

**United Nations Country Team in Lebanon
SWAP Gender Equality Scorecard
Assessment Report and Action Plan**

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I. Context

The work of the United Nations Country Team (UNCT) in Lebanon is guided by the priorities set out in the United Nations Strategic Framework (UNSF) 2017-2020 which is structured around three main pillars:

- Peace and Security
- Domestic stability, including strengthened governance
- Mitigation of the socio-economic impact of the Syrian conflict and addressing pre-existing structural constraints

At the time of the UNCT-SWAP exercise, the UN system in Lebanon is at the mid-term of the UNSF implementation.

In March 2018, the UN and the World Bank have signed a partnership compact, to render response in Lebanon more sustainable and effective,¹ with gender equality and women's empowerment to be promoted in all efforts and collaboration.

II. Background²

In response to the UN Chief Executives Board for Coordination (CEB) system-wide Policy on Gender Equality and the Empowerment of Women (CEB/2006/2) the UN has developed a coordinated approach to strengthening accountability for gender, endorsed by the CEB in 2012:

1. The UN System-wide Action Plan (UN-SWAP), which from 2012-2017 focused on corporate processes and institutional arrangements at the individual entity level, and extended in 2018 to cover development and normative results tied to the SDGs.
2. The United Nations Country Teams (UNCT) Performance Indicators for Gender Equality and the Empowerment of Women (UNCT SWAP Gender Equality Scorecard), introduced in August 2008 focusing initially on joint processes and institutional arrangements within the UNCT, and also extended in this document to cover results.

The UNCT SWAP Gender Equality Scorecard has been aligned with the UN-SWAP to ensure a coherent accountability framework at country, regional and HQ levels. As

¹ For details, see, for instance, <https://www.worldbank.org/en/news/press-release/2018/03/23/the-united-nations-and-the-world-bank-group-sign-a-new-partnership-compact-for-lebanon>

² The background is based on the UNCT-SWAP Gender Equality Scorecard Framework and Technical Guidance, 2018.

the two mechanisms cover different parts of the UN system, different Performance Indicators have been used where appropriate.

There are numerous UN inter-governmental mandates for gender equality and the empowerment of women (GEEW). In 2015, UN Member States adopted the 2030 Agenda for Sustainable Development with the Sustainable Development Goals (SDGs) at its core. The Agenda commits all countries and stakeholders to work together to achieve sustained and inclusive economic growth, social development, and environmental protection. Leaving no one behind and reaching the furthest behind first is at the core of the Agenda. This is underpinned by the principle of GEEW, grounded in the norms and standards the United Nations is tasked to uphold and promote, including coherent and integrated system-wide gender-responsive planning, implementation and reporting.

The 2018 Quadrennial Comprehensive Policy Review (QCPR) and the 2018 ECOSOC Resolution on gender mainstreaming also call for acceleration of UN efforts to mainstream gender, and using the Scorecard.

The Scorecard is an accountability framework that promotes improved planning, coordination, programming and results for GEEW at the country level, tied to support to Member States to achieve the SDGs. The Scorecard supports UNCT's in self-assessing and reporting on their standing with respect to a set of Performance Indicators drawn from inter-governmental mandates, and based on review and analysis of UNCT processes. Updated in 2017, the Scorecard draws upon a review of past UNCT experience conducted by the UN Development Group, and innovative ideas and lessons from other UN gender accountability frameworks, notably UNDP's Gender Equality Seal, ILO's Participatory Gender Audit, and the Inter-Agency Standing Committee Gender Marker.

III. Assessment Objectives and Methodology

The UNCT SWAP-Scorecard assesses UN system's performance in gender mainstreaming across seven dimensions, namely (1) planning, (2) programming and monitoring and evaluation (M&E), (3) partnerships, (4) leadership and organizational culture, (5) gender architecture and capacities, (6) resources, and (7) results. Data and evidence are analyzed in accordance with fifteen dimensions-related indicators (see Annex A) and minimum requirements suggested by the 2018 UNCT-SWAP Gender Equality Scorecard Framework and Technical Guidance.

The purpose of the exercise in Lebanon is to assess the effectiveness of the UN Country Team in gender mainstreaming and the promotion of gender equality and women's empowerment, as well as to develop an action plan that will help improve performance over the period of 2019-2020.

Specific objectives of the assessment are the following:

- To assist UNCT in identifying areas in which it is meeting or not meeting minimum requirements suggested by the methodology;
- To stimulate a constructive dialogue within the UNCT about the status of support for gender equality and women's empowerment and make recommendations for improvement;
- To identify technical assistance needs to support the achievement of minimum requirements;
- To identify and share good practices in gender mainstreaming and the promotion of gender equality and women's empowerment.

With a view of the above mentioned UN-WB Partnership Compact, the assessment looked, to the extent possible, into cooperation between the two parties. The fact that UN-WB Partnership Compact thematic/ sectoral Action Plans had not yet been developed by the time of the assessment, presented a limitation to the process in the sense of non-availability of evidence to be used as means of verification. Therefore, overwhelming majority of means of verification and almost all evidence used in the process, stem from UNSF implementation and mechanisms existing within UNCT.

Methodology

The SWAP-Scorecard methodology suggests four levels of the scoring system:

- Exceeds minimum requirements
- Meets minimum requirements
- Approaches minimum requirements
- Missing minimum requirements

UNCT scores as 'approaches', 'meets', or 'exceeds' minimum requirements depending on which criteria it meets for each indicator. If UNCT fails to meet the criteria under "approaches minimum requirements", the indicator is scored as 'missing'. Most indicators contain multiple criteria.

Meeting minimum requirements should be seen as a starting point from which UNCT should work to deepen efforts to exceed minimum requirements, thereby achieving better results and serving as leaders on advancing gender equality.

IAT Configuration and Responsibilities

The UNCT SWAP-Scorecard methodology has been designed in a participatory manner to foster deeper understanding and ownership of results. Therefore, an external consultant worked together with the UNCT-SWAP Inter-Agency Team (IAT) that played a critical role in the implementation of the assessment. The IAT included

broad representation of agencies, namely, UNDP, UNIC, UNICEF, UNFPA, UNIFIL, UN Women, World Bank, RC Office, OHCHR, UNRWA, to ensure an adequate knowledge base on joint UN system actions. Many IAT members participate at UN interagency task groups, such as Communications (UNCG), Operations Management Team (OMT) and M&E.

IAT members familiarized themselves with the Scorecard guidance before the start of the assessment, taking the time to read through the indicators to ensure broad comprehension. Two-, three-member teams took responsibilities as investigators for gathering the data against each indicator (or group of indicators) and made preliminary assessments.

Evidence and means of verification for each indicator are outlined in the technical guidance, and further support was provided in-country by the consultant. IAT members worked together as a group during the external consultant's mission to verify the data, note any gaps or other issues and assign a tentative 'score' for each indicator, using the provided template (Annex A).

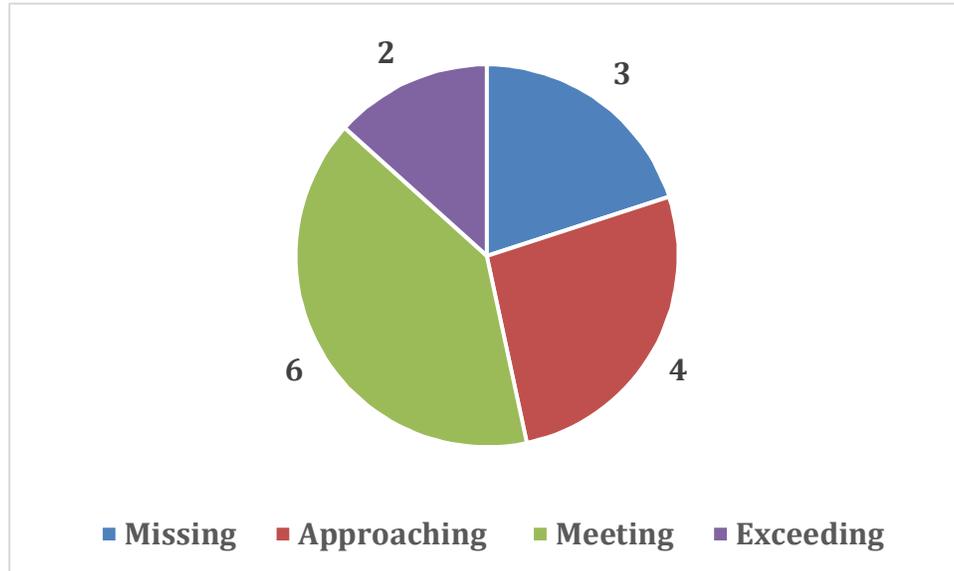
IV. Management of Assessment

The assessment process was led by UN Women and UNFPA, with support from the UNRCO and an international consultant.,.

V. Findings

The assessment found that the UN system in Lebanon has met or exceeded minimum requirements for eight indicators. Four indicators have been scored as "approaching minimum requirements", whereas three indicators have been given the "missing minimum requirements" score. The graph and the table below provide a detailed picture on the score for each indicator.

