	*To strengthen the role of GTG to effectively supporting the UNCT in stepping up its work on advancement of gender equality, in October 2015 the membership base was revised and HoA re-appointed GTG members; a focus of GTG priority areas of work sharpened and three key GTG areas/outputs formulated 1) capacity development of GTG, UNDAF WGs, and other inter-agency mechanisms, such as RPA Task Force, to facilitate coordinated delivery on gender mainstreaming; 2) Coordinated UNCT support to the government to deliver on key gender commitments and to the CSOs in holding government accountable; and 3) streamlining UNCT joint advocacy to highlight key gender issues, which will inform GTG planning for 2016 onward.* *One of the key results achieved*

		with SDG priorities including SDG 5 including: a) mobilized circa 30 national and international partners for advocacy on prevention and response to GBV under the framework of the UNSG Campaign UNiTE to End Violence against Women. As a result, UN GTG developed a joint calendar of more than 100 events implemented during the Campaign.		*by UN GTG was the strengthened UN convening power (e.g mobilization of 30 government and CSOs for implementation of a nation-wide 16-Days Campaign under the framework of UNiTE (launched in November 2015). As a result of this coordinated effort, more than 110 art performances, awareness raising, advocacy, training events were organized across the country.*
5.3 Capacity Development	*United Nations Ukraine Country Team Gender Theme Group (GTG) Learning Needs Analysis, 2016*	*A capacity assessment of UN staff to analyze and address gender inequality is undertaken at least once per UNDAF cycle (to understand the gender-related knowledge and assess gender-focused capacity gaps/learning needs of UNCT GTG Learning Needs Assessment (LNA) was conducted in 2016. However, the assessment was targeted at the UNCT GTG members only and did not cover all UN staff in the country.*	*Approaches minimum standards*	*While there is no coherent and systematic capacity assessment of all UN staff to analyse and address gender inequality, there is a capacity assessment and capacity development plan for the UNCT Gender Theme Group. The GTG Learning Needs Assessment was conducted in 2016 to understand the gender-related knowledge, assess gender-focused capacity gaps and identify learning needs of UNCT GTG. Based on the LNA, UN Gender Theme Group*

		a) A capacity development plan based on the capacity assessment is established or updated at least once per UNDAF cycle: based on the LNA, UN Gender Theme Group Capacity Development Plan for 2016-2017 was developed. *b) Targets of gender capacity development plan are on track (the targets of the GTG capacity development plan are regularly tracked and discussed at the GTG meetings).*		*Capacity Development Plan for 2016-2017 was developed.* *The capacity development activities include both the mandatory gender specific UN courses ("Gender, UN Coherence and You", "I Know Gender: An Introduction to Gender Equality for UN staff"), as well as targeted training focusing on specific needs ("Integration of Gender Equality and Women's Empowerment perspective to the context of Sustainable Development Goals nationalization", "Gender Equality and M&E").* *The UN country team has no unified induction package for new staff; specific gender-oriented trainings are included into the mandatory agency-specific training packages.*

Dimension 6 – Resource Tracking and Allocation

Indicator	Data and Evidence	Findings	Scoring	Explanation
6.1 Resource Tracking and Allocation	*Data tracking system; evidence of utilization of data in reports, RCAR, planning, monitoring*	*The UNCT does not have in place a system to track and utilize some country-level budgetary data to ensure adequate allocation of resources for GEWE*	*Missing*	*There is no tracking annual expenditures by outcome level in the ongoing UNDAF. Gender markers are used by some of the agencies, but data is not consolidated and at times is not available. While there is a gender section in RCAR, the resource tracking is not carried out.*

Dimension 7 - Results

Indicator	Data and Evidence	Findings	Scoring	Explanation
7.1 Country Level Results	*UNDAF 2012-2017 evaluation report, MDGs Ukraine 2000-2015 report, state statistics office data, 2016 CEDAW report* *UNPF 2012-2017; GWG meeting minutes (2012-10-16)*	*<u>Option B</u>* *Not able to meet 'approaches minimum standards' The UN System has contributed to achieving country-level gender results in line with SDG/MDG priorities including SDG 5/MDG Goal 3 as planned in the UNDAF. Extra efforts are required to ensure*	*Missing*	*Outcome 4 under Performance Area 3 on Governance: Government facilitates the participation of women in public, economic and political life. Associated analysis and indicators focus on women's economic empowerment and political representation at the national level.* *Baseline was women's economic*

