



UNITED NATIONS
NEPAL



GENDER SCORECARD

UNITED NATIONS COUNTRY TEAM

2019

LIST OF ACRONYMS

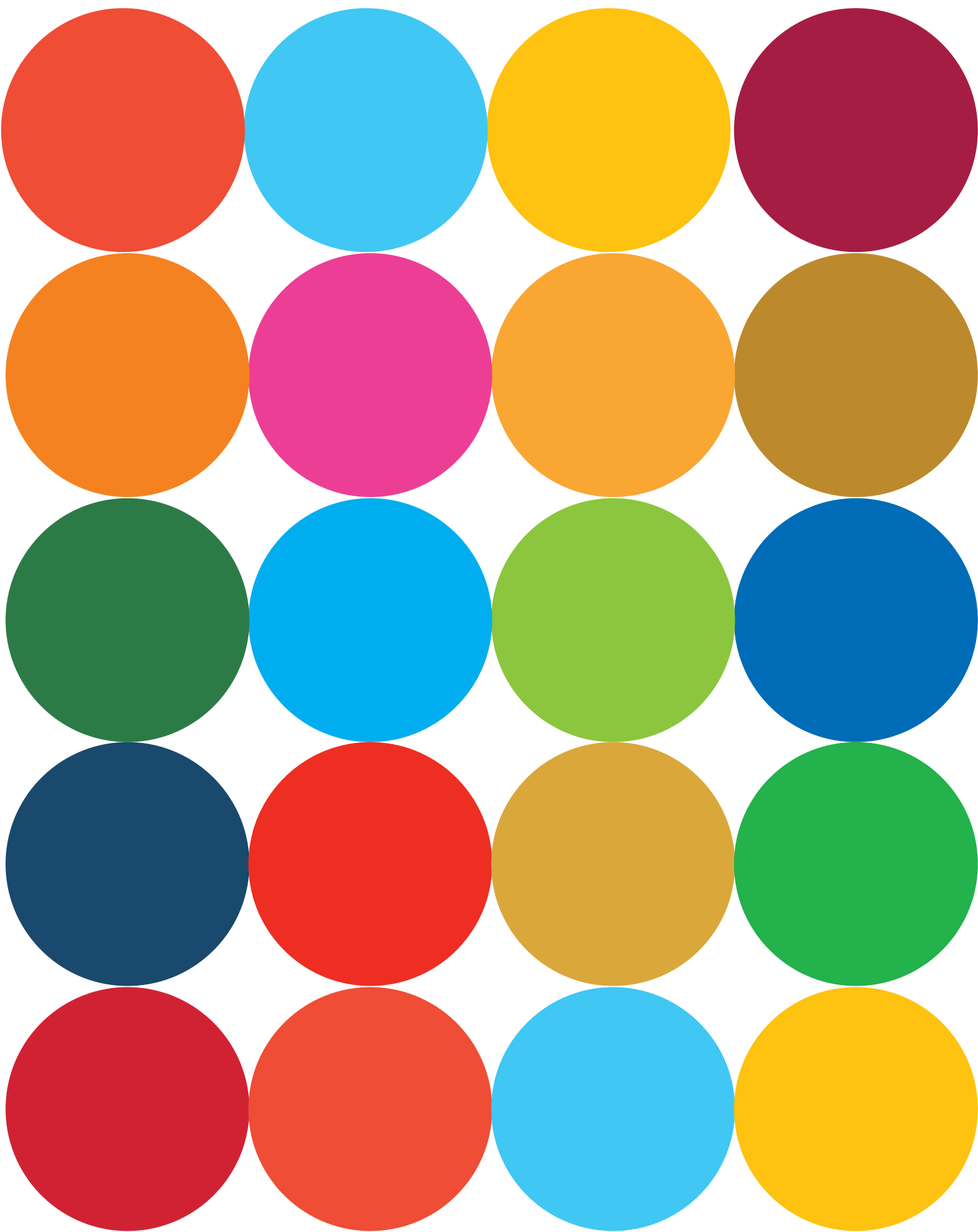
AWP	Annual Work Plan
CCA	Common Country Assessment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	Civil Society Organization
GE	Gender Equality
GEEW	Gender Equality and Empowerment of Women
GTG	Gender Theme Group
HoA	Head of Agency
IAT	Inter-Agency Task Team
LGBTI	Lesbian, Gay, Bisexual, Trans, and Intersex
RC	Resident Coordinator
RCO	Resident Coordinator's Office
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-based Violence
SOGI	Sexual Orientation and Gender Identity
UNCT-SWAP	United Nations Country Team System Wide Action Plan
UNCG	United Nations Communications Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UPR	Universal Periodic Review



TABLE OF CONTENTS

FOREWORD.....	
BACKGROUND.....	7
METHODOLOGY.....	7
COUNTRY CONTEXT.....	8
FINDINGS.....	8
MAIN RECOMMENDATIONS FOR ACTION PLAN.....	10
FINDINGS OVERVIEW BY DIMENSION AREA.....	11
CONCLUSION.....	19
EXAMPLES OF TAKING FORWARD SCORECARD	
RECOMMENDATIONS – BEST PRACTICES FROM NEPAL.....	20
ANNEX A – SCORECARD ACTION PLAN.....	21
ANNEX B – UNCT-SWAP GENDER EQUALITY SCORECARD	
FINDINGS BY INDICATOR.....	26
ANNEX C – ORGANIZATIONAL CULTURE SURVEY RESULTS	46
ANNEX D – INTER-AGENCY TASK TEAM MEMBERS.....	49

FOREWORD



The work of the United Nations Country Team (UNCT) in Nepal is guided by the Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development. Underpinning the SDGs is the principle of leaving no one behind, particularly those who are traditionally marginalized. Gender equality and empowerment of women (GEEW) lies at the heart of this principle, with many women in Nepal continuing to face disadvantages and challenges in enjoying equal rights as men.

GEEW is also one of the priority areas for UNCT's work and the United Nations Development Assistance Framework 2018-2022 speaks to its commitment: *"The UNCT strongly believes gender equality and social inclusion are not only fundamental human rights, but a necessary foundation for a peaceful, prosperous and sustainable Nepal."* The UNCT in Nepal continues to invest efforts in inclusive development, with the aim to identifying and addressing the multiple and differing forms of marginalization experienced by the persons and communities we serve in Nepal. To do so, the UN must take conscious steps in strengthening the gender responsiveness of the planning, budgeting, implementation and monitoring of all our areas of work.

Improvement requires reflection, not only on the results and impact of the activities, but also on the process. The UNCT System-wide Action Plan (SWAP) Gender Equality Scorecard (GE Scorecard) allows us to do this – to comprehensively and critically examine to what extent we, as the UN, are fulfilling our commitments to GEEW and the principle of leaving no one behind; to recognize both our strengths and shortcomings; and to identify how best we can improve.

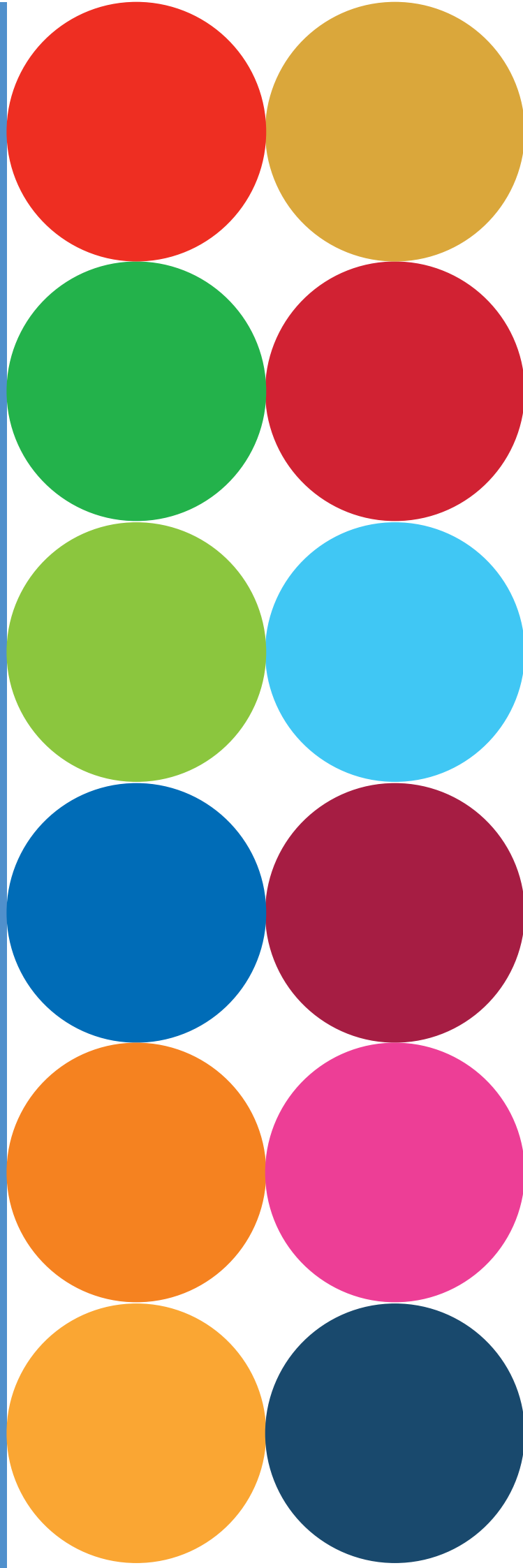
The GEEW agenda is designed to be owned by every agency, working group and member of the UN in Nepal. The UNCT in Nepal has gone beyond the global guideline on the Gender Scorecard and taken a highly participatory approach. It encouraged colleagues across sectors and areas of responsibility to reflect on how GEEW was integrated in their respective work, including administration, communications, M&E, operations, human resources and programming. This participatory engagement has fostered a sense of collective ownership of the process and results. A year after the exercise, I am excited to see that the resolve to implement recommendations goes beyond those traditionally tasked with the responsibility of taking forward the GEEW agenda. This is exemplified by the efforts of the Operations Management Team and HR Task Force, which included scorecard recommendations in their annual work plan, initiation of quarterly tracking of gender parity and diversity numbers, and the organization of a workshop to share best practices in addressing parity. Another unique example is the Gender in Communications training organized by the offices of UN Women Nepal and Asia and Pacific for the UN Communications Group, which was the first of its kind in the region. In both the assessment and the implementation of the recommendations, I would like to acknowledge the leadership and of UN Women as well as the enthusiastic support provided by all colleagues who participated in this exercise.

To support Nepal in achieving gender equality, the UN must also strengthen its accountability for GEEW. As the UNCT we will continue to reflect, review and improve. This is our commitment to Nepal as we do our part in advancing an inclusive society, in which all persons, irrespective of their gender can live a life free of discrimination.



Ms. Valerie Julliard
United Nations Resident Coordinator, Nepal

GENDER SCORECARD REPORT



BACKGROUND

The United Nations Country Team-System Wide Action Plan (UNCT-SWAP) on Gender Equality (GE) Scorecard is a standardized assessment of UN country-level gender mainstreaming practices and performance that is aimed at ensuring accountability of senior managers and improving UNCT performance. The framework is designed to foster adherence to minimum standards for gender equality processes set by the United Nations Development Group (UNDG). The UNCT-SWAP GE Scorecard focuses on the performance of the UN system as a whole in the country, 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 Gender Equality and Empowerment of Women (GEEW) results at the country level.

While 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), it was updated to align with the Sustainable Development Goals (SDGs) and harmonized with the UN-SWAP to strengthen accountability for gender mainstreaming and development results at the country level.

The UNCT-SWAP GE Scorecard supports UNCTs to reach those most in need, while strengthening coordination, transparency and accountability to GEEW. It encourages UNCTs to work collaboratively and empowers managers and teams to improve GE performance. It also broadens areas of work that support implementation of [the Secretary-General's commitment to gender parity](#)¹.

METHODOLOGY

The UNCT-SWAP GE Scorecard measures gender mainstreaming in the UN common programming processes across seven dimensions and fifteen indicators. The seven dimensions are: planning and programming, monitoring and evaluation, partnerships, leadership, gender architecture and capacities, resources and results. In Nepal, ownership was assured through the commitment from the Resident Coordinator and UNCT. The scorecard assessment process began with presentations to the UNCT by the Coordinator of the assessment (Aino Efraimsson) and the Representative of UN Women (Wenny Kusuma) and the nomination of the multi-disciplinary Inter-Agency Team (IAT). The IAT comprised of 12 members (five men, seven women) from UN Women, ILO, RCO, UNDP, UNFPA, and UNICEF. The entire IAT and assessment process was supported by an International Gender Specialist (Roberta Clarke), who guided the team and ensured quality of results. The IAT carried out a participatory self-assessment based on document review and a series of dialogues and validations in relevant inter-agency working groups in order to rate the UNCT for each indicator. The IAT members worked to provide a rationale and supporting evidence for each rating. Team discussions and consensus building over the assessment process helped minimize subjectivity and improve the reliability and quality of findings. The names of the UNCT-SWAP GE Scorecard team members can be found in "ANNEX D – Inter-Agency Task Team Members"

The report narrative provides a set of recommendations from the International Gender Specialist based on the work of the IAT as well as additional key informant interviews with the Resident Coordinator, Heads of Agency and other key stakeholders. The UNCT-SWAP GE Scorecard Action Plan approved by the UNCT in February 2019 is presented in "ANNEX A – Scorecard Action Plan".