Lebanon UNCT SWAP-Scorecard Results Overview - 2019



Lebanon UNCT SWAP-Scorecard Results Overview by Indicator – 2019

Indicator	Missing Minimum Requirements	Approaching Minimum Requirements	Meeting Minimum Requirements	Exceeding Minimum Requirements
1- Planning				
1.1 Common Country Assessment				
1.2 UNDAF Outcomes				
1.3 UNDAF Indicators				
2- Programming and M&E				
2.1 Joint Programs				
2.2 Communication & Advocacy				
2.3 UNDAF M&E				
3- Partnerships				
3.1 Engagement Government				
3.2 Engagement with GEEW CSO				
4 - Leadership & Org Culture				
4.1 Leadership				
4.2 Organizational Culture				
4.3 Gender Parity				
5- Gender Arch. and Capacities				
5.1 Gender Coord Mechanism				
5.2 Gender Capacities				

6 - Financial Resources		
6.1 Resources		
7 - Results		
7.1 Gender Results		

Findings Overview by Dimension

Planning. The indicators under this dimension focus on gender-sensitivity of the Common Country Analysis and UNDAF (UN Strategic Framework (UNSF) for Lebanon) Outcomes and Indicators. The assessment revealed a need for a stronger gender focus at UNSF pre-, and design stage. The Common Country Analysis for UN in Lebanon is missing minimum requirements, as overwhelming majority of its sections do not contain gender analysis and sex-disaggregated and/or gender sensitive data. As for the Outcomes, the existence of a UNSF Outcome (#2.3) specifically targeting gender equality, while other Outcomes do not contain gender-related narrative, still results in the UNCT meeting the minimum SWAP-Scorecard requirements. The score on UNSF Indicators is “approaching minimum requirements”, due to the fact that 24 percent of the Indicators were found to be gender-specific and/or sex-disaggregated. The assessment also revealed an imbalance in concentration of gender-specific and/or sex-disaggregated Indicators across UNSF Core Priorities, with most of these Indicators contained in Priority Areas 2 (on domestic stability and effective governance).

Programming and Monitoring and Evaluation (M&E). The indicators under this dimension relate to joint programming, communications and advocacy, and UNSF M&E. While the assessment found evidence of at least half of reviewed UN Joint Programme (JP) operational at the time of the assignment mainstreaming gender equality, the lack of a JP on promoting gender equality and the empowerment of women, as well as the absence of a formal joint screening system to ensure gender mainstreaming in JPs does not allow for the “meeting minimum requirements” score. The data and evidence for the indicator on communications and advocacy proved that the UN system conducts joint events and campaigns related to GEWE, with many of them involving at least two UN agencies. The UN Integrated Communications Campaign (equivalent of UNCG Bi-annual Work Plan) includes gender-specific communications and advocacy, including on non-traditional thematic areas, hereby allowing for “exceeding minimum requirements” indicator score.

As for the UNSF M&E, the indicator score is “meeting minimum requirements”, as the gender-sensitive data is being gathered in accordance with the Results and Resources Framework and progress against gender-specific targets is assessed through annual and semi-annual reviews. The M&E function in UN system is shared between Core

Priorities' Groups and Data and Statistics Group. The Groups have not received gender-sensitive M&E training during the current UNSF cycle.

Representatives of donor coordination group consulted as part of the Scorecard exercise, in particular those funding UN agencies' projects and programmes, noted the difference among UN agencies' individual capacities in gender-sensitive M&E and suggested UNCT investment in harmonization in this area.

Partnerships. The dimension area focuses on UN cooperation with the government (including women's machinery) and civil society on gender equality and women's empowerment issues. The indicator score on government engagement meets minimum requirements, as the evidence and data proves UN system's engagement with such partners at various stages of UNSF cycle, except for CCA consultations and UNSF M&E. UNCT has been regularly working with the Ministry for Women and Youth Empowerment (established in January 2019 and formerly known as the Office of the Minister of State for Women's Affairs) and the National Commission for Lebanese Women, that constitute an important part of the national women's machinery, on a number of strategies and plans, such as the National Action Plan on UN Security Council Resolution 1325, and other. In the area of SDG localization, UN system has been working closely with the National Committee on SDGs.

As for the civil society organizations (CSOs) working in gender equality area, the UN system has not engaged them at CCA consultations and UNSF M&E, which results in "meeting minimum requirements" indicator score. Whereas GEWE CSOs participated in UNSF strategic prioritization, the UN system is encouraged to engage CSOs working primarily on gender equality and women's empowerment issues in the annual and other periodic UNSF reviews.

As part of the Scorecard exercise, interviews with government partners and a focus group discussion with civil society representatives were organized. The partners (in line with opinions shared by the donor community) noted the need for UN's coordinated advocacy for and facilitation of a regular discussion platform at the government decision-making level, where all stakeholders working on gender equality and women's empowerment issues could come together to discuss and prioritize respective joint interventions, in order to avoid duplication.

Leadership and Organizational Capacity. The dimension assesses UN Country Team's performance in leadership for GEWE, organizational culture with regard to gender-related issues, and gender parity within UN system. The indicator on leadership scored as "exceeding minimum requirements". Gender equality topic was found in most of UNCT meeting agendas in 2018. Based on examined materials, the Resident Coordinator has been demonstrating leadership, including in public statements, on gender equality on behalf of UNCT, at events, campaigns, and using publications. Heads of agencies are regarded by overwhelming majority of staff (73% of survey respondents) as being committed to gender equality at workplace; and the UNCT's Assessment of Results and Competencies (ARC) incorporates gender equality.

The UN personnel survey on gender in organizational culture looked into responses in three areas: gender equality in workplace, discrimination and personal safety, and work-life balance. Overall, 68.3 percent of respondents have positive perception on the survey areas, with 20.3 percent neutral and 11.3 percent negative, which allows for “meeting minimum requirements” score. The minimum requirement (65 percent) is met as an average across eight questions, with two questions on work-life balance falling below the 65 percent threshold. The most positive perceptions are related to the UN system making adequate efforts to fulfill its mandate to achieve and to facilitate an equal representation of women and men at all levels of the organization. Work-life balance-related responses scored the lowest. More detailed information on the survey and responses are provided in Annex B.

The indicator on gender parity in the UN system scored as “missing minimum requirements”: the UNCT does not have in place a mechanism for monitoring gender parity in staffing at all levels; there is no parity between female and male staff at entry, mid-, and senior levels; and the Business Operations Strategy does not contain gender-related actions and indicators. Whereas many UN agencies look into gender parity data individually, the SWAP-Scorecard exercise was the first time when gender parity data was analyzed for the UN system as a whole in the country.

Gender Architecture and Capacities. The dimension refers to gender coordination mechanism and gender capacities across agencies. As for the first, the indicator scores as “meeting minimum requirements”, due to the fact that one of the two Gender Working Group (GWG) chairpersons is a HOA (UNFPA Assistant Representative), and that the Group has Terms of Reference, Annual Work Plans and Annual Reports. GWG members include 50 percent of senior staff (NOC and above, P4 and above). The fact that GWG was not involved in Common Country Analysis leads to the indicator falling short of exceeding minimum requirements.

The indicator on gender capacities across UN agencies is scored as “approaching minimum requirements”: the UN system has had an inter-agency gender-related capacity development event during the past year. However, the UNCT induction package for newly recruited staff does not contain information on GEWE and on the country’s gender context; and there is no capacity development plan based on an inter-agency capacity assessment updated and monitored at least once per UNSF cycle.

Budgeting. The UNCT has not conducted gender marker-related capacity building event and has not established financial target for programme allocation on GEWE; therefore, the indicator is scored as “missing minimum requirements”. Systematized calculation of UNSF gender-targeted expenditures, for instance, through annual reporting, would strengthen collective commitment to GEWE and serve as a good example for various purposes, such as resource mobilization and advocacy.

Results. The exercise revealed that the indicator for this dimension “approaches minimum requirements”, as UNCT is on track to achieve some gender results planned in UNSF. Based on information provided in Annual Reports 2017 and 2018, the UN system is on track with regard to most targets related to strengthening institutional mechanisms and policies for improvement of the legal status of women and girls, elimination of gender-based violence (GBV) and promotion of gender equality.

Based on opinions collected at assessment team workshops, interviews and briefings, an **Action Plan** with action points, responsibilities and suggested timelines has been drafted and presented in Annex A.

Detailed Findings on Scorecard Indicators

The information below provides indicator scoring criteria, according to Scorecard methodology, IAT's scores for each indicator, findings and explanation on scores and means of verification.

Dimension Area 1 – Planning

1.1 - Common Country Analysis integrates gender analysis		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
CCA or equivalent includes: a) Gender analysis across the majority of sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG5; b) <u>Some</u> sex-disaggregated and gender sensitive data.	CCA or equivalent includes: a) Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG5; b) <u>Consistent</u> sex-disaggregated and gender sensitive data.	CCA or equivalent meets minimum requirements and includes: c) Targeted gender analysis of those furthest behind.
Indicator 1.1: Common Country Analysis (CCA) integrates gender analysis		Score: Missing Minimum Requirements
Findings and Explanation		
<p>a) <i>The CCA lacks gender analysis across the majority of sectors including underlying causes of gender inequality and discrimination in line with SDG priorities. Among the twelve sectors of the CCA grouped as Peace and Security; Political Stability and Governance; and Socio-economic Factors and Sustainable Development, some gender analysis was available in the latter two. The sections contain information on gender discrimination and violence against women, boys and girls; as well as on women's employment situation.</i></p> <p>b) <i>Some sex disaggregated and gender sensitive data is included in the CCA, namely, women's representation in parliamentary positions and unemployment rates among women.</i></p>		

c) *The CCA does not have a targeted gender analysis of those furthest behind.*

Evidence or Means of Verification

CCA 2016

1.2 Gender equality mainstreamed in UNDAF Outcomes

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) Gender equality and the empowerment of women is visibly mainstreamed across some outcome areas in line with SDG priorities including SDG5.	a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG5. or b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG5.	a) Gender equality and the empowerment of women is visibly mainstreamed across all outcome areas in line with SDG priorities including SDG5. and b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG5.