	International Parliamentary Union. Women in National Parliaments, 2016. *http://www.ipu.org/wmn-e/classif.htm*	*achievement of planned results at the end of the UNDAF cycle.* *While there is evidence of some progress in women's representation, ,targets set for parliament (30%), local authorities (50%) were not met. Targets for senior civil service (30%) were met at 31% in 2015.* *The UN contributions toward marginal gains were generally within individual agencies, rather than the system as a whole UNPF plans, in general, with altered from 2014 onward by the need to focus attention on the crisis.* *Plans to focus on women's economic empowerment did*		*opportunity ranking (2010) 54 out of 113 to move to 34 out of 113. 2012 data put Ukraine at 57 out of 128. Pilot index was discontinued after 2012. No agency took lead for this indicator, and agencies agreed they were not actively working toward women's economic empowerment.* *UNPF evaluation concluded that women's economic participation and pay have been negatively affected by the crisis and have not received adequate attention as yet.* *MDGs 2010-2015 report showed small gains with representation of women in politics, but generally deemed MDG 3 an area of ongoing challenge where goals were not met.* *Gradual upward trend in the number of women in Parliament of Ukraine observed, but the country ranks 145 out of 192 ranked countries in 2016 according to IPU data.* *Representation of women in local*

		not eventuate and the indicator was recommended by the gender working group in 2012 to be dropped from the UNPF results framework.		*councils (11 out of 22 city councils compared to 2010). The representation of women in oblast councils reached 15% which shows slight improvement comparing to 12% of seats gained by women in 2010. Far from the goals of 50%.* *Gender parity at top level of public administration positions. The target value for this indicator has been reached to a great extent. As of 2015, women constituted 30.9 % among executive civil servants of categories 1 and 2, i.e. almost one-third of top executives involved in decision-making at the highest state level.*

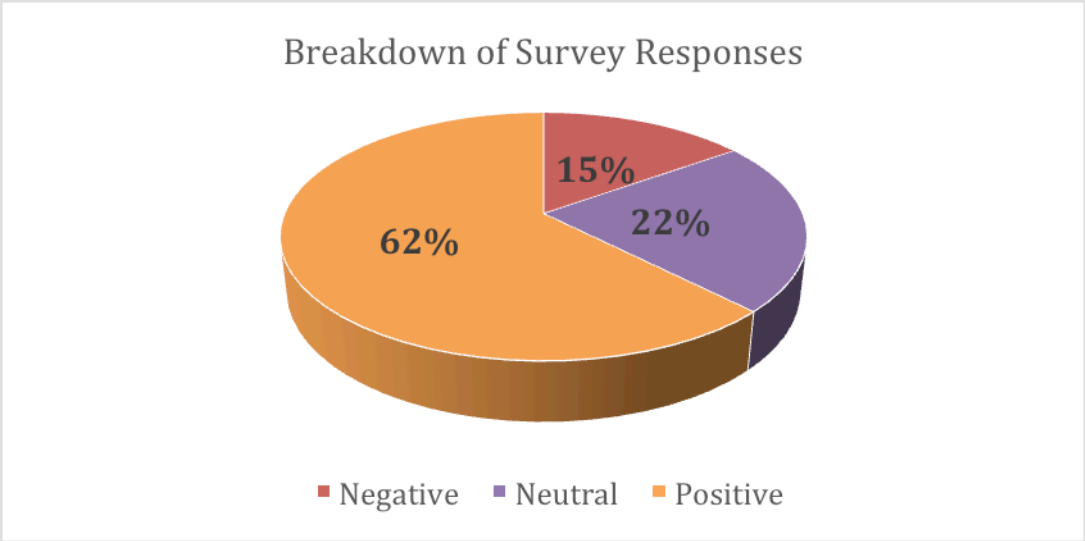
Annex C – Organizational Culture Staff Survey Results