This is a living document with regular updates on progress. The current report includes the original report from the assessment in September 2018 as well as an update as of September 2019.

1 System-wide strategy on Gender Parity Strategy (2017)

COUNTRY CONTEXT

The UNCT-SWAP GE Scorecard assessment was conducted in Nepal in September 2018, nine months into the implementation of the 2018-2022 United Nations Development Assistance Framework (UNDAF) cycle. This UNDAF plan outlines assistance in four outcome areas:

- Outcome 1:** Sustainable and inclusive economic growth
- Outcome 2:** Social development
- Outcome 3:** Resilience, disaster risk reduction and climate change
- Outcome 4:** Governance, rule of law and human rights

These are consistent with the Sustainable Development Goals (SDGs), Government of Nepal's Fourteenth Plan and international human rights norms and standards to which Nepal is a party. The UN system in Nepal comprises of 17 agencies and two non-resident agencies². Currently, the Resident Coordinator and four heads of agencies are women³.

The current UNDAF is also informed by the lessons learned from the UNDAF 2013 – 2017. No reference is made to the Gender Scorecard Exercise of 2013 as an input into the construction of the UNDAF. In the previous scorecard, the UNCT received an average overall rating of 3.6 out of 5, scoring highest in quality control and accountability and M&E (4.0) and lowest in budgeting (3.0) and partnerships (3.3).

In 2013, the strengths of the UNCT's work were found to be its intersectional analyses grounded in human rights, gender equality, and social inclusion. The resulting programmatic approaches in the UNDAF emphasized collaboration with diverse actors. The Gender Theme Group (GTG) was acknowledged for its advocacy of a system wide approach to address all forms of social discrimination which intersect with gender equality.

Eight of ten outcomes of the UNDAF 2013-2017 were analyzed as having strong components addressing gender inequalities and mainstreaming. Over one third of the output indicators were gender sensitive. The assessment found that the UN Agencies were following corporate gender policies and gender mainstreaming was considered part of the programming principles.

The preparation of the UNDAF 2018-2022 (a key component of the gender scorecard exercise) was informed by the evaluation of the previous UNDAF which was assessed as insufficiently focused, under-implemented and inadequately resourced. The UNDAF 2013-2017 evaluation did not reflect how the UNDAF

² The UN system in Nepal includes: FAO, ILO, IMF, IOM, OHCHR, UN-HABITAT, UN Women, UNDP, UNFPA, UNHCR, UNICEF, UNODC, UNOPS, UNRCO, UNV, WFP, WHO, World Bank. Some agencies, funds and programs have formal representation while others support from regional or headquarter levels.

³ As of August 2019, seven of 21 no of Heads of Agency are women

advanced GE.

The previous UNDAF implementation was forestalled by the 2015 earthquake and the imperative of disaster response management and support to the government and people of the affected areas of Nepal. These considerations therefore informed the decisions of the UNCT to develop an UNDAF which is articulated only at the outcome level.

This 2018 scorecard exercise takes the 2013 assessment as the point of reference for further strengthening of the UNCT's approach to ensuring GEEW.

FINDINGS

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

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

The United National Development Group (UNDG) guidance encourage UNCTs to achieve 'meets minimum standards' across indicator areas. However, meeting minimum standards is a starting point from which UNCTs should deepen their efforts to exceed minimum standards. UNCTs are scored depending upon which criteria they meet as laid out in each indicator. If UNCTs fail to meet the criteria under 'approaches minimum standards', the indicator is scored as 'missing minimum standards'. An indicator may score as 'missing minimum standards' even where achievements have been made, if it fails to reach the criteria set forth in 'approaches minimum standards'.

The overall results reveal that UNCT Nepal has met or exceeded minimum standards for 11 of the 15 indicators. Three indicators score as approaching minimum standards, and two is missing the minimum standards (FIGURE 1).

FIGURE I | SUMMARY OF RATINGS

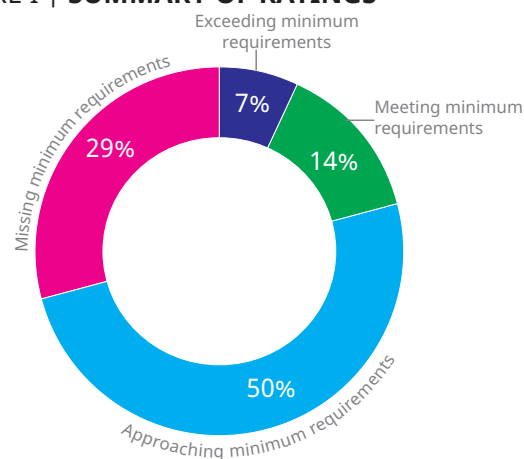


TABLE 1 | SUMMARY OF SCORES

INDICATOR 1 - PLANNING					
1.1	Common Country analysis integrates gender analysis	Meets Minimum Requirements			
1.2	Gender equality mainstreamed in UNDAF Outcomes	Meets Minimum Requirements			
1.3	UNDAF Indicators measure change in gender equality	Exceeds Minimum Requirements			
INDICATOR 2 - PROGRAMMING AND M&E					
2.1	Joint programmes contribute to reducing gender inequalities	Meets Minimum Requirements			
2.2	Communication and advocacy address areas of gender inequality	Approaches Minimum Requirements			
2.3	UNDAF M&E measures progress against gender equality results	Approaches Minimum Requirements			
INDICATOR 3 - PARTNERSHIPS					
3.1	UNCT collaborates with government on GEEW	Exceeds Minimum Requirements			
3.2	UNCT collaborates and engages with women's/gender equality CSOS	Exceeds Minimum Requirements			
INDICATOR 4 - LEADERSHIP AND ORGANISATIONAL CULTURE					
4.1	UNCT Leadership is committed to championing gender equality	Exceeds Minimum Requirements			
4.2	Organizational culture fully supports promotion of gender equality and the empowerment of women	Meets Minimum Requirements			
4.3	Gender parity in staffing is achieved	Missing minimum requirements			
INDICATOR 5 - GENDER ARCHITECTURE AND CAPACITIES					
5.1	Gender coordination mechanism is empowered to influence the UNCT on GEEW	Meets Minimum Requirements			
5.2	UNCT has adequate capacities developed for gender mainstreaming	Meets Minimum Requirements			
INDICATOR 6 - RESOURCES					
6.1	Adequate resources for gender mainstreaming are allocated and tracked	Missing Minimum Requirements			
INDICATOR 7 - RESULTS					
7.1	UN programmes make a significant contribution to gender equality in the country	Meets Minimum Requirements			

MAIN RECOMMENDATIONS FOR ACTION PLAN

1 GENDER RESPONSIVE AND TRANSFORMATIVE PROGRAMMING AND ADVOCACY

1.1 Develop UNCT Gender Mainstreaming Guidance and Action Plan

1.2 Develop leaving no one behind strategy

1.3 Ensure data disaggregation in planning and monitoring of UNDAF and that Joint Workplans are gender responsive

1.4 Use findings of the harmful practices desk review and survey to inform a more coherent approach of the UNCT to addressing harmful practices

1.5 Further strengthen gender coordination mechanisms to support the gender responsive implementation of the UNDAF

2 PROMOTION OF GENDER EQUALITY ACROSS THE UN SYSTEM, INCLUDING THROUGH ACHIEVEMENT OF GENDER PARITY

2.1 Take active steps to achieving gender parity across all levels

2.2 Promote a working environment where all personnel are free from gender-based discrimination and harassment

3 GENDER RESPONSIVE COMMUNICATION AND ADVOCACY

3.1 Strengthen the capacity of the UN Communications Working Groups to carry out gender sensitive communication

FINDINGS OVERVIEW BY DIMENSION AREA

PLANNING

INDICATOR 1.1 COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS

The UNCT met minimum standards in the incorporation of gender analysis in the Common Country Assessment (CCA). Progress in advancing equality in the Constitution and in laws and policies is outlined and improvements in political participation and gender parity in education, particularly at primary and secondary levels, are highlighted. However, the CCA reiterates that gender inequality structures both in the public and private spheres as manifested in the sexual division of labour and the perpetuation on a range of socio-cultural practices predicated in notions of masculine authority and dominance and women's submissiveness.

The CCA outlines areas where work should focus. These are: elimination of discrimination in laws and in particular citizenship laws; gender statistics; economic opportunity; sexual and gender-based violence (SGBV); and harmful practices. The CCA, however, is missing a robust analysis of the root causes of gender inequality and says little about social and cultural norms which have to be transformed to make equality a lived reality and to ensure that state meets its obligations to protect, respect and fulfil women's rights. Insufficient attention is given to the relational dimension of gender inequality and to masculinist ideologies that shape and can constrain the development of relationships of men and boys with women, girls and gender minorities at the individual, community and national levels. Such an analysis may have drawn attention to social norms change as an objective to be embedded in UNDAF outcomes.

Still, rights-based cultural transformations are implicated in a number of outcome indicators, and in particular aspects of work which address access to sexual and reproductive services, reduction in the hours of women's unpaid work, ending SGBV and advancing women's representation in the public sphere.

The CCA does include an intersectional analysis, identifying a range of vulnerable groups experiencing multiple discriminations. However, gender analysis of the 'within group' power relations could be strengthened as this would give better guidance on the gendered nature of responsibilities, access to resources and enjoyment of human rights around which programming would have to be structured.

Another area where the analysis could have been stronger is in the areas of Sexual Orientation and Gender Identities (SOGI), particularly as Nepal is one of the few countries globally to recognize the third gender and rights of sexual and gender minorities in the Constitution. What for example, are the impediments, if

any, to such self-identification across caste, ethnic and geographic diversities? There is also little SOGI analysis of the realisation of human rights and access to services.

INDICATOR 1.2 GENDER EQUALITY MAINSTREAMED IN UNDAF OUTCOMES

The Nepal UNCT meets minimum standards in mainstreaming gender equality in UNDAF outcomes because there is good evidence of gender mainstreaming. However, it is to be noted that whilst the government in the 14th Plan highlights gender equality as a priority, the UNDAF does not have a gender-targeted outcome. Rather the decision was made to advance gender equality through the mainstreaming approach.

To achieve the rating of exceeded minimum requirements in gender mainstreaming at the stage of planning, GEEW should be visibly mainstreamed across some outcome areas. In addition, the UNDAF should contain at least one gender-targeted outcome, signaling that the principal purpose "is to advance gender equality and the empowerment of women, with a clear link to the SDGs, including SDG 5"⁴.

This combination of mainstreaming and targeting is recognized as a best practice as it allows UNCTs to incorporate gender analysis and indicators to ensure that the UN's work takes into account the differential realities of women, men, boys and girls in meeting developmental outcomes on the basis of substantive equality. By adopting a targeted approach, UNCTs signal that gender inequality has a causal and structural dynamic of its own, with material and social norms components. This dynamic impedes women's and girls' access to development and empowerment and as such specific approaches and sustained attention are required. Having a gender-targeted outcome also has a normative function, as in doing so, the UN legitimizes and centers the demand for action to end discrimination and disparities.

The outcome indicators reflect some level of integration of developmental, empowerment and non-discrimination goals which are all necessary for transformative change in relation to gender equality.

Still one consequence of the absence of a gender-targeted outcome is that the theory of change (either implicit or explicit) for realizing gender equality and women's rights is not readily evident, even though it is widely acknowledged that the political and social culture remains male dominated in both the public and private spheres in a way that limits women's voice, choice and safety. Another possible limitation of not having such a gender-targeted outcome is that the UNCT may miss opportunities to work in a systematic way to strengthen capacities and political will to implement the

4 UNCT-SWAP GE Scorecard. Performance Indicators for Gender Equality and the Empowerment of Women for UNCT Framework & Technical Guidance. 2018

range of constitutional and legal guarantees that have significantly advanced the normative agenda around equality in Nepal.

In the four outcomes, there is direct applicability to the challenges identified in the CCA – advancing women’s economic empowerment, ending SGBV, improving access to basic services and improving women’s participation and representation in the public sector.

The UNDAF outcome indicators on social development address access to health, education, water and sanitation. There are also two UNDAF indicators which have more obvious social norms dimensions (related to ending child marriage and SGBV) but even here there is a focus on improved access to services. There are also openings in Outcome 4 (governance, rule of law and human rights) to support gender mainstreaming institutional capacity in the public sector, at federal, provincial and local levels.