Indicator: 1.2: Gender equality mainstreamed in UNDAF Outcomes	Score: Meeting Minimum Requirements
<p>Findings and Explanation</p> <p>a) <i>Outcomes of the UN Strategic Framework (UNSF - equivalent of UNDAF) for Lebanon do not visibly mainstream gender equality and the empowerment of women: eight out of nine Outcomes lack clear gender equality language, despite the fact that a number of UNSF Outputs reflect gender focused interventions and corresponding activities. Whereas the title of the UNSF Core Priority 3³ contains the words “in a human rights/ gender sensitive manner”, the latter are not spelled-out in Priority’s Outcomes.</i></p>	

³ Full Priority 3 title is “Lebanon reduces poverty and promotes sustainable development while addressing immediate needs in a human rights/gender-sensitive manner.”

b) *One UNSF Outcome – #2.3 – specifically targets gender equality in line with UNSF Theory of Change and SDG priorities, including SDG5. The UN system in Lebanon aims at contributing to improvement of the legal status of women, elimination of gender-based violence and promotion of gender equality by strengthening institutional mechanisms and policies.*

Evidence or Means of Verification

UNSF

1.3 UNDAF indicators measure changes on gender equality

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 gender equality in line with SDG targets including SDG5.	Between one-third and one-half (33-50 percent) of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG5.	More than one-half of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG5.

Indicator: 1.3 UNDAF Indicators measure changes on gender equality	Score: Approaches Minimum Requirements
<p>Findings and Explanation</p> <p><i>Indicators that do not contain disaggregation where relevant (e.g. “number of persons reached through awareness sessions on legal topics” (UNSF Output 4.2.2)) consequently do not prompt gender-based monitoring and reporting. This practice may lead to activities that are designed “for all”, while the most disadvantaged do not receive targeted support.</i></p> <p><i>Of 178 UNSF Outcome and Output indicators, 42 (24%) track progress towards gender equality results in line with SDG priorities including SDG 5.</i></p> <p><i>The analysis found low level (5%) of gender sensitivity in Core Priority 1 (All people in Lebanon have peace and security): 1 Output indicator out of 20 indicators (total of 8 Outcome and 12 Output indicators).</i></p> <p><i>As for Core Priority 2 (Lebanon enjoys domestic stability and practices effective governance), the level of gender sensitivity is slightly higher (33%) than in other Core Priorities: 20 (10 Outcome- and 10 Output indicators) out of 61 (24 Outcome</i></p>	

and 37 Output indicators) are sex-disaggregated and/or gender-sensitive, with overwhelming majority of such indicators (11) concentrated in Outcome 2.3 (Institutional mechanisms and policies strengthened for improving the legal status of women and girls, eliminating GBV and promoting gender equality).

In Core Priority 3 (Lebanon reduces poverty and promotes sustainable development while addressing immediate needs in a human rights/ gender sensitive manner) 21 (8 Outcome- and 13 Output indicators) out of 97 (23 Outcome and 74 Output indicators) qualify and constitute 22% of all Priority's indicators. It is to note that in Outcome 3.3 (Environmental Governance), none of indicators are sex-disaggregated and/or gender-sensitive, suggesting a need for greater attention to gender mainstreaming in this area in the future.

The assessment qualified an indicator based on either a definition that includes disaggregation by sex and/or a definition that is gender specific, taking into account Means of Verification that were specific to gender (e.g. CEDAW reporting).

Evidence or Means of Verification

UNSF Joint Work Plan 2019 which contains revised (since 2017) and endorsed UNSF results matrix

Dimension Area 2 – Programming and Monitoring and Evaluation

2.1 Joint Programmes contribute to reducing gender inequalities

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.</p> <p>or</p> <p>b) A Joint Programme on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG5.</p>	<p>a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment.</p> <p>and</p> <p>b) A Joint Programme on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG5.</p>	<p>Meets minimum requirements</p> <p>and</p> <p>c) A system is in place to ensure gender mainstreaming of JPs.</p>

Indicator: 2.1: Joint Programmes (JPs) contribute to reducing gender inequalities	Score: Approaches Minimum Requirements
<p>Findings and Explanation</p> <p><i>One Joint Programme⁴ operational at the time of the assessment has been reviewed to determine the Indicator score.</i></p> <p><i>a) Joint Programme on Improving Human Security through Neighborhood Upgrading and Economic Empowerment of Vulnerable Refugees and Host Communities, implemented by UNICEF, UN HABITAT and UN Women promotes GEWE and is in line with SDG priorities, including SDG 5.</i></p> <p><i>b) There has been no Joint Programme on promoting GEWE over current UNSF period and in line with SDG priorities including SDG5.</i></p> <p><i>c) There is currently no system in place to ensure gender mainstreaming in JPs.</i></p>	
<p>Evidence or Means of Verification</p> <p><i>1. Joint Programme Document on Improving Human Security through Neighborhood Upgrading and Economic Empowerment of Vulnerable Refugees and Host Communities (UNICEF, UN HABITAT, UN Women)</i></p>	

2.2 Communication and Advocacy address areas of gender inequality		
Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>a) The UN system has contributed collaboratively to at least one joint communication activity on GEWE during the past year.</p>	<p>b) The UN system has contributed collaboratively to at least one joint advocacy campaign on GEWE during the past year.</p> <p>and</p> <p>c) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEWE communication and advocacy</p>	<p>Meets minimum requirements</p> <p>and</p> <p>d) The UN system has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.</p>

⁴ Based on the definition provided in UNGD 2014 “Guidance Note on Joint Programmes”.

Indicator 2.2: Communication and Advocacy address areas of gender inequality	Score: Exceeds Minimum Requirements
<p>Findings and Explanation</p> <p>a) <i>and b) Joint advocacy and communication campaigns were carried out in 2017 and 2018 on the occasion of 16 Days of Activism against Gender-based Violence (GBV) within the One UN and the framework and coordination mechanism of the UN Gender Working Group. The advocacy and campaigns were coordinated by UNFPA (in 2017), and UNFPA/UN Women/UNICEF/UNIC (in 2018). It is to be noted that all agencies contributed to both campaigns either financially (six-seven agencies per campaign) and/or technically/in kind. While in 2017 the campaign was UN-led, in 2018, the UN (through the GWG) partnered with the National Commission for Lebanese Women. All participating actors agreed to focus on combatting child marriage as the main theme for 2018. Both campaigns featured one single UN logo.</i></p> <p><i>Moreover, in 2017 and 2018, the UNCG launched a social media campaign titled “UN Listens” aimed at engaging Lebanese citizens and residents in sharing ideas on improving the lives in communities. This participatory campaign reflected gender issues through various elements (including TV commercials) and products. Six out of ten selected letters from public were from women, while one of the winning letters focused on the need to promote gender equality among youth. In addition, and through celebrating the 16 Days of Activism against GBV (in 2017 and 2018), as well as the International Women’s Day, the UNCG produced informative media packages consisting of background information, local and global key messages and comprehensive social media sets as part of joint advocacy campaigns among all agencies. The sets were promoted widely on all agencies’ social media platforms.</i></p> <p>c) <i>The 2018-2019 Integrated Communication Campaign is considered to be the UNCG’s Work Plan for the two years. It raises awareness about SDGs and the UN work in Lebanon, within the framework of the UNSF. While the Campaign taps on SDG5 as one of selected global goals for the year, the gender component cross-cuts across the entire Campaign’s elements and media tools (including TV spots, radio spot, infographics, visuals, etc.).</i></p> <p>d) <i>Communication and advocacy in the Integrated Communications Campaign on SDG5 showcased women in non-traditional professions – as car mechanics, in an attempt to break the existing stereotypes in the country.</i></p>	
<p>Evidence or Means of Verification</p>	

1. UN 2018-2019 Integrated Communication Campaign (equivalent of an Annual Work Plan)
2. UN Listens website: www.unlistens.org
3. Inter-Agency media packages
4. Reports of the 16 Days of Activism 2017 against GBV and 2018 Campaign against Child Marriage
5. TV spots produced by UNIC on SDG5, infographics on SDG5

2.3 UNDAF Monitoring and Evaluation measures progress against planned gender equality results

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) UNDAF Results Matrix data for gender sensitive indicators is gathered as planned or b) UNDAF reviews/evaluations assess progress against gender-specific results.	Meets two of the following: a) UNDAF Results Matrix data for gender sensitive indicators is 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 is 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.

Indicator: 2.3 UNDAF Monitoring and Evaluation measures progress against planned gender equality results	Score: Meets Minimum Requirements
Findings and Explanation	

- a) *Data for UNSF gender sensitive indicators has been mostly gathered as planned, using the UNSF Joint Work Plan Reports, with some cases of gaps in reporting sex-disaggregated and/or gender specific data.*
- b) *UNSF annual and mid-year reviews assess progress against gender-specific results. The 2017 and 2018 UNSF Annual and Semi-annual Reports contain detailed information on progress with regard to gender equality and women's empowerment under Outcome 2.3 within Core Priority 2. Gender-specific information is also available in other components of the reports (e.g. on education, UN joint campaigns). Among the UN main gender results in 2017 was development of the National Gender Equality Strategy and improvement of legislation, including on penalization of sexual harassment and discrimination, and on paternity leave. In 2018, the UN supported the Government in drafting the National Strategies on Child Marriage and Violence against Women, National Plan on Child Protection and Gender-based Violence, and National Action Plan on Women Peace and Security, among other.*
- c) *During the current UNSF cycle, Core Priority Groups and Data and Statistics Group (equivalent of UNSF M&E Team) have not received technical training on gender-sensitive M&E.*

Evidence or Means of Verification

2017, 2018 UNSF Annual and Semi-annual Reports and Annual Joint Work Plan Reports
Interviews with UN staff working on M&E and members of UN Gender Working Group

Note on good M&E practice:

Within the framework of the Lebanon Crisis Response Plan (LCPR) 2017-2020, at inter-sectoral level, progress against six impacts associated with four strategic objectives is measured on a yearly basis. At sector level, annual strategies are developed that factor in gender and disability considerations including female-headed households and/or households with family members who are disabled. Each sector has a logical framework that describes sector's intended results up to outcome level, as well as the tools to measure the progress. Logframes address gender equality and gender-based violence. Altogether, sectors intend to contribute to 31 outcomes, deliver 72 outputs and implement over 300 activities. Sector implementing partners report their activities in Activity Info, and sex-disaggregated data is systematically collected through that process. At outcome and impact level, large-scale surveys (for instance the annual Vulnerability Assessment of Syrian Refugees in Lebanon) are designed to capture the impact of the response on gender equality and the implications of any action for women, girls, men and boys.