Ukraine

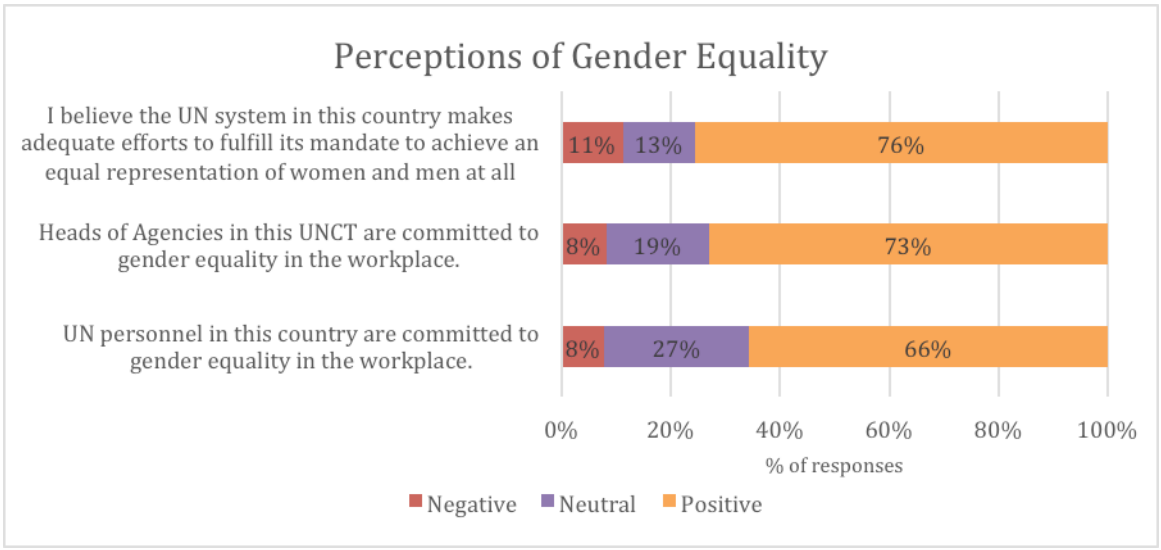
Survey opened 25-28 October 2016

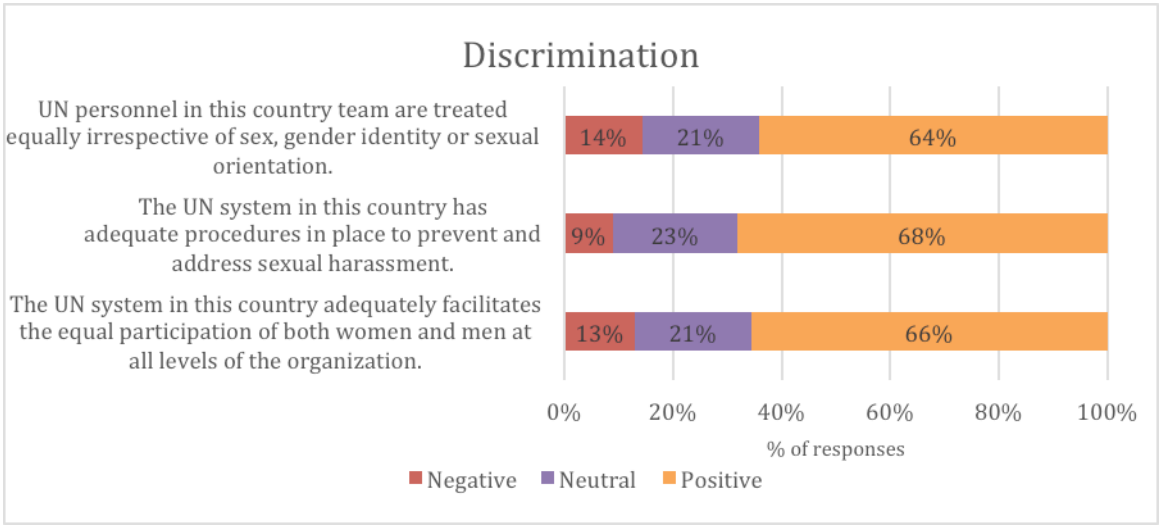
All responses were online, web-based.