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Recommendation: The GTG should lead the UNDAF Working Groups in the development of a system-wide plan on gender mainstreaming of the UNDAF implementation. This might include coordinated capacity strengthening in gender analysis, implementation and monitoring with a dual emphasis-thematic and social norms/human rights.

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INDICATOR 1.3 UNDAF INDICATORS MEASURE CHANGES IN GENDER EQUALITY

Although not stated in the UNDAF document, all the indicators will be populated by sex and diversity data where available.

On the basis of this understanding, of the 32 outcome indicators, 28 are relevant for tracking progress towards development and equality, both of which are necessary for the realization of women’s empowerment. The distinction between development and equality indicators is important, if only for the UNCT to bear in mind that improvements in access to basic services (health, education and sanitation), whilst a precondition for development and an enabling factor for equality, must be accompanied by social norms change. Such social norms changes, while not explicitly stated, are embedded in a number of outcome indicators - most particularly indicators 1.3, 2.12, 2.13 and 4.1⁵.

Two multi-dimensional indicators are included under Outcome 4 (governance, rule of law and human

rights). These relate to the rule of law index and to the implementation of the recommendations of the Universal Periodic Review (UPR). In relation to the latter, several recommendations were made and accepted by the Government on ending child marriage and traditional harmful practices, trafficking in women and girls, ensuring citizenship equality and effective implementation of domestic violence legislation. Under the Rule of Law Index there are 44 indicators, many of which are directly relevant to transparent and effective access to justice, which is denied to many, and in particular, women victims of GBV. However, it is not well articulated how the UN will be contributing to positive changes in the Rule of Law Index. The UNDAF also does not speak to the dominant social norms that may present barriers to the implementation of the programme, though ‘patriarchal mindset’ is referenced as a risk to the realization of Outcome 2 (social development).

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Planning Recommendations: Although the UNCT meets or exceeds minimum requirements in the planning indicators, further refinement is recommended. The coherence between root causes of gender inequalities, manifestations of inequalities and the intended programming should be addressed by the UNDAF Outcome Working Groups.

Social norms work could support, for example, the equal valuing of women’s worth and work, ending restrictive and harmful gender stereotypes and practices, expanding choice and autonomy, encouraging flexibility in the sexual division of labour in the private and public spheres, and transforming harmful expressions of masculinity. The entry points for such work both in programming and in advocacy and communications should be an element of the planning of the UNDAF working groups.

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5 Indicator 1.3 (hours of domestic work done by women); Indicator 2.12 (proportion of women aged 20-24 years who were married in or in union before age 18); Indicator 2.13 (proportion of women aged 15-49 years) who have ever experienced physical or sexual violence); and Indicator 4.1 (% of decision making positions held by women in public institutions)

PROGRAMMING AND M&E

INDICATOR 2.1 JOINT PROGRAMMES CONTRIBUTE TO REDUCING GENDER INEQUALITIES

The UNCT meets minimum requirements on this indicator. The UNCT member agencies engage in joint activities and initiatives in advocating for or providing technical assistance to advance GE. Such joint initiatives may not meet the criteria of joint programmes - pooled funds, joint work plans, outlined division of labour and common accountability- but they are important vehicles for common messaging and coordination of efforts.

Beyond joint activities, the UNCT currently has five formal joint programmes of which four are gender targeted and the fifth is informed by gender mainstreaming. The UNCT therefore met the minimum requirements for joint programmes. Nine agencies are engaged in these programmes, with UN Women as an implementing partner in three, UNFPA in two, FAO in two, and UNESCO, UNDP, IOM, IFAD, UNICEF and WFP in one joint programme each. The joint programmes are relevant to the areas of concern outlined in the CCA and in particular ending harmful practices and advancing women's economic empowerment in the agricultural sector.

The UN system lacks a formal process to ensure quality of gender integration across all joint programmes. While the GTG is moving towards greater quality assurance of UNCT planning and programming processes, it has not defined for itself a role as an internal peer review mechanism for joint programming.

The scorecard assessment found over 12 joint UN actions carried out in the previous year on gender equality. These include op-eds by the RC and Heads of agencies, media collaboration with mountain climbing women journalists, poster dissemination and a jointly published research book. This work however does not arise from a Communications Work Plan. Activities are more in the nature of commemorations of key moments on the gender equality calendar, such as International Women's day and the 16 days of activism. The UN agencies are also flexible in taking advantage of advocacy, outreach opportunities and partnerships such as with the mountain climbers and the Nepal Human Rights Film festival. Also evident are innovative communications approaches such as the production and dissemination of an unconventional which presented a woman Prime Minister.

INDICATOR 2.2 COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

The UNCT approaches minimum requirements on this indicator. The Communications Group does not as yet have a gender-sensitive work plan and for that reason, the UNCT approaches minimum standards. Advocacy tends to be in the areas of general promotion of gender equality, ending violence against women,

women's political and economic participation. Beyond these themes, UNDP targeted social media audiences (presumably youth) with gender role swap videos addressing gender stereotypes. While not necessarily a non-traditional area as required by the gender scorecard, it is an example engagement with social norms change through communication.

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Recommendation: It is well acknowledged that the work for socio-economic development and the enjoyment of human rights for women and girls in Nepal across their diversities must include a consistent focus on challenging restrictive and harmful social norms and practices, both in the private and public spheres. An approach to supporting national actors in promoting attitudinal and behavior change (including for institutions) should be made explicit, in short, medium and long term dimensions. One vehicle for doing this is through the development of a gender-sensitive communications strategy and work plan. The GTG should also consider the development of guidance on promoting social norms change in the programme cycle.

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Recommendations: The Communications Group should, also develop a time-bound, inter-agency work plan which identifies opportunities and partnerships for working on specific social norms.

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This work creates some level of visibility for the issues as well as for the UN agencies involved. The communication and advocacy work can be further strengthened with the identification of the objectives of such outreach (transforming social norms) with clarity on the target audience and the range of inputs/approaches needed to shift values, attitudes and behaviors and the mix of platforms most likely to reach the diversity of audiences in Nepal.

INDICATOR 2.3 UNDAF MONITORING AND EVALUATION MEASURES PROGRESS AGAINST PLANNED GENDER EQUALITY RESULTS

The UNCT did not meet the minimum standards for gender sensitive monitoring and evaluation. This score is reflective however, more of the fact that UNDAF reporting has not been undertaken as this is the first year of implementation. In addition, there is no UNDAF results matrix at the output level, given that the UNDAF indicators are only at the outcomes. The joint workplan of the UNDAF Outcome Groups have defined output level indicators. UNCT is currently discussing how it will approach the defining of outputs.

PARTNERSHIPS

INDICATOR 3.1 UNCT COLLABORATES WITH GOVERNMENT ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

All joint programmes are implemented with governmental partners in relevant line ministries. Beyond such structured joint programmes, there are numerous examples of two or more agencies providing technical advisory services in support of governmental policies and programmes. This work can be both opportunistic and strategic as with the GTG's collaboration with the Election Commission of Nepal on a national conference on women's leadership and representation ahead of local government elections. This thrust was further advanced through the production of a gender equality monitoring tool for the local elections each was the basis for training of election monitors.

Partnerships with state actors are evident across the three branches of government - executive, legislative and judiciary as well as at the federal, provincial and local government level on policy support. These partnerships include a focus on economic empowerment, access to justice, health, and violence against women. Examples of policy support at federal level include the work with the Federal Ministry of Health and Population on the National Adolescent Health and Development Strategy supported by UNFPA, UNICEF and WHO. District level work which is informed by social inclusion considerations is also evident in the school outreach in four central Terai districts on GBV.

The UN supports localization of SDGs and this is apparent in the alignment of the UNDAF with government priorities and the SDGs. In addition, UN agencies have worked collaboratively on the SDG Baseline Report; support to gender statistics; and the upgradation of the global classification of the SDG indicator on gender-responsive budgeting. The UNCT also worked with the National Planning Commission on the development of a gender-responsive National Evaluation Plan.

In relation to the national women's machinery, four agencies currently have structured and long-term relationships with the Ministry of Women, Children, and Senior Citizen. The Ministry participated in UNDAF consultations however it is not clear that the Division for Women's Empowerment (within the Ministry) was integrally involved in the finalization of the UNDAF.

One perspective shared by a senior policy maker is that more UN agencies should be engaged in supporting GE in Nepal. The new federal structure creates opportunities for the expansion of local government and the consequential need for capacity enhancement of local level public officials, including gender focal points. Substantively, the Ministry wishes to see the UN agencies increase their investments and support in capacity enhancement as well as in social norms programming

given the persistence of 'societal values and norms that give high value to men and boys and devalue women and girls'.

INDICATOR 3.2 UNCT COLLABORATES AND ENGAGES WITH WOMEN'S/GENDER EQUALITY CIVIL SOCIETY ORGANIZATIONS

The UNCT exceeds minimum requirements as agencies have robust and active partnerships with a range of civil society organisations (CSOs) representing the diversity of the Nepalese population. CSOs are included as a matter of course and accountability in all UNDAF preparatory and finalization consultations. At agency level, CSOs are also included in consultations on country programme documents.

All joint programmes include CSOs in consultations on implementation. In addition, the UN agencies recognize the comparative advantage of NGOs to lead advocacy on harmful practices such as child marriage and chhaupadi⁶. In furtherance of its proactive role on a range of diversity issues, the UNCT and/or groupings of UN agencies have partnered with networks of NGOs/CSOs on disability and lesbian, gay, bi-sexual, trans and inter sex (LGBTI) advocacy as well as in supporting the preparation of the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) Shadow Report⁷.

The UN is seen as a bridge between government and civil society and is expected to use its convening power to break down power dynamics and legitimize conversations between people and institutions at different levels. The UN's portfolio of work with NGOs is strategic and based on an understanding of the role of NGOs as human rights advocates, monitors of governance and rule of law, technical advisors as well as implementers of community-based projects. However, much of this work is with Katmandu-based NGOs.

Some UN agencies have established civil society advisory groups or other mechanisms of feedback from civil society. Such structured relationships will be advanced at the UNCT level with the proposed Civil Society Advisory Board.

6 Chhaupadi is a practice where girls/women are not allowed to enter inside the house and touch water and milk for four to seven days during their menstruation period. They must live, sleep and stay in a hut outside identified as a chhaupadi goth.

7 [Shadow Report on Sixt Periodic Report of Nepal CEDAW 2018](#)

LEADERSHIP & ORGANIZATIONAL CULTURE

INDICATOR 4.1 UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY

The UNCT exceeded minimum standards for leadership as it met all four indicator criteria. The RC was identified as a champion of GE, The RCO reliably advocates for GE and gender mainstreaming, drawing on the international normative obligations assumed by Nepal through its ratification of human rights treaties as well as its participation in development processes such as the SDGs. The UN system is seen as having a comparative advantage in promoting gender equality because individual agencies have the obligation and flexibility to allocate needed resources in their work with governments and CSOs.

The assessment found evidence of consistent gender analytical discourse within the UNCT. Gender inequality issues were discussed at nine of 20 UNCT meetings. GE was discussed at UNCT meetings and was a focus area at the annual Head of Agency (HoA) retreat. More often than not, these discussions are triggered by the UN Women Representative who other HoAs recognized as consistently integrating gender analysis in the range of issues addressed in meeting.

The RC routinely speaks on GE with a range of audiences. In the last year, nine of 24 speeches raised issues of women's participation and representation as well as root causes of gender inequality. There was less evidence of linkages between the GE discourse and issues such as disability, private sector and the environment.

Generally, the HoA meetings are characterized as collegial with a high degree of trust amongst members which encourages frank discussions on patriarchal culture and issues of diversity.

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Good practices: There is evidence of gender equality accountability processes within many of the agencies. These include gender stocktaking exercises, GESI-informed recruitment policies, gender matrix analysis, gender markers for projects and GESI informed participatory assessments.

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INDICATOR 4.2 ORGANISATIONAL CULTURE FULLY SUPPORTS PROMOTION OF GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

The personnel survey on organizational culture measured perceptions of the UN's work to ensure gender equality in the workplace in relation to human resource practice, discrimination and personal safety; and work-life balance. Results revealed an overall

positive response rate on all three aspects though there were gender differentials observable in the response to most questions. The UNCT meets minimum requirements in this dimension.

Five hundred and fifty-three (553) staff responded to the survey of which 40 per cent were women which is roughly in keeping with the proportion of women to men employed by the UN system. Almost uniformly across all questions, at least 20 per cent of the women respondents remained neutral in their responses. This non-committal response is highest (31 per cent) in relation to the implementation of flexible working conditions to support staff to achieve adequate work life balance. In contrast, non-committal or neutral responses for men were over 15 per cent for only three questions.