Moreover, LCPR has been using the Inter-Agency Standing Committee (IASC) Gender Marker (GM) that codes whether or not a sector's strategy is designed to effectively respond to the different needs of men, women, girls and boys within the affected

population. The IASC GM has been applied across the response and is not simply a measuring tool, but most importantly, is a capacity building instrument. Throughout this process, some sectors have taken specific actions to ensure that all segments of affected population have equal access to protection and assistance. For instance, food security sector has strengthened capacities of food security partners on food security gender-based violence-related risks, with a specific focus on cash-based assistance to ensure mitigation strategies across the entire programme cycle; and improved the safety and security of the location of and access to food/E-card distribution point's for women, girls and high risk groups.

Dimension Area 3 – Partnerships

3.1 UNCT collaborates and engages with Government on GEWE

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

localization and/or implementation.

engagement in gender related SDGs localization and/or implementation.

Indicator 3.1: <i>UNCT collaborates and engages with Government on GEWE</i>	Score: <i>Meets Minimum Requirements</i>
Findings and Explanation	
<p><i>Prior to 2018 the National Women’s Machinery comprised the National Commission for Lebanese Women and the Office of the Minister of State for Women’s Affairs. Since January 2019, the latter formed the Ministry for Women and Youth Empowerment.</i></p>	
<p><i>a) The UNCT collaborated with at least five ministries and the National Women’s Machinery, including the National Commission for Lebanese Women, the Ministry of Social Affairs, the Office of the Minister of State for Women’s Affairs (now the Ministry for Women and Youth Empowerment), the High Council on Childhood, and the Ministry of Public Health, the Ministry of Defense, the Ministry of Interior, the Ministry of Justice, and the Ministry of Foreign Affairs, on gender equality initiatives including the Women, Peace and Security Agenda (WPS), development of the Strategy on Elimination of Violence against Women (VAW), the Strategy on Prevention and Response to Child Marriage, and the National Strategy on Child Protection.</i></p>	
<p><i>b) The National Commission for Lebanese Women, the Ministry of Social Affairs, and other government entities working on gender issues, among other, participated in UNSF strategic prioritization and implementation, including in the development of the National Action Plan (NAP) on the UN Security Council Resolution 1325 on WPS, and country-wide advocacy campaign on women’s political participation. However, the National Women’s Machinery (comprised of the National Commission for Lebanese Women and the Office of the Minister of State for Women’s Affairs) had not participated in the country analysis and is not involved in UNSF monitoring and evaluation.</i></p>	
<p><i>c) The UNCT has made several contributions to strengthen Government participation and engagement in gender related SDG implementation. The UN supported the Council of Ministers in establishment of the National Committee on SDGs, headed by Prime Minister and composed of ministries,</i></p>	

national institutions, civil society and private sector. The UNCT supported the development of four thematic SDG groups (People, Planet, Prosperity, Peace) and a statistical task force. UNCT also supported the Government in the development of Lebanon's Voluntary National Review.

Evidence or Means of Verification

1. *GWG Results Report, 2018*
2. *GWG Annual Report, 2018*
3. *Concept note on the development of NAP 1325 on Women, Peace and Security*
4. *Terms of Reference on Public Awareness Campaign to enhance the role of Lebanese women for effective and meaningful participation in the upcoming 2018 parliamentary elections*
5. *Lebanese Elections Assistance Project documents*
6. *Lebanon Voluntary National Review, available at <http://www.un.org.lb/english/sdgs-in-lebanon>*
7. *Capacity Building Workshops for members of the Sub-Committee on Gender and SDGs (documents available at <https://www.unescwa.org/events/regional-capacity-building-workshop-members-sub-committee-gender-and-sdgs-voluntary-national>) and for Gender Focal Points*
8. *List of counterparts on UNSF consultations*

3.2 UNCT collaborates and engages with Women's/Gender Equality CSO

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has collaborated with GEWE CSO and women's rights advocates on at least <u>one</u> joint initiative that fosters gender equality and empowerment of women within the current UNDAF cycle.	Meets two of the following: a) The UNCT has collaborated with GEWE CSO and women's rights advocates for at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle. b) GEWE CSO participates in UNDAF consultations:	Meets all of the following: a) The UNCT has collaborated with GEWE CSO and women's rights advocates for at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle. b) GEWE CSO participates in UNDAF

	<p>country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least <u>one</u> contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.</p>	<p>consultations: country analysis, strategic prioritization, implementation, M&E.</p> <p>c) The UNCT has made at least <u>one</u> contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.</p>
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<p>Indicator 3.2: UNCT collaborates and engages with Women's/Gender Equality CSO</p>	<p>Score: Meets Minimum Requirements</p>
<p>Findings and Explanation</p> <p>a) <i>The UNCT has collaborated with women's/ gender equality CSOs on a number of joint initiatives and programs including the 16 Days of Activism against Gender-Based Violence, the Women, Peace and Security Agenda, the Roadmap on Women's Political Participation, the development of Strategy on Prevention and Response to Child Marriage, and the Human Security Fund's engagement with youth on gender equality and gender-based violence.</i></p> <p>b) <i>Gender equality CSOs participated in UNSF strategic prioritization and implementation, including on the Women, Peace and Security Agenda, the Strategy on Elimination of VAW, the Strategy on Prevention and Response to Child Marriage, and women's political participation. However, the CSOs did not participate in the development of the CCA and are not involved in UNSF monitoring and evaluation.</i></p> <p>c) <i>Civil society representatives are among the members of the National Committee on SDGs. The UNCT contributed to strengthening capacity of the Committee in the area of gender and SDGs, among other. In addition, civil society representatives took part in development of Lebanon's Voluntary National Review.</i></p>	

Evidence or Means of Verification

1. *Concept note on Human Security Fund*
2. *Meeting minutes on the Strategy on Elimination of VAW (ESCWA, UNFPA), 2018*
3. *Meeting minutes from National NAP 1325 Steering Committee, 2018*
4. *Attendance sheets from WPS (NAP 1325) consultations, 2018*
5. *Meeting minutes on the Strategy on Prevention and Response to Child Marriage, 2018*
6. *Capacity Building Workshops for members of the Sub-Committee on Gender and SDGs (documents available at <https://www.unescwa.org/events/regional-capacity-building-workshop-members-sub-committee-gender-and-sdgs-voluntary-national>) and for Gender Focal Points*
7. *Lebanon Voluntary National Review, available at <http://www.un.org.lb/english/sdgs-in-lebanon>*

Dimension Area 4 - Leadership and Organizational Culture

4.1 UNCT leadership is committed to championing gender equality

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets 2 of the following:	Meets 3 of the following:	Meets all 4 of the following:
a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;	a) Gender equality is a regular topic of discussion in HOA meetings during the last 12 months;	a) Gender equality 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;	b) RC demonstrates public championing of gender equality during the last 12 months;	b) RC demonstrates public championing of gender equality during the last 12 months;
c) Heads of Agencies are seen by personnel as committed to gender equality in the workplace during the last 12 months;	c) Heads of Agencies are seen by personnel as committed to gender equality in the workplace during the last 12 months;	c) Heads of Agencies are seen by personnel as committed to gender equality in the workplace during the last 12 months;
d) Gender equality is reflected in the		

Assessment of Results and Competencies (ARC) of UNCTs in the last 12 months.	d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs in the last 12 months.	d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs in the last 12 months.
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Indicator: <i>4.1 UNCT leadership is committed to championing gender equality</i>	Score: <i>Exceeds Minimum Requirements</i>
Findings and Explanation	
<p>a) <i>Gender equality has been a regular topic of discussion in UNCT meetings during the last 12 months. In the minutes of the 12 UNCT meetings held, gender issues were found in 11: UNCT members discussed relevant issues, such as women’s participation in elections, gender-based violence, sexual exploitation and abuse, sexual rights, and other.</i></p> <p>b) <i>The RC has demonstrated public championing of gender equality during the last 12 months. Almost two-third of the RC’s speeches and remarks include references as to how UNCT is promoting GEWE, including on elimination of violence against women, on women and girls in crisis situation, and on maternal mortality. Through his personal Twitter account, the RC has often highlighted successful cases of women’s political empowerment in Lebanon and reiterated UN continuous commitment to social and economic empowerment of Lebanese women and youth.</i></p> <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p><u>Note on good practice:</u> At the first High-Level Mashreq Conference on Women’s Economic Empowerment, the World Bank, as part of the UN system in Lebanon, committed to work closely with the Government to ensure that 100 percent of Bank-financed projects apply the gender lens, through identifying and addressing gender gaps effectively, and to encourage wide inclusion and equitable participation of women and men in country-level consultative processes.</p> </div> <p>c) <i>Heads of Agencies are seen by 73 percent of personnel as committed to gender equality in the workplace during the last 12 months.</i></p> <p>d) <i>Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs in the last 12 months.</i></p>	
Evidence or Means of Verification	
<ol style="list-style-type: none"> 1. <i>Organizational Culture Survey</i> 2. <i>Assessment of Results and Competencies of UNCT</i> 	

- 3. Twitter account of the UN RC in Lebanon at <https://twitter.com/unlazzarini?lang=en>
- 4. UN in Lebanon website at <http://www.un.org.lb/speeches-and-remarks>

4.2 Organizational culture fully supports promotion of gender equality and the empowerment of women

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Survey results of personnel perception of organizational environment for gender equality scored a positive rating of 50-64 percent.	Survey results of personnel perception of organizational environment for gender equality scored a positive rating of 65-80 percent.	Survey results of personnel perception of organizational environment for gender equality scored a positive rating of over 80 percent.