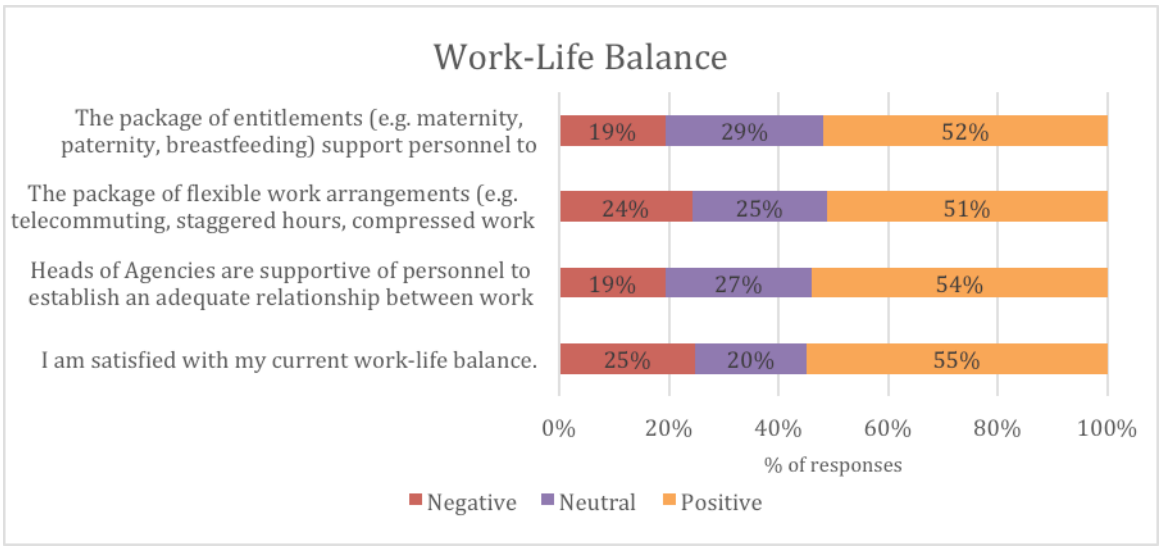
Total responses: 246[9]



[9] Based on the estimated personnel size of 1300, a minimum of 221 responses were needed to ensure a confidence interval of 6. Therefore, we can be confident that responses are representative of the larger population plus or minus six percentage points.
http://www.surveysystem.com/sscalc.htm#one


Perceptions of Gender Equality
I believe the UN system in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all
Heads of Agencies in this UNCT are committed to gender equality in the workplace.
UN personnel in this country are committed to gender equality in the workplace.
11%
13%
76%
8%
19%
73%
8%
27%
66%
0%
20%
40%
60%
80%
100%
% of responses
Negative
Neutral
Positive


Discrimination
UN personnel in this country team are treated equally irrespective of sex, gender identity or sexual orientation.
The UN system in this country has adequate procedures in place to prevent and address sexual harassment.
The UN system in this country adequately facilitates the equal participation of both women and men at all levels of the organization.
14%
21%
64%
9%
23%
68%
13%
21%
66%
0%
20%
40%
60%
80%
100%
% of responses
Negative
Neutral
Positive


Work-Life Balance
The package of entitlements (e.g. maternity, paternity, breastfeeding) support personnel to
19%
29%
52%
The package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work
24%
25%
51%
Heads of Agencies are supportive of personnel to establish an adequate relationship between work
19%
27%
54%
I am satisfied with my current work-life balance.
25%
20%
55%
0%
20%
40%
60%
80%
100%
% of responses
Negative
Neutral
Positive

Annex D - Action Plan Ukraine (draft)