While the majority of both women and men consider that the UN's internal and external processes reflect commitment to gender equality, men are more unequivocal about this progress.

The spread between women and men is 18 per cent in relation to staff's belief that the UN system makes adequate efforts to fulfil equal representation of women and men at all levels. 19 per cent fewer women than men think that the HoAs demonstrate leadership and commitment to gender equality in the workplace; 66 per cent of women as opposed to 83 per cent of men consider that the UN has adequate procedures in place to prevent and address sexual harassment, exploitation and abuse of authority.

These gender differentials in perceptions about the UN's commitment cannot be explained without further investigation. However, they do indicate that the UN system needs to do more to assure its female staff of system wide commitment and accountability. See ANNEX C – ORGANIZATIONAL CULTURE SURVEY RESULTS for more detailed information.

Very few cases of sexual harassment have been reported to individual agencies or the Staff Associations. This has been attributed to the widespread and continuous dissemination of the PSEA policy, the system of PSEA focal points, as well as the system-wide mandatory training.

Additionally, the staff associations are able to intervene at an early stage, particularly with middle managers to prevent harassment and abuse. Some agencies also disseminate the PSEA guidance to project partners.

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Recommendations: The UNCT should consider a woman only survey which explores in greater detail, the perception of female staff on the UN's track record of advancing gender equality internally.

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INDICATOR 4.3 GENDER PARITY IN STAFFING IS ACHIEVED

The UNCT is missing minimum requirements on this indicator. The higher levels of neutrality expressed by women in the survey on the UN's leadership internally may well reflect the concerns over the lack of gender parity in the recruitment of women at all levels and in all agencies. Overall, women make up 35 per cent of staff. Only four agencies have at least 50 per cent women on their teams. The highest proportion of women to men comes in the professional staff category, but here again, less than half of professional staff are women. Five agencies are headed by women⁸. As a result, the UNCT is missing the minimum requirement in this indicator on gender parity.

Several agencies have sought to implement recruitment policies which increase the likelihood of gender parity and social inclusion of the caste, ethnic and religious diversity of Nepal. Even with these policies, some agencies indicate that recruitment and retention of women, especially for work in rural areas, remains a challenge because of family responsibilities, mobility, and security issues.

The UNCT has a UN Traineeship Programme which gives opportunities to young people from marginalized group to work in the UN, gaining experience and exposure. Since its inception, 149 persons have participated of which 58 per cent have been women. The programme also collects information on ethnicity/social background which reflects an intentionality for advancing gender equality and social inclusion in the programme.

Support to working parents is also a sign of a responsive organizational culture. Within the UNCT, the staff associations manage a crèche for babies less than 24 months.

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Good practices: UNDSS has developed a Standard Operating Procedure for Women's Security in Nepal. Working with UN Women's Security Advisor, UNDSS has promoted training on women's security awareness for all women staff. Arising out of a collaboration between UN staff associations and the GTG, the resource book on domestic violence has been developed which will serve as a reference guide to staff and their families on prevention and responses to domestic violence.

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Update (September 2019): In March 2019 the 'Responding to Domestic Violence: A Resource Guide for UN Personnel in Nepal' was published in English and Nepali and disseminated to all agencies. The Guide is now a part of the UNDSS induction package for all new personnel.

Link: [Resource Guide in English](#) / [Resource Guide in Nepali](#)

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8 As per August 2019, 7 Heads of Agency are women

GENDER ARCHITECTURE & CAPACITIES

INDICATOR 5.1 GENDER COORDINATION MECHANISM IS EMPOWERED TO INFLUENCE THE UNCT FOR GEEW

The GTG has a history of engagement and dynamism. This was pointed out in the 2013 Scorecard. The current scorecard also assesses that the UNCT exceeds minimum requirements in that the GTG is empowered and does influence the UNCT for GEEW.

The GTG is chaired by the UN Women Representative as well as the UNDP Country Director. The GTG meets regularly with active participation from six agencies. The meetings moreover are open to all staff. Few agencies have gender specialists, but the majority do have gender focal points who represent their agencies on the GTG and also provide programmatic guidance within the agencies.

The GTG has a work plan and a strategy which was the outcome of consultations. However, there is no pooled funding to support the GTG's work. The 2015 strategy seeks to ensure collective UNCT ownership in the gender responsive implementation and monitoring of the UNDAF. As a result, the GTG routinely reviews UNDAF processes and documents to ensure gender sensitivity. One strategy is for a GTG member to be on each of the UNDAF Working Groups. In addition, the GTG was the successful champion for the establishment of a working group on harmful practices.

The GTG Strategy also outlines entry points for GTG engagement with other development coordination mechanisms. This is further supported by the fact that UN Women co-chairs the International Development Partners Group – Gender and Social Inclusion Working Group on GESI.

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Recommendation: Given the responsibilities of the GTG, a pooled fund should be established to which UN agencies contribute to support the implementation of the agreed (and costed) annual work plan. This practice is standard within UNCTs and should be adopted by the Nepal UNCT.

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INDICATOR 5.2 UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

The UNCT meets minimum requirements in having adequate capacities for gender mainstreaming. Primarily this is indicated through the convening of a number of gender training and capacity development activities of the GTG as well as other UN staff and development partners. This training is aligned to the UN's concern for the incorporation of intersectionality as a concept in problem analysis and programme design.

As a result of a capacity development plan, already in 2018 three sector specific trainings have taken place- all which would have strengthened the UN technical assistance to issues under consideration- gender statistics, migration and legal identity.

While there is no joint induction package, all staff receives the UNDSS security induction package and training.

At the agency level, gender trainings for operations and programme staff appear to be part of the routine practice. In addition, in some agencies gender teams have been established through which technical support is given to ensure gender-responsive programming.

Beyond, human resource capacity, the GTG, as indicated above, does not have an annual budget to which UN agencies contribute to meet the costs related to its work plan implementation.

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Good Practices: The GTG Strategy in Nepal: Strengthening Capacities, Coherence and Coordination to Advance Gender Equality and Women's Empowerment was developed in 2015. It outlines the ways in which the GTG will support the UNCT through the strategic approaches of coordination, capacity development, technical advice, policy advocacy and knowledge management.

The GTG has pooled funding to support civil society actors to attend the annual Commission on the Status of Women. Selection of grantees is done collectively and based on a competitive process. This initiative of coordinated support is extended to support CSOs to attend the CEDAW hearings and Beijing +25 Review processes.

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Recommendations: A repository should be established of gender capacity development tools.

The GTG should work with the UNDAF working groups on a gender mainstreaming strategy which would have common elements across the Outcome areas.

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RESOURCES

INDICATOR 6.1 ADEQUATE RESOURCES FOR GENDER MAINSTREAMING ARE ALLOCATED AND TRACKED

UNCT is missing minimum requirements on this indicator. The 2013 Gender Scorecard recommended that the UNCT should initiate a tracking system to monitor budgetary provisions and expenditures related to gender equality and women’s empowerment. It would appear though that little progress has been made in this area. The UNCT has not set targets for resource allocations for GEEW nor therefore is there tracking of allocations. In addition, gender marker capacity building has not occurred over the current UNDAF cycle.

There is however some expertise within the country team for tracking allocations as this was done in relation to the disaster responses in 2015 and then in 2017 flood response where all funding proposals and the Joint Response Plan was given a gender score.

It is not clear whether agencies have undertaken gender budget analyses.

Good practice: UNDP is able to show that 27 per cent of its annual budget for 2017 directly contributed to gender equality and social inclusion, while another 32 per cent contributed significantly.

Recommendation: As recommended above, the GTG should establish a pooled fund to support the implementation of the agreed (and costed) annual work plan. This practice is standard within UNCTs and should be adopted by the Nepal UNCT.

RESULTS

INDICATOR 7.1 UN PROGRAMMES MAKE A SIGNIFICANT CONTRIBUTION TO GENDER EQUALITY IN THE COUNTRY

While the UNDAF implementation is only within the first year, it is a continuation of the 2013-2017 UNDAF and country programme documents of the UN agencies. There is evidence that the UNCT meets minimum requirements. The contributions include support to normative developments which have been done for example, through advocacy for and technical support to the development of gender-responsive constitution, laws and policies. Agencies through joint programmes and initiatives are assisting the state in implementation through capacity development, knowledge generation and leveraging of resources. A recent example of such which in furtherance of Outcome 2 (social development) is the National Workshop on the Essential Services Package for Women and Girls Subject to Violence.

Recommendations: To increase the likelihood of the UN contributing to transformative change in gender relations, in implementing the UNDAF, the UNCT will have to ensure that its developmental activities are complemented by approaches that address restrictive social norms, discriminatory cultural values, unequal power relations, all of which are the root causes of gender inequalities and discrimination.

The GTG should develop guidance on promoting social norms change through programming.

CONCLUSION

The UNCT continues to make progress in meeting system wide accountabilities for improving gender equality performance. It has met or exceeded minimum standards for 11 of 15 indicators. The RC is a reliable advocate for gender equality and social inclusion. The GTG is active and demonstrates leadership in providing guidance to other UNCT processes. There are five joint programmes and many joint initiatives and partnerships with a diversity of governmental and non-governmental agencies at federal and provincial level. Staff considers that HoAs demonstrate commitment to GE and that there are systems in place to prevent and respond to sexual harassment, abuse and exploitation.

Most of the agencies are guided by specific corporate directives on GE in operations and programming. Gender training appears to be routinely undertaken and there is a growing range of tools and guidance on human resource management, security and programmatic work.

Areas that were identified as not yet meeting minimum standards and requiring strengthening were gender-sensitive UNDAF results matrix, gender parity; the development of a proactive communications work plan; and a system to track budgetary allocation to GEEW.

Given that the UNDAF only identifies outcome indicators, UNDAF working groups will have to define output level indicators which will shape the nature of UN system collaboration and coordination. This is an opportunity to be more focused particularly in Outcome 4 (governance, rule of law and human right). Whatever the thematic areas to be addressed, the UN's work should be characterized by the integration of approaches that advance both socio-economic development as well as social norms change.

Therefore, UNCT should carefully consider each scorecard indicator and not only focus on those that have not met minimum standards in this assessment when developing a follow-up plan.

EXAMPLES OF TAKING FORWARD SCORECARD RECOMMENDATIONS – BEST PRACTICES FROM NEPAL

Gender Parity and Staff Diversity Workshop – held in June 2019

The OMT, HR Task Force and GTG organized a half-day workshop in an effort to foster the sharing of best practices and ongoing challenges in achieving gender parity and staff diversity. The workshop was hosted by the Representative of UN Women and the Director of ILO as the co-chairs of the GTG and OMT respectively and opened by the Resident Coordinator. The participants included a mix of Operations Managers, HR Managers and Gender Focal Points. The half-day workshop allowed participants to gain an understanding of the current gender parity and staff diversity status across the UN System in Nepal and to learn from the experiences of Agency initiatives to address parity and diversity. The workshop ended with the development of a set of actions and recommendations to be presented to the OMT and UNCT. This was the first in a series of discussions on gender parity and staff diversity to be organized for and by the OMT, HR Task Force and GTG.

Gender in Communications Training – held in July 2019

UN Women Nepal and Regional Office for Asia and the Pacific offered a two-day training to the UN Communications Group (UNCG) in order to provide the members of the UNCG with a strengthened understanding and set of tools for gender inclusive communications. The training was attended by 25 participants from 13 UN Agencies. The training included sessions on: the principles of gender sensitive communication; the use of gender inclusive language; storytelling; and the Beijing +25 campaign as a joint effort of the UN. As a result of the training, the UNCG work plan was reviewed by the participants and recommendations were made to strengthen the gender responsiveness of the work plan and its indicators.