Indicator 4.3: <i>Organizational culture fully supports promotion of gender equality and the empowerment of women</i>	Score: <i>Meets Minimum Requirements</i>
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Findings and Explanation

The survey was sent to all HOAs with instructions to distribute to all personnel. Results scored an overall positive rating of 68.3% (20.3% neutral and 11.3% negative). The minimum requirement (65%) is met as an average across eight questions, with two questions on work-life balance falling below the 65% threshold.

The question on UN system making adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels scored highest with 77% positive rating. The question on UN system in the country adequately facilitating the equal participation of both women and men at all levels of the organization was second high in terms of positive rating (76%).

Work-life balance scores were lower on average than the other dimensions. 52% believed Heads of Agencies are supportive of staff to establish an adequate relationship between work life and home life. 55% of respondents were satisfied with support by flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule). This is also the question with the biggest difference among female and male personnel who were not satisfied with the arrangements.

Other questions with noticeable difference of opinion among female (implying they are less satisfied than men) and male personnel who disagree and strongly disagree with the survey statements, relate to (1) the package of entitlements supporting staff in achieving work-life balance; (2) the UN system in Lebanon having adequate procedures in place to prevent and

address sexual harassment, exploitation and abuse; and (3) the UN system making adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels.

Refer to Annex B for more detailed information on responses overall, and those where differences between female and male opinions were the biggest.

Evidence or Means of Verification

Results of the survey of staff perception of organizational environment for gender equality (total 608 responses of about 4,500 personnel; confidence interval of 7.5)

4.3 Gender parity in staffing is achieved

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 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.

Indicator 4.3: Gender parity in staffing is achieved	Score: Missing Minimum Requirements
Findings and Explanation	
<p>a) <i>The UNCT does not have 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. Most UN agencies monitor gender parity situation individually.</i></p> <p>b) <i>Women constitute 34% (727 out of 2112) of G1-G7 personnel, 41% (138 out of 335) of P1-P3 and NOA-NOB staff, and 45% (142 out of 312) of NOC-NOD and P4-D2 personnel. Therefore, gender parity⁵ is negative across the three groups of</i></p>	

⁵ Gender parity is defined as + or - three percentage points (47-53%).

personnel: entry-, mid-, and senior level.

- c) *There is a draft Business Operations Strategy (BoS) that does not include gender-specific actions and indicators to foster gender equality and women’s empowerment. Suggested action points have been developed by the Inter-agency Team to render BoS more gender-specific (see Action Plan).*

Evidence or Means of Verification

1. *Human Resources Data collected from ESCWA, FAO, IOM, ILO, OCHA, UNDP (incl. UNV), UNDSS, UNESCO, UNFPA, UNHCR, UNIC, UNICEF, UNIDO, UNIFIL, UNMAS, UNODC, UNRWA, UNTSO, WFP, WHO, UNSCOL, UNRCO, UN Women⁶*
2. *Draft BoS as of February 2019*
3. *Interviews with RC Office and OMT members*

Dimension Area 5 - Gender Architecture and Capacities

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Meets 2 of the following:	Meets 3 of the following:	Meets all 4 of the following:
<ul style="list-style-type: none"> a) A coordination mechanism for gender equality exists and 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 	<ul style="list-style-type: none"> a) A coordination mechanism for gender equality exists and 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 	<ul style="list-style-type: none"> a) A coordination mechanism for gender equality exists and 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

⁶ Due to different grade systems, data from IMF and UNOPS was not included into the aggregated number. See Annex C for details.

analysis, strategic prioritization, results framework and M&E.	analysis, strategic prioritization, results framework and M&E.	the country analysis, strategic prioritization, results framework and M&E.
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Indicator 5.1: <i>Gender coordination mechanism is empowered to influence the UNCT for GEEW</i>	Score: <i>Meets Minimum Requirements</i>
Findings and Explanation	
<p>a) <i>A coordination mechanism for gender equality exists within the UN system in Lebanon in a form of a Gender Working Group (GWG) and consists of representatives of 19 UN entities, including agencies, funds, programmes, peace keeping forces, World Bank, RC Office, and the Office of the UN Special Coordinator for Lebanon (UNSCOL). One of GWG chairpersons (at the time of Scorecard process) is a Head of Agency (UNFPA).</i></p> <p>b) <i>The GWG has a Terms of Reference (TOR) developed and approved by UNCT. The GWG develops its Annual Workplan in a participatory manner and the latter includes key outputs, activities, lead agency, support agency, and financial requirement. The Workplans are approved by the UNCT.</i></p> <p>c) <i>50% of GWG are senior staff (P4/NOC and above).</i></p> <p>d) <i>The GWG had not been involved into the CCA, however, it substantively contributed to the 2017-2020 UNSF in terms of strategic prioritization (i.e. formulating outputs, development of interventions, agreeing on joint interventions, etc.), M&E framework (i.e. indicators with baseline and targets) and indication of financial resources.</i></p>	
Evidence or Means of Verification	
<ol style="list-style-type: none"> 1. <i>GWG ToR</i> 2. <i>GWG Annual Workplans 2017 and 2018</i> 3. <i>GWG Annual Reports 2017 and 2018</i> 4. <i>List of GWG members' levels and grades</i> 5. <i>Email correspondence between various GWG members on UNSF prioritization</i> 	

5.2 UNCT has adequate capacities developed for gender mainstreaming

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

<p>Indicator 5.2: <i>UNCT has adequate capacities developed for gender mainstreaming</i></p>	<p>Score: <i>Approaches Minimum Requirements</i></p>
<p>Findings and Explanation</p> <p><i>a) All UN Agencies' personnel were encouraged to take the Prevention of Sexual Exploitation and Abuse (PSEA) online course, whereas six UN agencies have taken the I Know Gender online course.</i></p>	

Note on good practice: UN Task Forces on Sexual and Gender-based Violence and on Prevention of Sexual Exploitation and Abuse, besides building capacity of UN personnel in Lebanon, expanded their knowledge and skills sharing to external partners, such as civil society and medical personnel.

b) An interagency capacity assessment and capacity development plan have not been undertaken. GWG ToR contains a related task for the Group to implement – “develop an internal action plan for capacity building within the UN system to better deliver on its support to gender equality.” Based on a discussion and interviews with GWG members, an inter-agency capacity building assessment which should precede the capacity building plan, requires involvement of higher-level institutional mechanisms, such as UNCT, and shared responsibility (e.g. with Operations Management Team).

c) UNCT induction material does not include information on GEWE and related development challenges.

Evidence or Means of Verification

1. Email correspondence on PSEA training by UN staff in Lebanon
2. Email correspondence on “I Know Gender” online course taken by UN staff

Dimension Area 6 - Resources

6.1 Adequate resources for gender mainstreaming are allocated and tracked

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) UNCT has established and met a financial target for program allocation for GEWE.	Meets minimum requirements and c) UNCT has established and exceeded a financial target for program allocation for GEWE.

Indicator 6.1: Adequate resources for gender mainstreaming are allocated and tracked	Score: Missing Minimum Requirements
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Findings and Explanation

<p>a) <i>The UNCT has not carried out capacity building events on the gender marker over the current UNSF cycle.</i></p> <p>b) <i>and c) The UNCT has not established, met or exceeded a financial target for program allocation for GEWE.</i></p>
<p>Evidence or Means of Verification <i>Interviews with RC Office</i></p>

Dimension Area 7 - Results

7.1 UN Programmes make a significant contribution to gender equality in the country

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<p>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 SDG5</p>	<p>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 SDG5</p>	<p>Meets minimum requirements and</p> <p>b) At least one outcome level UNDAF result has contributed to transformative change in relation to GEEW.</p>

<p>Indicator 7.1: <i>UN Programmes make a significant contribution to gender equality in the country</i></p>	<p>Score: <i>Approaches Minimum Requirements</i></p>
<p>Findings and Explanation</p> <p>a) <i>and b) The UNCT is on track to achieve some gender equality results as planned in UNSF Outcome 2.3 (Institutional mechanisms and policies strengthened for improving the legal status of women and girls, eliminating GBV and promoting gender equality). UNSF reports provide evidence of UN contribution to development of important legislation (e.g. Strategy to Eliminate VAW) and national plans (e.g. NAP on 1325) aimed at improving gender equality in the country. Given the fact that most of these laws and plans have been adopted rather recently, it will become evident in the medium- or long-term whether they have led to transformative change.</i></p>	
<p>Evidence or Means of Verification</p>	

2017, 2018 UNSF Annual and Semi-annual Reports and Annual Joint Work Plan Reports
UNCG Annual Workplans 2017 and 2018

Annex A – UNCT SWAP-Scorecard Action Plan⁷

Action	Responsibility ⁸	Required Resources and Source	Timing	Explanation and Links to SWAP-Scorecard Assessment
1. Planning				
1.1. Ensure that all CCA sectors contain (1) gender analysis, (2) sex-disaggregated data, and (3) underlying causes of gender inequality and discrimination in line with SDG priorities, including a targeted gender analysis of those furthest behind.	<p>UN Women – to provide GWG chair overall guidance, based on UNDG Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level, section 3.⁹</p> <p>GWG chairs (in close cooperation with GWG) – to ensure quality assurance of gender-sensitivity; facilitation of provision of context-specific gender analysis expertise from UN agencies and external, if required</p>	Staff time, external consultant fee (if applicable)	Next UNSF planning cycle	The action would provide the foundation for gender sensitive planning and programming, leading to stronger gender results. It would also allow UNCT to meet minimum requirements for SWAP-Scorecard methodology

⁷ The Action Plan is developed based on inputs from the scorecard consultant, members of the Inter-Agency Team and the Gender Working Group. This annex is linked to the report, but contains actions that are partially outside the liability of the scorecard consultant's terms and conditions.