UNCT SWAP-Scorecard – November 2016

Action	Responsibility	Required Resources and source	Timing	Explanation and links to SWAP-Scorecard assessment
Comprehensively integrate gender into the new UNDAF in line with UNDG standards: • at least one outcome area to focus on GE with mainstreaming in others (exceeds standards); • at least one-third of indicators are gender sensitive (meets standards) Ensure in-house sectoral specialists with gender expertise sit on each pillar	PMT to oversee with support from GTG	No additional financial resources	Immediate 2016+, in line with UNDAF planning processes	Action will improve standing against indicator 1.2 UNDAF Outcomes (from 'meets' to 'exceeds' minimum standards) and 1.3 UNDAF indicators (from 'missing' to 'meets' minimum standards). Sound planning and targeting should ultimately lead to better results (indicator 7.1)

Action	Responsibility	Required Resources and source	Timing	Explanation and links to SWAP-Scorecard assessment
group and have clear guidelines for GM.[10]				
Adjust M&E group TORs to include GM in joint M&E frameworks; Build capacities of M&E group to mainstream gender with training on gender sensitive indicators (training, tools provision and hands-on practice).	PMT to oversee with technical support from GTG and M&E Group	Training costs cost-shared by agencies or covered by RCO	2016 during the design of the UNDAF results framework	Comprehensive gender-sensitive monitoring will help guide processes toward clearer results. This addresses weaknesses in UNPF and other joint monitoring frameworks, and can improve scores on indicator 1.3 UNDAF Indicators, 2.1 UNDAF Monitoring and 2.2 UN System M&E Group
Engage women's machinery and gender/women CSO in all stages of UNDAF (strategic planning, prioritization,	PMT, UNDAF Pillar Groups, GTG and RCO	No additional financial resources	Immediate 2016 for planning and prioritization; 2018+ for monitoring.	Better system wide engagement with women's machinery and gender/women CSO can move indicators 3.1 and 3.3 to 'approaches

[10] Refer to Interim UNDAF Guidance (2016) https://undg.org/wp-content/uploads/2016/05/Interim-UNDAF-Guidance-2016.pdf and "Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level" (2014) https://undg.org/wp-content/uploads/2015/03/Resource-Book-for-Mainstreaming-Gender-in-UN-Common-Programming.pdf.

Action	Responsibility	Required Resources and source	Timing	Explanation and links to SWAP-Scorecard assessment
M&E)				minimum standards' and may ultimately positively impact of indicator 7.1 Results.
Utilize budgetary data generated against gender outcome area(s) in the new UNDAF to provide an annual indication of gender-focused spending. or Compile gender marker data from those agencies that have a system, and utilize data to track annual gender programming expenditures (indicative picture).	UNCT HOA, Pillar Groups and RCO	No additional financial resources	First reporting by end of 2018 financial year	Tracking would help ensure adequate resources are dedicated to GEWE. This would move indicator 6.1 on resource tracking/allocation from 'missing' to 'approaches minimum standards'.
Strengthen GTG membership in line with	GTG with support from	No additional financial	2017+	Strengthened GTG membership should

Action	Responsibility	Required Resources and source	Timing	Explanation and links to SWAP-Scorecard assessment
UNDG standards: • Ensure more members have GTG contributions included in performance reviews • Monitor membership makeup and target 50% senior staff • Review cross-cutting interagency groups to ensure representation and linkages between all groups with the GTG. • Expand GTG engagement to CSOs, government, donors and IFIs	UNCT HOA	resources		impact positively across indicator areas (including under dimension 3 Partnerships), and move indicator 5.1 toward 'exceeds minimum standards'.
Institutionalize regular monitoring of gender	Interagency Human Resources Group	No resources required	2017+	This should be built into regular reporting. Need to discuss how it will feed

Action	Responsibility	Required Resources and source	Timing	Explanation and links to SWAP-Scorecard assessment
parity				into RCAR or other formats. Monitoring will allow for flagging of any increases in parity, and strategies to address. This will ensure that indicator 4.3 on gender parity maintains the 'approaches' rating and can move toward meeting minimum standards.