ANNEX A – SCORECARD ACTION PLAN

EXPLANATION AND LINKS TO SWAP-SCORECARD	ACTIVITIES	TIMELINE	LEAD	UPDATE (SEPTEMBER 2019)
UN SYSTEM IN NEPAL CARRIES OUT GENDER RESPONSIVE AND TRANSFORMATIVE PROGRAMMING AND ADVOCACY UNDER UNDAF 2018-2022				
<p>Recommendation based on the results of the assessment of scorecard indicators 1.2, 1.3, 5.2, and 7.1.</p> <p>The analysis found that focus in the description of outcomes and attached indicators is on material equality rather than on contributions to transformative change for gender equality. A UNCT Gender Mainstreaming Guidance and Action Plan would provide an opportunity to take a more informed and strategic approach to ensuring the UNDAF makes significant contributions to gender equality and women's empowerment across the outcome areas.</p>	<p>Detailed UNCT Gender Mainstreaming Guidance and Action Plan covering UNDAF 2018-2022 approved and implemented by UNCT.</p> <ul style="list-style-type: none"> Guidance to be developed - This is to be a practical tool guiding the work of UN agencies and coordination mechanisms, providing suggested goals and activities to be incorporated into AWPS of WGs. Guidance and Action Plan development process led by GTG and RCO, with the support of an external expert. Annual monitoring and reporting on implementation led by GTG with inputs from coordination mechanisms. 	<p>Q2 2019 – 2022</p> <p>Q2 2019</p> <p>2019-2022</p>	<p>GTG and RCO Implementation by all coordination bodies</p>	<p>Timeline changed to reflect several ongoing initiatives that will feed into single document/ action plan of recommendations including the Harmful Practices Survey and Desk Review; LNOB Pilot; and roll-out of the Gender Equality Marker.</p>

EXPLANATION AND LINKS TO SWAP-SCORECARD	ACTIVITIES	TIMELINE	LEAD	UPDATE (SEPTEMBER 2019)
<p>Recommendation based on analysis of indicator 1.1.</p> <p>The analysis found that although the CCA did include an intersectional analysis, gender analysis of within group power relations could have been stronger. This type of analysis would have provided stronger clarity on the gendered nature of responsibilities, access to resources and enjoyment of human rights around which programming would have to be structured. Another area where the analysis could have been stronger is in the areas of sexual orientation and gender identities.</p>	<p>In-depth assessment of those furthest behind, taking into consideration multiple forms of discrimination, is carried out to inform the development of the UNCT Leave No One Behind Strategy and new joint programmes, joint programming initiatives.</p> <ul style="list-style-type: none"> • LNOB UNCT Strategy to be developed in line with global guidance (2020) 	<p>Q3-Q4 2019</p> <p>2020-2022</p>	<p>UNRCO with support of GTG</p>	<p>LNOB assessment led by UNCRO with support of select agencies. Assessment to be conducted in Q4 of 2019.</p>
<p>Recommendation based on the results of the assessment of scorecard indicator 1.3.</p> <p>During the UNDAF development process, it was agreed that all indicators for which sex disaggregated data is available, data will be disaggregated. However, this is not clearly indicated in the UNDAF document. It is important that in the development of UNDAF Outcome working group joint work plans, indicators are gender sensitive/responsive.</p>	<p>UNDAF Outcome indicators, for which gender disaggregated data is available and collected is clearly marked. Output indicators defined in UNDAF Joint Work Plans are gender responsive.</p> <ul style="list-style-type: none"> • The GTG provides required support to M&E WG on reviewing UNDAF Joint Work Plans. Additionally, training on gender responsive M&E will be organized for M&E Working Group members. 	<p>Q1 2019-2022</p>	<p>GTG and M&E WG</p> <p>UNDAF Outcome Groups</p>	<p>Gender Equality Marker to be rolled out across UNDAF Outcome Areas as required by UN INFO. Training of GTG and M&E Working Group planned.</p>

EXPLANATION AND LINKS TO SWAP-SCORECARD	ACTIVITIES	TIMELINE	LEAD	UPDATE (SEPTEMBER 2019)
<p>Recommendation based on the results of the assessment of scorecard indicators 1.2, 1.3, 5.2, and 7.1.</p> <p>More research and in-depth analysis are recommended to ensure a more informed and strategic approach to ensuring the UNDAF makes significant contributions to gender equality and women's empowerment across the outcome areas. Addressing harmful practices is a key area for collaboration.</p>	<p>Findings of harmful practices perception survey inform a more coherent approach of the UNCT on harmful practices, including through joint programmes and joint initiatives addressing harmful practices.</p> <ul style="list-style-type: none"> Harmful Practices Survey and the Harmful Practices working group to support the development of UNDAF wide approach to harmful practices. 	Q3 2019 - 2022	<p>RCO and Harmful Practices WG</p> <p>All UN Agencies</p>	<p>Harmful Practices Desk Review to be finalized in September 2019. Survey results report to be finalized in Q4 of 2019.</p>
<p>Recommendation based on analysis of indicator 5.1. and 5.2.</p> <p>The GTG was found to be highly engaged and dynamic, however to allow for a more strategic and consistent approach, pooled funds are necessary as they allow for developing a more ambitious work plan.</p> <p>The assessment found that no gender capacity assessment has been carried out for UN Personnel in Nepal. Though the GTG has carried out learning sessions, these have been mostly targeted at gender focal points. Individual agencies carry out gender training for operations and programme personnel, however joint training across the UN system has not been carried out in this UNDAF period.</p>	<p>Gender Coordination Mechanism further strengthened and supporting the gender responsive implementation of the UNDAF including through the monitoring of the UNCT Gender Mainstreaming Guidance and Action Plan.</p> <ul style="list-style-type: none"> GTG Annual Work Plans informed by and based on UNCT Gender Mainstreaming Guidance and Action Plan. Gender capacity assessment carried out to inform the GTG Capacity Development Plan Pooled funds committed for the GTG in line with its annual work plan. 	<p>Q3 2019-2022</p> <p>Q2-3 2019</p> <p>Q2 2019</p> <p>2019-2022 Annually</p>	<p>GTG and UNCT</p>	<p>GTG AWP developed based on UNCT-SWAP GE Scorecard recommendations. GTG supporting the implementation and monitoring of recommendations.</p> <p>Gender Capacity Assessment to be rolled out in Q4 of 2019.</p>

EXPLANATION AND LINKS TO SWAP-SCORECARD	ACTIVITIES	TIMELINE	LEAD	UPDATE (SEPTEMBER 2019)
UNCT COMMITTED TO PROMOTING GENDER EQUALITY THROUGHOUT THE SYSTEM, INCLUDING BY ACHIEVING GENDER PARITY				
<p>Recommendation based on indicator 4.1.</p> <p>The assessment found that overall, women make up 35% of staff. Only four agencies have at least 50% women on their teams, with the highest proportion of women to men comes in the professional staff category, but here again, less than half of professional staff are women. (Refer to gender parity table)</p> <p>In the discussions at the OMT and UNCT during the scorecard exercise, it was requested that agencies share their HR policies and practices, which aim at fostering staff diversity.</p>	<p>UNCT Committed to addressing gender parity and diversity within the UN System in Nepal across professional categories and contract modalities.</p> <p>Discussions with UNCT and OMT on the Secretary General's Gender Parity Strategy organized to foster commitment and agree targets.</p> <ul style="list-style-type: none"> • UN Agencies to share best practices on recruitment and retention policies, which promote gender parity and staff diversity. • Plan and commitment in place to achieve gender parity and staff diversity targets. • Engage in outreach to promote more diversity in applicants, in recognition of the fact that applicants from marginalized groups may not be applying to UN posts. • OMT tracks gender parity quarterly and reports annually to the UNCT on gender parity and staff diversity 	<p>2019-2022</p> <p>Q2 2019</p> <p>Q2 2019</p> <p>Q2-Q3 2019</p> <p>2019-20122</p>	UNCT and OMT	<p>OMT regularly monitoring gender parity and staff diversity data.</p> <p>OMT/HR Task Force and GTG Co-chairs led the organization of a Gender Parity and Staff Diversity Workshop in July 2019. Report submitted to OMT in September 2019.</p>
<p>Recommendation based on indicator 4.2.</p> <p>Based on a brief analysis of the organizational cultural survey, it was found that there are differences in the responses of men and women and their experiences within the workplace. There may thus be a need to further explore these differences.</p>	<p>UNCT promotes an environment in which all personnel are free from gender-based discrimination or sexual harassment and feel safe to discuss and report all incidents of discrimination or harassment</p> <ul style="list-style-type: none"> • In-depth analysis of the organizational culture survey to assess differences between responses from men, women and other genders carried out and informs potential dedicated survey on sexual harassment and gender-based discrimination to women personnel. • Facilitated focus group discussions on organizational culture including on gender-based discrimination or sexual harassment. • GTG and Harmful Practices WG organize a series of discussions with personnel regarding gender discriminatory social norms and practices. Consider including family members in discussions. 	<p>2019-2022</p> <p>Q2 2019</p> <p>Q3 2019</p> <p>Q2 2019-2022</p>	GTG, OMT, Harmful Practices WG, PSEA WG	No updates

EXPLANATION AND LINKS TO SWAP-SCORECARD	ACTIVITIES	TIMELINE	LEAD	UPDATE (SEPTEMBER 2019)
UN IN NEPAL COMMUNICATES AS ONE IN A GENDER RESPONSIVE MANNER				
<p>Recommendation based on assessment of indicator 2.2. and 4.1</p> <p>The assessment found that the 2018 annual work plan of the UN Communications Group (UNCG) is not currently gender sensitive. It was found that communications activities and advocacy are often sporadic and ad-hoc rather than being strategic and planned. In the discussion with the UNCG members during the scorecard exercise, the members requested support in the developing their capacity in gender responsive communication and the development of a gender responsive annual work plan for the UNCG.</p>	<p>UN Communication Focal Points and the UNCG have the skills and tools to carry out gender sensitive and responsive communications</p> <ul style="list-style-type: none"> Two-day workshop on gender sensitive and responsive communication organized and informs the development of future UNCG AWP. UNCG with GTG develops basic information package (2 pager) with key messages and gender statistics to inform speeches, speaking points, briefing notes, social media messaging, and other communication materials of agencies. 	<p>Q3 2019-2022</p> <p>Q2-Q3 2019</p> <p>Q3 2019</p>	<p>UNCG, GTG</p> <p>UN Women Asia-Pacific Regional Office</p>	<p>UN Women Nepal and UN Women Regional Office for Asia and the Pacific organized a three-day workshop for the UNCG on 'Gender in Communications'.</p>

ANNEX B – UNCT-SWAP GENDER EQUALITY SCORECARD FINDINGS BY INDICATOR

INDICATOR 1.1 COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS

Score: Meets Minimum Requirements

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

Findings and Explanation

Overall, the Common Country Assessment (CCA) mainstreams gender. A dedicated, comprehensive section of the CCA deals with gender equality and women's empowerment in a range of areas. This section, as well as most of the thematic sections, present both gender specific data and gender-disaggregated data, and in several instances provide analysis of underlying causes. There are however a few areas missing: for instance, a gender analysis of the nutrition and food security section would have been relevant.

For a rating of 'exceeds minimum requirements', the CCA could also have undertaken a better analysis of intersections of discrimination – answering not only the question of gender-differentiated development challenges, but also the question of 'which women?' – among women, who are the most vulnerable, face intersectional discrimination, and require targeted interventions. This could have included an analysis of different issues in different regions of Nepal.

Gender analysis is included across almost all sectors. The notable exception is food security, which could have included a gendered analysis in line with SDG 5. A dedicated section on gender includes a broad range of topics, from legislative frameworks, public representation of women, the social sectors, gender statistics, economic opportunities and resources, disaster risk reduction/disaster response, agriculture and migration. There is also some limited gender analysis relating to intersections discrimination against women from minority ethnic/caste groups. Gender disaggregated data and gender sensitive data are included consistently. Despite the above, it is not fair to say that the CCA explicitly includes a targeted gender analysis of those furthest behind. It predominantly treats 'women' as a homogenous group and despite some references to rural and janajati women, does not comprehensively identify which groups require dedicated attention.

Action Points:

- Conduct a more in-depth analysis on those furthest behind or the most vulnerable, including a greater focus on regional disparities.
- Determine what the norms of inequality are to produce a better understanding of the root causes of inequality in Nepal.

Evidence or Means of Verification

CCA

INDICATOR 1.2 GENDER EQUALITY MAINSTREAMED IN UNDAF OUTCOMES

Score: Meets Minimum Requirements		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a. GEEW is visibly mainstreamed across some outcome areas in line with SDG priorities including SDG 5.	a. GEEW is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5. or b. One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.	GEEW is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG 5. And one UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.
Findings and Explanation		
<p>The UNDAF meets minimum requirements, because gender mainstreaming is visible across the document, with linkages to SDG 5 throughout, including a number of indicators. The UNDAF outcomes are transformative to a degree – for example, in seeking to harness the potential of women as entrepreneurs in support of stronger local economies; addressing harmful practices and social norms, underlying vicious cycles of gender discrimination; seeking to engage and empower women and girls in disaster management work; and attempts to promote meaningful political participation by women at local and central levels. There would nonetheless have been scope for more in-depth analysis of root causes to guide the interventions. There is scope for more gender-focused indicators, and there are a number of indicators, which can be disaggregated by gender, are not listed as such.</p> <p>GEEW is visibly mainstreamed across all outcome areas in line with SDG priorities, including SDG 5. Each Outcome clearly draws on SDG 5 with direct mention of it in the supporting documents section. In addition, gender equality and empowerment are discussed directly and alluded to in each outcome.</p> <p>There is no dedicated gender-focused UNDAF outcome.</p> <p>Action Points:</p> <ul style="list-style-type: none"> • Determine how the root causes of inequality (as analyzed in the CCA) will be worked into UNDAF recommendations. • The next UNDAF should include a specific outcome on gender inequality. 		
Evidence or Means of Verification		
UNDAF 2018-2022		

INDICATOR 1.3 UNDAF INDICATORS MEASURE CHANGES IN GENDER EQUALITY

Score: Exceeds Minimum Requirements

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

Findings and Explanation

87.5 per cent of the 32 defined outcome indicators (28 indicators ranging from 75 – 93% across the outcomes) can track progress towards GEEW. The current UNDAF 2018-2022 does not have output indicators. The UNDAF outcomes are in line with 13 SDGs (1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 13, 16 and 17). SDG 5 is linked across all UNDAF outcomes.