⁸ The overall responsibility of ensuring these actions will be taken lies on the UNCT.

⁹ Resource Book is available at <https://undg.org/document/resource-book-for-mainstreaming-gender-in-un-common-programming-at-the-country-level/>

1.2. Ensure that 50 % of the UNSF objectives and outcomes address gender-related challenges identified by the CCA and include gender-disaggregated data (in indicators, targets, etc.)	GWG chair – to monitor and support CCA process and ensure gender disaggregated data is used, including – provision of knowledge resources (e.g.). ¹⁰ chair to monitor CCA process and that gender disaggregated data are used	Staff time	Next UNSF planning cycle	indicator 1.1 The action would contribute to targeting changes in institutional and/or behavioral capacities; allow for consistent monitoring across all Outcomes; and attain the “meeting minimum requirements” score for SWAP-Scorecard methodology indicator 1.3.
2. Programming and M&E				
2.1 Ensure gender marker and support application by all UN	UNCT – to-commit to usage of gender marker UN Women and GWG, with UNRCO support, to follow up and ensure that all UN entities are using gender markers	Staff time	2019 and beyond	The action would render UNCT’s integrated response to

¹⁰ UNDG Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level, available at <https://undg.org/document/resource-book-for-mainstreaming-gender-in-un-common-programming-at-the-country-level/>

entities in Lebanon.	(with a view to strengthen up and harmonize procedures where possible)			complex development challenges more gender-sensitive and would allow for “meeting minimum requirements” score for methodology indicator 2.1.
2.2 Develop and implement guidance/ gender for joint programming.	UN Women and GWG – to produce– develop and communicate checklist and filing system for JP proposals (in cooperation with the RCO), and ensure it is understood and implemented (for example in joint programme proposals).	Staff time	2019 and beyond	
2.3 Ensure availability of essential gender related data and statistics for monitoring of progress, advocacy and policy/ decision-making	UN WOMEN – to work with GWG and DSWG, incl WB, to identify data gaps and take measures to provide accurate, useful and timely data (in particular with regards to follow up on SDG5), as well as in support of the coming CCA and UNDAF planning cycle.	Staff time and survey resources	ASAP	
3. Partnerships				
3.1. Involve women civil society organisations and women’s rights focused Government	GWG chairs – to ensure involvement of national counterparts, including representatives from vulnerable/marginalized groups, when needed in the country assessment and UN planning process, and in close cooperation with the UNRCO. ¹¹ .	Staff time	Next UNSF planning cycle	To ensure that no one is left behind, UN system should engage a broad range of non-

¹¹ UNDAF Guidance is currently being revised, taking into account the UN Reform.

entities (incl Women’s Affairs Ministry and NCLW) in development of a new UNDAF beyond 2020 (including CCA).

state actors, including those who may be marginalized on the basis of their sex or gender. This action would allow for better performance on indicator 3.2; as well as contribute to improving on ever better engagement in non-traditional areas.

4. Leadership

4.1. No more participation of UN management and staff in public meetings and events where women are not represented. This policy should be announced broadly

SCL and DSCL/RC – to communicate new policy and lead by example.

Staff-time

From now on

A supportive organizational culture enables the promotion of gender equality and the empowerment of women.

inside and outside the organization (through website, press release and social media, etc.)

4.2 Arrange at least one joint communication event annually with an exclusive focus on gender equality (on the 8th of March preferably), with UNCT participation.

GWG – to lead and implement, in close cooperation with UNCG and UNRCO.

Staff time and event costs

From now on start planning

As an organization of high requirements, the UN must be an example of continuing ensuring gender parity.

4.3 Hold UNCT discussions on gender equality at least twice a year (including on work-life balance).

GWG chairs – lead planning and coordination (including collaboration with UNRCO and UNCG).

Staff time

From now on start planning

The actions with regard to this indicator would lead to “meeting minimum requirements” score.

4.4 Promote work-life balance policies

RCO – to email HoAs and/or OMT members requesting them to share UN memo with guidance on work-life balance:

<http://www.un.org/womenwatch/osagi/archive/CEB%20-%20work%20life%20balance%2018Feb2008.pdf>

Staff time

ASAP

4.5 Conduct staff survey annually one month ahead of the UNCT retreat and ensure that findings are discussed at the retreat and followed up by an action plan.	RC	Staff time	In August, every year
4.6 Conduct organizational survey annually to collect data and follow up on progress towards gender parity in the UN.	OMT – to collect data from UN entities and report on status to UNCT.	Staff time	In August, every year
4.7 Business Operations Strategy (BOS) to include gender-specific actions and indicators in at least one Business Operation Area.	OMT (in coordination with RCO and with guidance from UN Women)	Staff time	ASAP

5. Gender Architecture and Capacities				
5.1. UN entities to reconsider the nomination of their respective middle programme/ technical staff in the GWG to strengthen the groups' work.	UNCT members – to review membership and nominate GWG members to strengthen engagement, capacity and effectiveness.	Staff time	Now, 2019 and beyond	Despite repeated calls for high-level appointments to GWG, many gender focal points are junior- to mid-level staff. The gender coordination mechanism should include as many as staff members that have expertise and decision-making powers to maximize effectiveness. This action would allow for “exceeding minimum
	GWG chair – to revise the ToR (in coordination with RCO and GWG) and submit to UNCT for endorsement (to strengthen commitment, performance and accountability).			
GWG chair – to arrange regular meetings 4–6 times per year, brief and report back to UNCT at least three times per year, and lead work to produce and implement work plan.				
5.2 Provide knowledge resources on integrating gender into programmes and projects.¹²	GWG co-chair – to share resource list and guidance via GWG members (and agree on how to increase awareness in UN entities): https://undg.org/wp-content/uploads/2018/03/Resource-Book-Mainstreaming-Gender-UN-Common-Programming-Country-Level-web.pdf https://undg.org/wp-content/uploads/2017/03/gender-mainstreaming-issuesbrief-en-pdf.pdf	Staff time	ASAP	

¹² See, for instance, a checklist p.22 in UNDP Gender Mainstreaming Made Easy, Handbook for Programme Staff, available at http://www.undp.org/content/dam/somalia/docs/Project_Documents/Womens_Empowerment/Gender%20Mainstreaming%20Made%20Easy_Handbook%20for%20Programme%20Staff1.pdf

5.3 Facilitate identification of expert(s) with knowledge and skills in gender and M&E among UN agencies and externally, if needed.	GWG – to facilitate identification of experts and share updated lists.	Staff time	Q2–Q3 2019 (and to be regularly updated)	requirements” score for indicator 5.1.
5.4 Develop capacity building plan for gender equality	GWG chair and OMT – to jointly suggest a plan to the UNCT and ensure that relevant and needed trainings are conducted to promote gender mainstreaming in the UN system in Lebanon (including efforts to strengthen gender sensitive monitoring and reporting).	Staff time and costs for trainings	Q2/Q3 2019	

6. Resources

6.1. UNCT to commit to a budgetary target for GEWE expenditures for the whole UNSF (should be, as per SG guidance, at least 15% of the total).	UNCT members – to ensure use of gender markers within their organizations.	Staff time	2019 and beyond	Gender-related resource tracking and targeting at the country level helps to ensure adequate financial resources are
	GWG – to follow up and provide guidance to UNCT members, if needed and in cooperation with UNRCO. ¹³			

¹³ For example, by advisory and by sharing the UNDG Gender Equality Marker Guidance Note, available at <https://undg.org/document/gender-equality-marker-guidance-note/>

<p>6.2 Ensure that UNCT tracks and utilizes UNSF budgetary data to ensure adequate allocation of resources for GEWE should be, as per SG guidance, at least 15% of the total.</p>	<p>GWG – to follow up and provide guidance to UNCT, in cooperation with UNRCO.</p>	<p>Staff time</p>	<p>From now on</p>	<p>dedicated to GEWE programming. This action would allow for “meeting minimum requirements” for indicator 6.1.</p>
<p>7. Results</p>				
<p>7.1. Report annually on all gender-related indicators of the UNSF JWP (including explaining lack of progress/results)</p>	<p>Pillar group co-leads – to involve GWG in annual joint work planning and reporting, and ensure follow up on all UNSF gender indicators/ targets. Pillar group co-leads</p>	<p>Staff time</p>	<p>From now on</p>	<p>Through results-based management at UNSF level, gender equality is translated into results chains and into holistic programming for gender equality. Action under this dimension would allow for “meeting minimum requirements” with regard to indicator 7.1.</p>

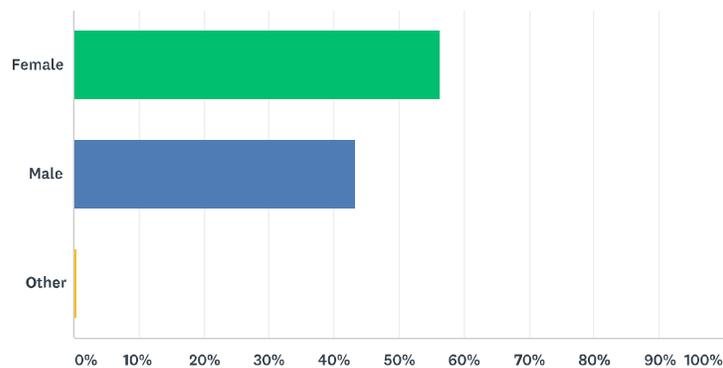
Annex B - Organizational Culture Staff Survey Results

Organizational Culture Staff Survey was open from 29 January till 15 February 2019 and collected 608 responses (344 by female staff and 264 – by male staff) through Survey Monkey website. With estimated number of UN personnel around 4500, confidence interval of the sample is 7.5, thus making the sample considerably representative.