The UNDAF outcome indicators and their respective sources were reviewed to assess, whether they are able to track the progress towards GEEW. The two main criteria used during the assessment of the indicators were: a) explicit GEEW indicators; b) indicators with disaggregation by sex, geography, caste, ethnicity etc. supported by relevant means of verifications as envisioned in UNDAF Result Matrix.

- Outcome 1: Seven out of eight indicators can be defined as tracking progress of GEEW. Indicators are linked to SDG 1, 2, 5, 8, 9, 10, 16 and 17.
- UNDAF Outcome 2: 14 out of 15 indicators can be defined as tracking progress of GEEW. Indicators are linked to SDG 1, 2, 3, 4, 5, 6, 10, 11, 16 and 17.
- UNDAF Outcome 3: Three out of four indicators can be defined as tracking progress of GEEW. Indicators are linked to SDG 5, 10, 11, 13, 16 and 17.
- UNDAF Outcome 4: Four out of five indicators can be defined as tracking progress of GEEW. Indicators are linked to SDG 5, 10, 16 and 17.

Through the majority of UNDAF indicators can be disaggregated and can track progress towards GEEW, the required level of data disaggregation has not been sufficiently articulated in the UNDAF results matrix.

Evidence or Means of Verification

UNDAF 2018-2022
 UNDAF Result Matrix 2018-2022
 Nepal SDG status and road map 2016-2030
 UPR Annual Report 2016
 National Demographic Health Survey 2016
 Nepal Labor Force Survey 2017
 Annual Household Survey
 Nepal Living Standards Survey
 Annual Migration Report
 Nepal Multi Indicator Cluster Survey
 National Assessment for Student's Achievement
 Annual Flash Report, Department of Education.
 Government management information data
 Disaster Risk Reduction portal
 National DRR policy and strategic plan
 UPR report
 Rule of law index
 Ministry of Labour and Employment Department of Foreign Employment (DOFE) records

INDICATOR 2.1 JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES

Score: Meets Minimum Requirements		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a. GE is visibly main-streamed into at least 50 percent of JPs operational at the time of assessment. or b. A Joint Program on promoting GEEW is operational over current UNDAF period in line with SDG priorities including SDG 5.	a. GE is visibly mainstreamed into all JPs operational at the time of assessment. and b. A Joint Program on promoting GEEW is operational over current UNDAF period in line with SDG priorities including SDG 5.	Meets minimum requirements and c. A system is in place to ensure gender mainstreaming in JPs.
Findings and Explanation		
<p>There are nine active joint programming efforts in Nepal, however four of these are not joint programmes in a formal sense – i.e. they involve coordinated efforts around a theme, but do not have joint programme documents and budgets. The team reviewed the remaining five formal joint programmes. Of these, four are gender targeted, and one is visibly mainstreamed.</p> <p>Four of the five reviewed projects specifically target gender in line with SDG 5: i) addressing trafficking and unsafe migration; ii) economic empowerment of rural women; iii) ending child marriage; iv) empowering adolescent girls with comprehensive sexuality education.</p> <p>The UNCT does not have a systematic screening process in place to ensure gender mainstreaming of joint programmes.</p> <p>Action Points:</p> <ul style="list-style-type: none"> The UNCT could consider developing a systematic screening process to ensure gender mainstreaming of the JPs 		
Evidence or Means of Verification		
<p>Project documents for:</p> <p>The Future We Want: Creating Sustainable Foundations for Addressing Human Trafficking and Unsafe Migration for Women and Girls in Nepal (UN Women and IOM)</p> <p>Joint Programme on Accelerating Progress Towards the Economic Empowerment of Rural Women (UN Women, IFAD, WHO, FAO)</p> <p>UNFPA-UNICEF Global Joint Programme to Accelerate Action to End Child Marriage (UNFPA, UNICEF)</p> <p>Empowering Adolescent Girls Through the Provision of Comprehensive Sexuality Education and a Safe Learning Environment in Nepal (UNFPA, UNESCO, UN Women)</p> <p>Integrating the Agriculture Sector into National Adaptation (UNDP, FAO)</p>		

INDICATOR 2.2 COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

Score: Approaches Minimum Requirements

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a. The UNCT has contributed collaboratively to at least one joint communication activity on GEEW during the past year.	b. The UNCT has contributed collaboratively to at least one joint advocacy campaign on GEEW during the past year. And c. Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy.	Meets minimum requirements and d. The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.

Findings and Explanation

a) and b) Through a thorough review of the United Nations Communications Groups' (UNCG) Annual Work Plan (AWP), op-eds and article published by the Resident Coordinator's Office (RCO) in the UN Information Platform and social media channels in the past 12 months, it was found that there were over a dozen joint advocacy events and campaigns carried out, which were specifically related to GEEW. The UN Country Team has continuously promoted and advocated on GEEW through op-ed messages and statements, published in the above-mentioned channels. Examples include: the joint op-ed of the UN Resident Coordinator and other women Heads of Agency and diplomatic missions calling for progress on gender equality; and the support of RCO to a group of women journalists who successfully ascended Mt Everest under the slogan 'Unified Voice for Equity' with the SDG emblem, who upon their return have engaged in advocacy on SDGs.

UN agencies jointly published a research book on "Economic Empowerment of Indigenous Women in Nepal" and two posters illustrating the links between gender, disability and SDGs. UN agencies have created various platforms, exclusively targeting women and girls, like start-ups events which encouraged women's participation and leadership in business and social enterprise.

c) The UNCG organized a few dedicated events and campaigns to promote GEEW, but these had not been specified in the UNCG AWP, which only outlines year-long joint communications activities. Events/Activities organized include the 'oranging' of the Mayadevi Temple in Lumbini to mark 16 Days of Activism against Gender Based Violence; a social media campaign on raising awareness on GBV prevention and the marking of the International Day Against Homophobia, Biphobia and Transphobia.

Similarly, UN Women, UNFPA and UNDP, in partnership with Nepal Human Rights Film Festival and National Human Rights Commission, jointly organized the 5th Extended Nepal Human Rights International Film Festival from February to March 2018 to sensitize viewers, to critical human rights issues, with a particular focus on GEEW. Furthermore, individual UN agencies have used creative communication methods for advocating on GEEW. An example of this, are the gender role swap videos produced by UNDP and disseminated on social media (reaching 2 million people), which have generated substantive discussion around gender stereotypes and discriminatory social norms.

Additionally, in July 2018, the UN supported the production and dissemination of a political drama series aiming to break gender stereotypes. Singhadurbar 2 presented a strong woman Prime Minister dealing with complex national issues and priorities, including GEEW and the achievement of the SDGs. Taking note of all these efforts, it is nonetheless concluded that the UNCG "approaches minimum requirements", as it has not had a gender-sensitive AWP, which would have allowed for more strategic and long-term engagement of the UNCG on GEEW advocacy and communication.

d) All the programs in the UNCG Annual Work Plan and those carried out fall under traditional gender themes.

Evidence or Means of Verification

UNCG Annual Work Plan

Website/social media links of news and reports published covering the joint events

Minutes of UNCG meetings

INDICATOR 2.3 UNDAF MONITORING AND EVALUATION MEASURES PROGRESS AGAINST PLANNED GENDER EQUALITY RESULTS

Score: Approaches Minimum Requirements

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets one of the following: a. UNDAF Results Matrix data for gender sensitive indicators gathered as planned. a. UNDAF reviews/ evaluations assess progress against gender-specific results.	Meets two of the following: a. UNDAF Results Matrix data for gender sensitive indicators gathered as planned b. UNDAF reviews/ evaluations assess progress against gender-specific results. c. The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.	Meets all of the following: a. UNDAF Results Matrix data for gender sensitive indicators gathered as planned b. UNDAF reviews/ evaluations assess progress against gender-specific results. c. The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.

Findings and Explanation

In the period under review, UNDAF 2018-2022 reporting has not been undertaken since this is the first year of implementation of the current UNDAF. The UNDAF Annual Report for 2018 will be available in early 2019.

The UNDAF Outcome groups are in the process of developing joint work plans, which will facilitate monitoring and reporting of the current UNDAF. The report will feed the specified gender focused indicators as indicated in the UNDAF result matrix. Nepal is also in the process of adopting the global online platform (<https://npl.uninfo.org/>), which allows for coherent UNDAF planning, monitoring and reporting system to track how the UN system at the country level supports governments to deliver on the SDGs and the 2030 Agenda.

As of now, the M&E group have not received any technical training on gender responsive M&E during the current UNDAF cycle.

Evidence or Means of Verification

UNDAF 2018-2022
UNDAF Monitoring and Evaluation Strategy as of June 2018
The global online platform for UNDAF planning, monitoring and reporting <https://npl.uninfo.org/>

INDICATOR 3.1 UNCT COLLABORATES WITH GOVERNMENT ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

Score: Exceeds Minimum Requirements		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a. The UNCT has collaborated with at least one government agency on joint initiative that fosters	Meets two of the following: a. The UNCT has collaborated with at least two government agencies on a joint initiative that fosters GE within the current UNDAF cycle b. National women' machineries participate in UNDAF consultations: country analysis, strategic prioritization, implementation and M&E. c. The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDG's localization and/or implementation.	Meets all of the following: a. The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycleb) National women' machineries participate in UNDAF consultations: country analysis, strategic prioritization, implementation and M&E c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDG's localization and/or implementation.
Findings and Explanation		
<p>a) A review of the partnership with Government reveals a combination of normative and policy advocacy support primarily for women's empowerment along with operational support for the implementation GE commitments. Going forward during UNDAF implementation the quality of the collaboration and engagement with the Government on GEEW can be further strengthened at the federal, provincial and local levels to focus on transformative norm change for gender equality by engaging community gate keepers, youth and boys and men. A combination of initiatives with some prioritizing women's empowerment exclusively (in their roles as agents of change) focusing on economic empowerment, violence against women and gender statistics. In addition, initiatives focusing on advancing gender equality and social inclusion will be needed to ensure intersectionality is addressed in a holistic manner. Nepal's normative framework for GEEW is relatively strong, the UN may need to provide its capacity development support to address the implementation deficit. The new initiative with the Government should advance a deeper analysis of power relations towards creating a more enabling environment for substantive equality.</p> <p>b) The former Ministry of Women, Children and Social Welfare participated in UNDAF prioritization consultation meeting in December 2016 and they have been engaged in the development of the Country Programme Document for UNDP, UNICEF, UNFPA and UN Women in 2017. The monitoring of the current UNDAF has focused on internal stock taking and has not yet involved external counterparts. Once the National Women Commission is fully functional with the nomination of the Commissioners, the UN plans to engage them actively in the UNDAF monitoring.</p> <p>The CCA was finalized in 2017 and it refers to secondary data for the section on gender p. 27 that is drawn from the publication "Progress of Women in Nepal (1995-2015) by Sahavagi developed in collaboration with Didibahini and FEDO. The Advisory Committee for this publication included the National Planning Commission, National Human Rights Commission, the former Ministry of Women Children and Social Welfare.</p> <p>Going forward the national women's machinery may require resources, capacity development support and space to play a more critical and substantive role to move from operational to transformative programming. The NWC has an opportunity with its new mandate to ensure more robust monitoring of the implementation of the existing laws</p>		

and policies and hold all levels of the Government accountable.

c) The National Planning Commission updated the Baseline Report on the Sustainable Development Goals in 2017. UNDP of behalf of the UNCT facilitated and coordinated the process in terms of consultations with the line ministries, the civil society and the private sectors. The findings of the consultation supported the finalization of the report on the “Sustainable Development Goals Status and Roadmap: 2016-2030” a guiding document for the implementation of SDG in Nepal. It also supported the development of Nepal’s Voluntary National Report, incorporating GEEW.

In support of SDG localization UNFPA and UN Women organized a joint initiative on gender and statistics, the first capacity building workshop on ‘Gender Statistics for Sustainable Development Goal (SDG) Indicators’ was conducted for 73 (48 women, 27 men) participants from Central Bureau of Statistics, ministries and entities responsible for SDG implementation, I/NGOs and development partners. The learning event focused on data on time use and violence against women.

The country contributed to the upgrading (from Tier III to Tier II) of the global classification of SDG Indicator 5.c.1, on gender-responsive budgeting, by participating as a pilot country for the testing of its methodology.

The Government of Nepal, particularly the Ministry of Finance, Ministry of Women Children and Senior Citizens (MoWCSW) and the Central Bureau of Statistics provided technical inputs and information through a mapping questionnaire submitted to the international Inter-agency Expert Group on SDGs. UN Women contributed to this process by facilitating and coordinating the piloting of the indicator in Nepal, mainly through a series of meetings, which generated inputs from relevant government stakeholders. The participation and inputs of the Joint Secretary, Nepal Planning Commission (NPC) in the expert group meeting on “Strategies to achieve gender equality and empowerment of all women and girls through the gender responsive implementation of the 2030 Agenda for Sustainable Development” contributed to Nepal’s submission during Voluntary National Review at the 2017 High-Level Political Forum on Sustainable Development. UN Women facilitated the participation of the NPC Joint Secretary in the expert group meeting, which was organized by UN Women HQ and UNDESA on 30-31 May in New York.

Evidence or Means of Verification

UNDAF consultation participant lists
2017 annual reports of agencies
Draft UNDAF annual report

INDICATOR 3.2 UNCT COLLABORATES AND ENGAGES WITH WOMEN'S/GENDER EQUALITY CIVIL SOCIETY ORGANIZATIONS

Score: Exceeds Minimum Requirements		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a. The UNCT has collaborated with GEEW CSO and women's rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle</p>	<p>Meets two of the following:</p> <p>a. The UNCT has collaborated with GEEW CSO and women's rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle</p> <p>b. GEEW CSO participates in UNDAF consultation: country analysis, strategic prioritization, implementation, M&E</p> <p>c. The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation</p>	<p>Meets all of the following:</p> <p>a. The UNCT has collaborated with GEEW CSO and women's rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle</p> <p>b. GEEW CSO participates in UNDAF consultation: country analysis, strategic prioritization, implementation, M&E</p> <p>c. The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation</p>
Findings and Explanation		
<p>a) The programming with civil society reflects a combination of advocacy, capacity development, knowledge generation and shaping global agendas (through participation in the Commission on the Status of Women). The UN seems to work primarily with Kathmandu based CSOs and women's group having district chapters. GTG has prioritized inclusion by reaching out to diverse groups based on age, geography, caste/ethnicity and disability. The UNCT is in the process of constituting a Civil Society Advisory Board to serve as a forum for dialogue and engagement. It can guide the UNDAF implementation and monitoring from a gender and inclusion lens as per of SDGs localization. The UNCT is also considering the establishment of a Youth Advisory Board.</p> <p>There is also a tremendous opportunity to engage with civil society at the provincial and local level and expand the partnership with grassroots organizations, networks of marginalized groups (Dalits, Indigenous Peoples, LGBTI, Persons with Disability etc.) in the evolving federal context for citizen engagement and mobilization for GEEW. Also support to the second/third tier of civil society advocates to further strengthen their leadership capacity can be pursued as part of UNDAF implementation.</p> <p>b) CSO's from Nepal have been actively engaged in UNDAF prioritization consultation meetings in December 2016. They were part of the CCA. They have also been actively engaged in the development of the Country Programme Documents for UNDP, UNICEF, UNFPA and UN Women in 2017.</p> <p>c) With the support of development partners, including UNDP, UN Women, VSO and Care Nepal, provided technical and financial support to Beyond Beijing Committee (BBC) and NGO Federation of Nepal (NFN) for the preparation of a position paper on 'SDG Call for Action' and a report on the localization of the SDGs in Nepal. BBC has been appointed by the Nepal SDG Forum as the coordinator for the Women and Gender Justice Constituencies to determine the role of CSOs in implementing the 2030 Agenda. A series of consultation involving groups of women, marginalized communities and other civil society actors were conducted in support of the process. The position paper presented the status of women in Nepal and highlighted ten essential areas for action in relation to the SDGs. The position paper and the report were both published and disseminated to stakeholders.</p>		

The UN SDG Working Group plans to regularly engage BBC who lead the initiative on SDG 5. The GTG has also developed the provincial factsheets on data related to women aligned with the SDG indicators. The GTG supported six civil society representatives to the 61st Session of the CSW held in 2017 and four civil society representatives to the 62

Session CSW held in 2018 from diverse groups and representing different women's organizations. To ensure transparency in the selection process, a joint UN Call for Applications was initiated. The GTG developed selection criteria to review the funding requests.

UNDP, UNESCO, UNICEF and UN Women supported the Nepal Youth Council to organize the National Youth Conference from 12-14 August 2018 in Kathmandu on International Youth Day following the slogan "Safe Spaces for Youth". A total of 204 youths (93 females, 109 males and 2 transgender) attended the conference including 154 youth from provinces. The programme provided a common platform to promising youth from the districts to interact with professionals and experts to localize the SDGs through youth empowerment and capacity development. Prior to organizing the national level conference, the National Youth Council conducted the SDG festivals in all seven provinces in association with UNDP with support from local governments and civil society organization to prioritize youth issues related to the SDGs. These events were pivotal to set up the provincial plans of action.

Evidence or Means of Verification

UNDAF consultation participant lists
2017 annual reports of agencies
Draft UNDAF annual report

INDICATOR 4.1 UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY

Score: Exceeds Minimum Requirements		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets 2 of the following:</p> <ul style="list-style-type: none"> a. GE is a regular topic of discussion in HOA meetings during the last 12 months; b. RC demonstrates public championing of GE during the last 12 months; c. HOAs are seen by personnel as committed to GE in the workplace during the last 12 months; d. GE is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months. 	<p>Meets 3 of the following:</p> <ul style="list-style-type: none"> a. GE is a regular topic of discussion in HOA meetings during the last 12 months; b. RC demonstrates public championing of gender equality during the last 12 months; c. HOAs are seen by personnel as committed to GE in the workplace during the last 12 months; d. GE is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months. 	<p>Meets all 4 of the following:</p> <ul style="list-style-type: none"> a. GE is a regular topic of discussion in HOA meetings during the last 12 months; b. RC demonstrates public championing of gender equality during the last 12 months; c. HOAs are seen by personnel as committed to GE in the workplace during the last 12 months; d. GE is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.
Findings and Explanation		
<p>a) In a review of UNCT meeting minutes for 20 UNCT meetings, it was found that GE was raised in nine meetings and extensively during the Annual Retreat. In most cases, the issues were raised by the Representative of UN Women and there were only a few cases where gender was discussed in the context of other thematic issues. (Not a majority therefore does not meet the criteria). It is likely the case that the notes miss references to gender issues as they mainly include action points rather than detailed summaries of discussions. The UNDAF annual report includes significant discussions on gender related work.</p> <p>b) In RC speeches and interviews, gender equality was raised in nine out of 24 speeches/interviews. (Sufficiently meets criteria but more linkages could be drawn on less apparent issues such as disability, private sector development and SDGs, and environment)</p> <p>c) 78.13% answered agree or strongly agree on this indicator (meets criteria). The ARC assessment includes GE as a factor in work related UNDAF implementation and in supporting transition to federalism (meets criteria).</p> <p>Overall, the UNCT shows strong leadership on gender issues and exceed the required criteria. Nonetheless more could be done to drive achievements to a higher level. In public discussions, UN officials should draw attention to gender dimensions of work in fields such as economic growth, environment, health and education where gender dimensions as less often discussed. Gender discourses could be expanded to address the root causes of gender inequality that result from deeply held cultural/ religious beliefs and align UN discussions with those of noted Nepali gender and inclusion activists that present alternative views on gender roles and norms and related areas of exclusion linked to caste, class and other categories of exclusion. A well-integrated communications strategy that linked work of individual agencies, the work of the UNCG and the statements and public discourse of HoAs could address challenges to gender equality and greater inclusion issues in an integrated way, linking to the SDGs and leave no one behind frame of reference.</p>		

Evidence or Means of Verification

List and review of UNCT minutes

List and review of RC speeches and interviews

UN staff survey on organizational culture

ARC assessment criteria for UNCT for 2018

INDICATOR 4.2 ORGANISATIONAL CULTURE FULLY SUPPORTS PROMOTION OF GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

Score: Meets Minimum Requirements		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Survey of personnel perception of organizational environment for promotion of GE scored a positive rating of 50-64 per cent.	Survey of personnel perception of organizational environment for promotion of GE scored a positive rating of 65-80 per cent.	Survey of personnel perception of organizational environment for promotion of GE scored a positive rating of over 80 per cent.
Findings and Explanation		
<p>The survey was sent to all personnel and the result scored an overall positive rating of 76 per cent (17% neutral, 6% negative). The minimum requirement (65%) is met as an average across the 11 questions. Moreover, the minimum requirements were met individually for 7/12 questions with only one result on work-life balance falling just below the 65 per cent threshold, thus requiring close attention in the future. It is worth adding that 4/12 questions have a result of exceeding minimum requirements with a threshold of 80 per cent. Respondents were aware of the UNCT systems in place to prevent sexual harassment and abuse of authority. It is also worth mentioning that the respondents found that the UNCT has demonstrated leadership and commitment to gender equality in the workplace (82 %). Work-life balance scores were slightly lower than the other dimensions; though 65 per cent of respondents were satisfied with their work-life balance and only 10 per cent expressed dissatisfaction (26% neutral).</p> <p>The analysis of the survey however, shows differentials in the responses of women and men, with women expressing neutrality at significant levels (over 20%) for most of the questions in contrast to men who expressed similar levels of neutrality for only three questions. The men were generally more unequivocal in their perception that the UN was making progress in advancing GE.</p>		
Evidence or Means of Verification		
Organisational survey results		

INDICATOR 4.3 GENDER PARITY IN STAFFING IS ACHIEVED

Score: Missing Minimum Requirements

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a. The UNCT has in place a mechanism for monitoring gender parity in staffing that is regularly used to monitor parity levels for general service staff and all professional levels.	Approaches minimum requirements and b. The UNCT can demonstrate positive trends towards achieving parity commitments	Meets minimum requirements and c. The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

Findings and Explanation

On average across the UN System in Nepal there is no gender parity, with 35 per cent are women and 65 per cent men of personnel.

a) The UNCT does not have a mechanism for monitoring gender parity in staffing at all level. However, this will be initiated. The consolidated data collected from this exercise will serve as baseline for future monitoring at individual agency level.

b) The assessment found that 38 per cent of General Services Staff (204/530), 36 per cent of national staff (88/43) and 44 per cent of professional staff (53 of 121) are women. Using a definition of gender parity as being within the range of 47-53 percent, it can be determined that gender parity has not been realized for any category of UN personnel. Gender parity is particularly poor in the category of international consultants and requires close attention. This data offers baseline to monitor trends.

c) The BoS is under development and will take into consideration the gender ratio and development of action plans toward getting gender parity.

Please refer to Annex C for more details of the survey results.

Evidence or Means of Verification

Gender parity data gathered from 21 agencies

INDICATOR 5.1 GENDER COORDINATION MECHANISM IS EMPOWERED TO INFLUENCE THE UNCT FOR GEEW

Score: Meets Minimum Requirements		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>Meets 2 of the following</p> <ul style="list-style-type: none"> a. A coordination mechanism for GE is chaired by a HOA; b. The group has a TOR and an approved annual work plan; c. Members include at least 50% senior staff (P4 and above; NOC and above); d. The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<p>Meets 3 of the following</p> <ul style="list-style-type: none"> a. A coordination mechanism for GE is chaired by a HOA b. The group has a TOR and an approved annual work plan; c. Members include at least 50% senior staff (P4 and above; NOC and above); d. The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<p>Meets all 4 of the following</p> <ul style="list-style-type: none"> a. A coordination mechanism for GE is chaired by a HOA b. The group has a TOR and an approved annual work plan; c. Members include at least 50% senior staff (P4 and above; NOC and above); d. The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.
Findings and Explanation		
<p>The GTG is co-chaired by Heads of Agency and is currently co-chaired by HoAs of UN Women and UNDP. The GTG meets approximately every two months. Additionally, in a show of commitment to address harmful practices and discriminatory social norms, at the beginning of 2018, the UNCT formed the Harmful Practices Working Group, which is chaired by the HoAs of UNFPA and UN Women.</p> <p>The GTG has an approved detailed annual work plan (AWP). The AWP does not however have a defined lead agency for each activity, but rather this is decided in the GTG meetings as and when necessary. All activities in the AWP are carried out jointly by at least two agencies. The <i>UNCT GTG Strategy Strengthening Capacities, Coherence and Coordination to Advance Gender Equality and Women's Empowerment covered the period 2015-2017</i>. It was based on a two-day workshop facilitated by an external expert. The GTG agreed in January 2018 that the drafting of a new strategy would be postponed until results and recommendations of the UNCT-SWAP Gender Equality Scorecard would be received. The Strategy has acted as a substitute for a GTG Terms of Reference.</p> <p>The GTG is co-chaired by HoAs and membership includes all resident agencies in the country. Membership is a mix of senior staff and NOA, NOB and NOC staff, who are gender and social inclusion experts or gender focal points in their respective agencies. The majority of focal points are senior experts in their respective agencies, though their contractual modality may not reflect this. The average years of experience in the UN System of gender focal points is seven years and above.</p> <p>The GTG members provided substantive inputs during the UNDAF process. UNDAF reviews were included in the 2017 AWP of the GTG and the GTG provided compiled feedback on the draft UNDAF and country analysis document. Furthermore, the GTG members actively participated provided substantive inputs to the UNDAF Outcome groups during the planning and prioritization process. Efforts were made to ensure that the results framework includes gender sensitive indicators and approximately 30% are disaggregated by gender.</p>		
Evidence or Means of Verification		
<p>GTG List of Members and Contact List GTG Minutes 2016 (March 3), GTG Minutes 2017 (Jan 30, May 31, Aug 17), GTG Minutes 2018 (Jan 24, April 24) GTG UNDAF Evaluation Attendance Sheet 28 July 2016 GTG Annual Work Plan 2017 and 2018</p>		

INDICATOR 5.2 UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

Score: Meets Minimum Requirements

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a. At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.	Meets 2 of the following 3: a. At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year. b. A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track. c. UNCT induction material includes gender GEEW commitments and related development challenges of the country.	Meets all of the following: a. At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year. b. A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track. c. UNCT induction material includes GEEW commitments and related development challenges of the country.

Findings and Explanation

The GTG has carried out a number of learning sessions and capacity development activities for GTG members as well as other UN Personnel and development partners in the last 12 months period. In August 2017, the GTG carried out a capacity building session on "Theory, analysis, and practice for gender equality and social inclusion mainstreaming in programming". The objective of the session was to ensure that all GTG members have a uniform understanding of fundamental gender theory and analysis and how to apply this in practice through gender mainstreaming in and GEEW focused programming. As per the 2018 GTG Capacity Development Plan three learnings sessions/trainings have been organised: a) Gender Perspectives of Legal Identity in Nepal; b) Gender and migration based on the report of the Special Rapporteur on the Human Rights of Migrants; c) Gender Statistics and the SDGs. Furthermore, the Harmful Practices Working Group in collaboration with UNICEF organized a Communications for Development (C4D) training for GTG members and other UN personnel, with the aim of introducing new methods to social norm change.

The GTG compiles a list of gender knowledge products, in order to facilitate the sharing of information across agencies and to avoid overlap. This, along with a roster of gender experts is shared on the UN Nepal website. The GTG has a Capacity Development Plan, which is updated annually and annexed to the AWP. The plan is developed based on the priority areas identified by the GTG and emerging key issues. This is monitored by the GTG and implementation is on track. The plan is not based on an inter-agency capacity assessment. There is no joint UNCT induction package, however all staff receive a security induction package and induction sessions from UNDSS. The UN Staff Association together with the GTG is developing a Domestic Violence Resource Book, which will be included in the UNDSS induction package for all new staff by the end of 2018¹. The majority of agencies have induction packages that include information on GEWE in the context of Nepal and the prevention of sexual exploitation and abuse of authority. These agencies include UNDSS, IOM, ILO, UNFPA, UN Women, UNIC, UNOPS, UNHCR, UNICEF and WFP.

Evidence or Means of Verification

GTG Minutes 2017 (Aug 17)
GTG Minutes 2018 (Jan 24, April 24, 31 May)
GTG Annual Work Plan 2018
GTG Capacity Development Plan 2017 and 2018
Materials of learning session on Gender Perspectives of Legal Identity in Nepal (8 May 2018)
Materials of learning session on Gender and Migration (31 May 2018)
Invitation and attendance sheet of C4D training (16 August 2018)

INDICATOR 6.1 ADEQUATE RESOURCES FOR GENDER MAINSTREAMING ARE ALLOCATED AND TRACKED

Score: Missing Minimum Requirements		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a. The UNCT has carried out at least one capacity building event on the gender marker over the current UNDAF cycle.	Approaches minimum requirements and b. The UNCT has established and met a financial target for program allocation for GEEW.	Meets minimum requirements and c. The UNCT has established and exceeded a financial target for program allocation for GEEW.
Findings and Explanation		
<p>The UN Country Team has not carried out any gender marker capacity building events over the current UNDAF cycle.</p> <p>The UNCT has not set a target for resource allocations for GEEW, however several indicators and activities directly related to gender where the financial resources can be tracked by outcome area – in particular programmes which are directly targeting women’s empowerment. There are several good practices to be used from the 2015 earthquakes and the 2017 floods where all funding proposals and the Joint Response Plan was given a gender score.</p>		
Evidence or Means of Verification		
<p>2018-2022 UNDAF UNDAF Annual Reports (2018, 2019, 2020, 2021, 2022) 2021 Evaluation of the UNDAF</p>		

INDICATOR 7.1 UN PROGRAMMES MAKE A SIGNIFICANT CONTRIBUTION TO GENDER EQUALITY IN THE COUNTRY

Score: Meets Minimum Requirements		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a. The UNCT has achieved or is on track to achieve some GEEW results as planned in the UNDAF Outcomes in line with SDG priorities including SDG 5.	a. The UNCT has achieved or is on track to achieve all GEEW results as planned in the UNDAF Outcomes in line with SDG priorities including SDG 5.	Meets minimum requirements and b. At least one Outcome level UNDAF result has contributed to transformative change in relation to GEEW.
Findings and Explanation		
<p>UNCT is on track to achieve all GEEW results as planned in the UNDAF Outcomes in line with SDG priorities including SDG 5. UNDAF 2018-2022 covers four focus areas:</p> <ol style="list-style-type: none"> 1. Sustainable and Inclusive Economic Growth 2. Social Development 3. Disaster Risk Reduction and Climate Change Adaptation 4. Governance, Rule of Law and Human Rights. <p>Gender disaggregated indicators are missing in Outcome 3.</p> <p>Out of six reviewed, joint programs, majority of them (four) are gender targeted and one visibly mainstreamed GEEW in line with SDG 5. Various joint advocacy events and campaigns by the UNCT in Nepal specifically focused on GEEW and were also disseminated through UN official social media.</p> <p>UNDAF 2018-2022 reporting has not been undertaken since this is the first year of the current UNDAF implementation. The UNDAF Annual Report for 2018 will be available in early 2019 for tracking the progress for UNDAF Outcomes.</p>		
Evidence or Means of Verification		
<p>UNDAF 2018-2022 (UNDAF Outcomes and UNDAF results framework)</p> <p>UNDAF Annual Report (2017)</p> <p>UNCT Joint Work Plan (2018)</p> <p>UNCT-SWAP gender equality scorecard findings of indicator:</p> <p>Indicator 1.2 Gender Equality Mainstreamed in UNDAF Outcomes</p> <p>Indicator 1.3 UNDAF Indicators Measure Changes on Gender Equality</p> <p>Indicator 2.1 Joint Programs contribute to reducing gender inequalities</p> <p>Indicator 2.2 Communications and Advocacy Address Area of Gender Inequality</p> <p>Indicator 2.3 UNDAF Monitoring and Evaluation Measures Progress Against Planned Gender Equality Results</p>		

ANNEX C – ORGANIZATIONAL CULTURE SURVEY RESULTS

Five hundred and fifty-three staff and team members responded to the survey.

Gender

Female	39.78%	220
Male	60.04%	332
Other	0.18%	1
		553

Age

20-29	7.23%	40
30-39	35.08%	194
40-49	36.89%	204
50-59	17.90%	99
60+	2.89%	16
		553

Types of personnel

National personnel	88.25%	488
International personnel	11.75%	65
		553

Location of Office

Based in Kathmandu	74.32%	411
Based in field offices (outside Kathmandu)	25.68%	142
		553
My job includes personnel supervisory functions	41.77%	231
My job does not include personnel supervisory functions	58.23%	322
		553

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 levels.

	Female	Male
Strongly agree	16.82%	26.42%
Agree	53.27%	62.26%
Neutral	19.16%	8.18%
Disagree	9.81%	2.52%
Strongly disagree	0.93%	0.63%
Answered	214	318

Heads of Agencies in this UNCT demonstrate leadership and commitment to gender equality in the workplace.

	Female	Male
Strongly agree	16.98%	28.71%
Agree	53.30%	60.57%
Neutral	24.53%	9.46%
Disagree	4.25%	1.26%
Strongly disagree	0.94%	0.00%
Answered	212	317

UN personnel in this country team demonstrate commitment to gender equality in the workplace.

	Female	Male
Strongly agree	11.54%	25.08%
Agree	53.37%	63.95%
Neutral	24.52%	9.72%
Disagree	10.10%	0.94%
Strongly disagree	0.48%	0.31%
Answered	208	319

UN personnel in this country team are treated equally irrespective of sex, gender identity or sexual orientation.

	Female	Male
Strongly agree	15.31%	25.95%
Agree	50.72%	56.33%
Neutral	22.97%	12.34%
Disagree	10.05%	4.43%
Strongly disagree	0.96%	0.95%
Answered	209	316

I know the procedures that the UN system has in place to prevent and address sexual harassment, exploitation and abuse of authority

	Female	Male
Strongly agree	22.97%	33.54%
Agree	60.77%	57.59%
Neutral	11.48%	6.65%
Disagree	4.78%	1.58%
Strongly disagree	0.00%	0.63%
Answered	200	316

UN personnel in this country team are treated equally irrespective of their caste or ethnicity.

	Female	Male
Strongly agree	18.87%	25.55%
Agree	45.28%	50.16%
Neutral	25.94%	16.40%
Disagree	8.96%	6.31%
Strongly disagree	0.94%	1.58%
Answered	212	317

The UN system in this country has adequate procedures in place to protect my personal safety and security.

	Female	Male
Strongly agree	16.11%	24.37%
Agree	58.77%	52.53%
Neutral	19.91%	16.14%
Disagree	5.21%	5.70%
Strongly disagree	0.00%	1.27%
Answered	211	316

The UN system in this country has adequate procedures in place to prevent and address sexual harassment, exploitation and abuse of authority.

	Female	Male
Strongly agree	14.22%	27.76%
Agree	52.61%	56.15%
Neutral	25.12%	12.62%
Disagree	7.11%	2.52%
Strongly disagree	0.95%	0.95%
Answered	212	317

The UN system in this country adequately facilitates the equal participation of personnel irrespective of sex, gender or sexual orientation at all levels of the organization.

Answer choices	Responses (F)	
Strongly agree	13.68%	13.68%
Agree	58.49%	58.49%
Neutral	20.75%	20.75%
Disagree	6.13%	6.13%
Strongly disagree	0.94%	0.94%
Answered	212	212

Heads of Agencies are supportive of staff to establish an adequate relationship between work life and home life.

Answer choices	Responses (F)	
Strongly agree	13.21%	16.45%
Agree	48.11%	54.84%
Neutral	29.25%	21.61%
Disagree	8.02%	6.13%
Strongly disagree	1.42%	0.97%
Answered	212	310

The package of entitlements (e.g. maternity, paternity, breastfeeding) is being implemented to support staff to achieve adequate work-life balance.

	Female	Male
Strongly agree	15.64%	26.52%
Agree	62.09%	56.55%
Neutral	19.43%	13.42%
Disagree	2.84%	2.56%
Strongly disagree	0.00%	0.96%
Answered	211	313

ANNEX D – INTER-AGENCY TASK TEAM MEMBERS

Indicators/Area of responsibility	IAT Team Member
International Gender Specialist	Roberta Clarke
Coordinator	Aino Efraimsson
1.1 Common Country Assessment 1.2 UNDAF Outcomes 2.1 Joint Programmes	Kristine Blokhus (UNFPA) Emma Fingler (UN RCO)
1.3 UNDAF Indicators 2.3 UNDAF M&E 7.1 Results	Parshu Ram Rimal (UN RCO) Bivek Joshi (UN Women) Rabin Rai (UN Women)
2.2 Communication and Advocacy	Simrika Sharma (UN RCO) Kamal Raj Sigdel (UNDP)
3.1 Engagement with the Government 3.2 Engagement with GEWE CSOs	Gitanjali Singh (UN Women) Binda Magar (UNDP)
4.1 Leadership	Richard Howard (ILO) Stine Heiselberg (UN RCO)
4.2 Organisational Culture 4.3 Gender Parity	Charles Callanan (UNOPS) Sheila Chhetri (UNDP) Barry Rasmani (UNICEF) Kalawati Chand (UN RCO)
5.1 Gender Coordination Mechanism 5.2 Capacity Development	Aino Efraimsson (UN Women) Binda Magar (UNDP)
6.1 Resource Tracking and allocation	Stine Heiselberg (UN RCO)