Below graphs provide data on submitted responses, including those with noticeable differences among female and male personnel.

Q1 Select your gender:

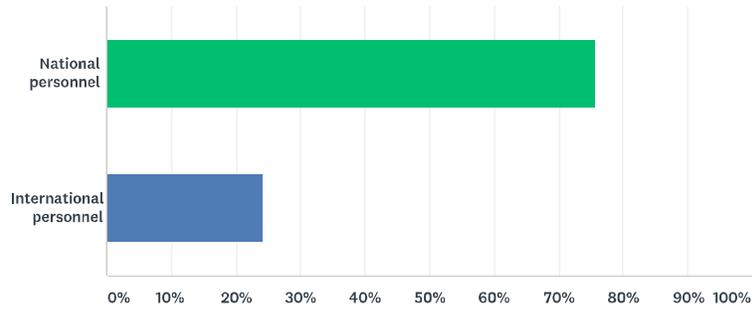
Answered: 611 Skipped: 0



ANSWER CHOICES	RESPONSES	
Female	56.30%	344
Male	43.21%	264
Other	0.49%	3
TOTAL		611

Q2 Select below:

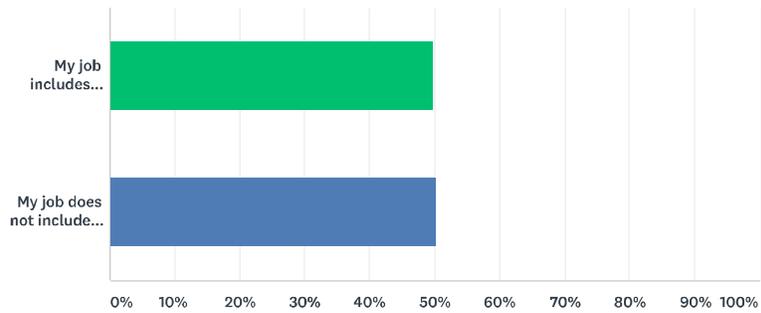
Answered: 611 Skipped: 0



ANSWER CHOICES	RESPONSES	
National personnel	75.78%	463
International personnel	24.22%	148
TOTAL		611

Q3 Select below:

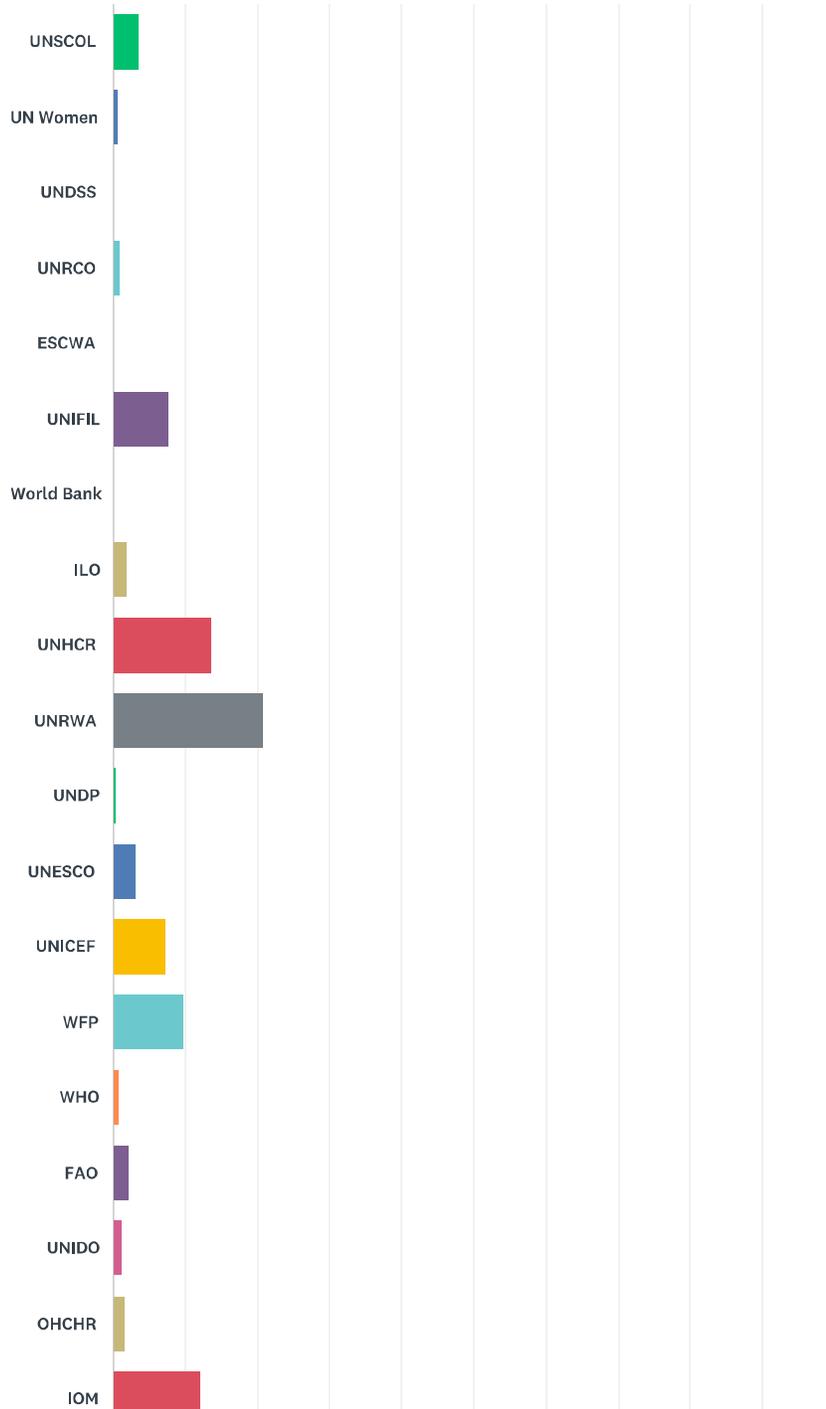
Answered: 611 Skipped: 0

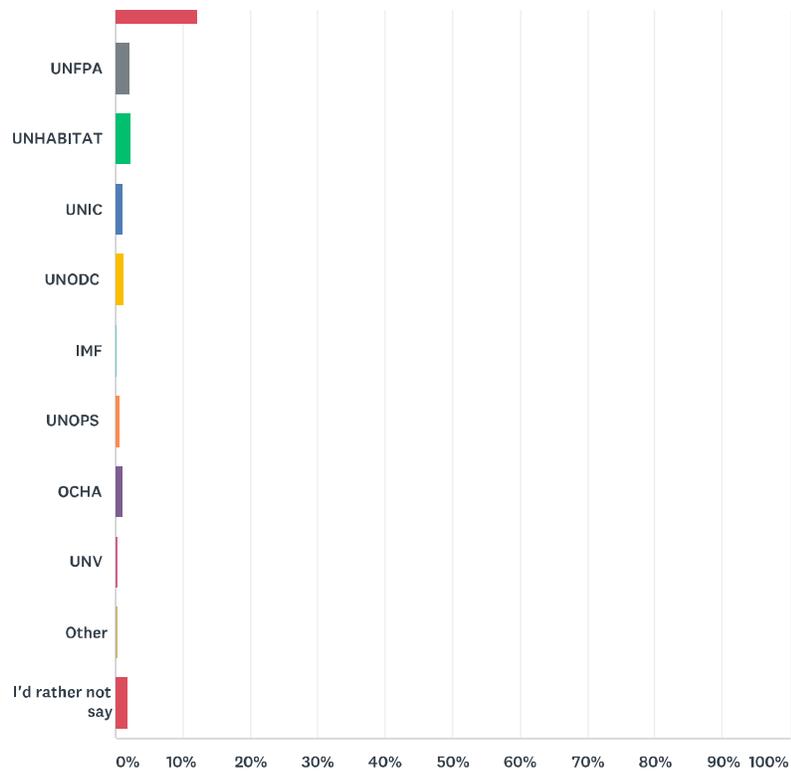


ANSWER CHOICES	RESPONSES	
My job includes personnel supervisory functions	49.75%	304
My job does not include personnel supervisory functions	50.25%	307
TOTAL		611

Q4 Select your agency from below:

Answered: 610 Skipped: 1



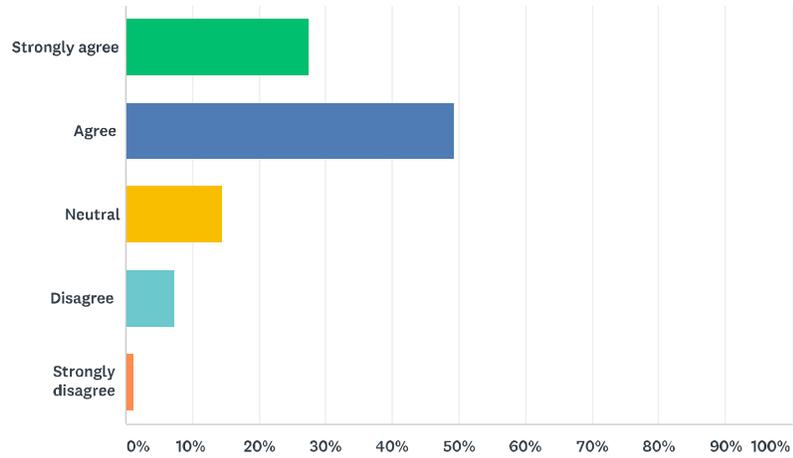


ANSWER CHOICES	RESPONSES	
UNSCOL	3.61%	22
UN Women	0.66%	4
UNDSS	0.16%	1
UNRCO	0.98%	6
ESCWA	0.00%	0
UNIFIL	7.70%	47
World Bank	0.16%	1
ILO	1.80%	11
UNHCR	13.61%	83
UNRWA	20.82%	127
UNDP	0.49%	3
UNESCO	3.11%	19
UNICEF	7.38%	45
WFP	9.84%	60

WHO	0.82%	5
FAO	2.30%	14
UNIDO	1.31%	8
OHCHR	1.64%	10
IOM	12.13%	74
UNFPA	2.13%	13
UNHABITAT	2.30%	14
UNIC	0.98%	6
UNODC	1.31%	8
IMF	0.16%	1
UNOPS	0.66%	4
OCHA	1.15%	7
UNV	0.33%	2
Other	0.49%	3
I'd rather not say	1.97%	12
TOTAL		610

Q5 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.

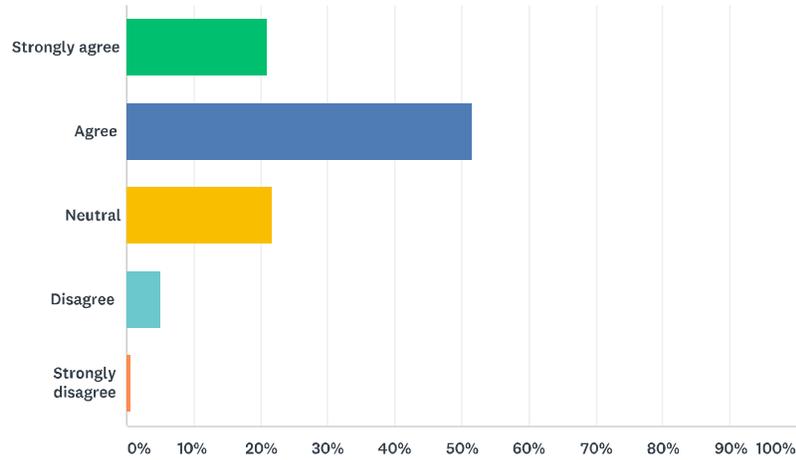
Answered: 558 Skipped: 53



ANSWER CHOICES	RESPONSES	
Strongly agree	27.42%	153
Agree	49.46%	276
Neutral	14.52%	81
Disagree	7.35%	41
Strongly disagree	1.25%	7
TOTAL		558

Q6 Heads of Agencies in this UNCT demonstrate leadership and commitment to gender equality in the workplace.

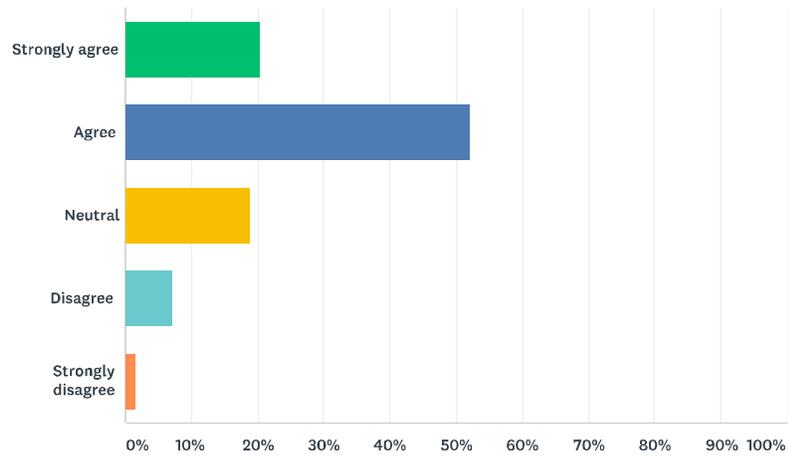
Answered: 557 Skipped: 54



ANSWER CHOICES	RESPONSES	
Strongly agree	21.01%	117
Agree	51.53%	287
Neutral	21.72%	121
Disagree	5.03%	28
Strongly disagree	0.72%	4
TOTAL		557

Q7 UN personnel in this country demonstrate commitment to gender equality in the workplace.

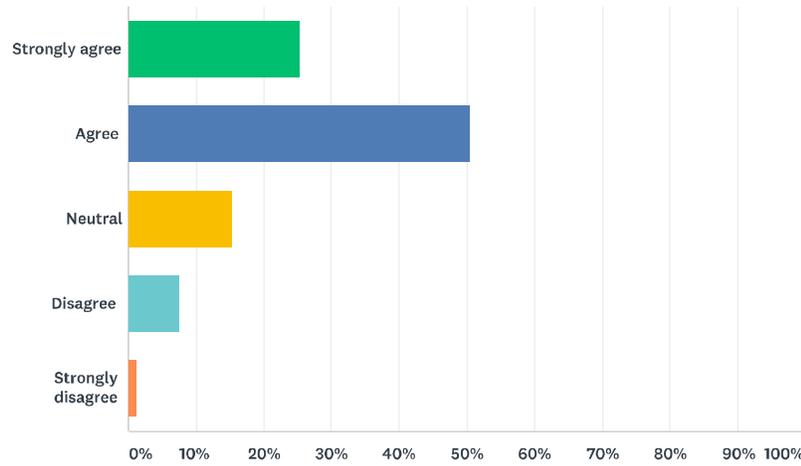
Answered: 555 Skipped: 56



ANSWER CHOICES	RESPONSES	
Strongly agree	20.36%	113
Agree	52.07%	289
Neutral	18.92%	105
Disagree	7.03%	39
Strongly disagree	1.62%	9
TOTAL		555

Q8 The UN system in this country adequately facilitates the equal participation of both women and men at all levels of the organization.

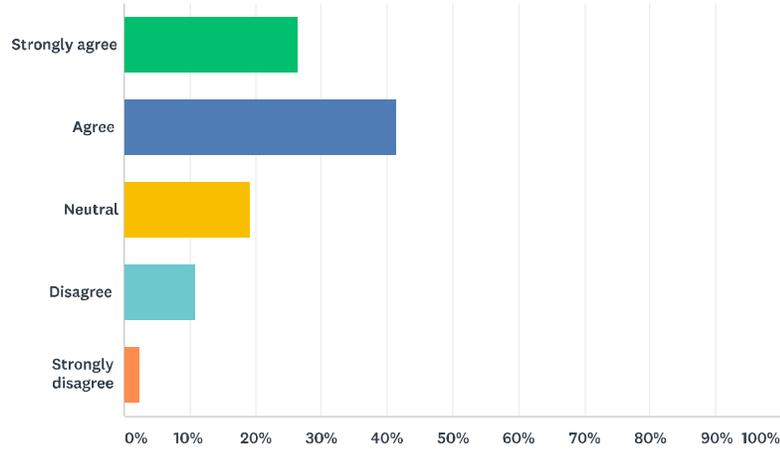
Answered: 556 Skipped: 55



ANSWER CHOICES	RESPONSES	
Strongly agree	25.36%	141
Agree	50.36%	280
Neutral	15.47%	86
Disagree	7.55%	42
Strongly disagree	1.26%	7
TOTAL		556

Q9 UN personnel in this country team are treated equally irrespective of sex, gender identity or sexual orientation.

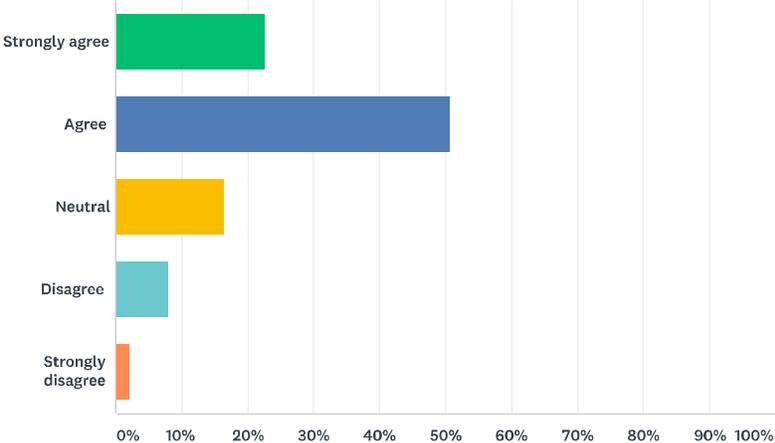
Answered: 554 Skipped: 57



ANSWER CHOICES	RESPONSES	
Strongly agree	26.35%	146
Agree	41.52%	230
Neutral	18.95%	105
Disagree	10.83%	60
Strongly disagree	2.35%	13
TOTAL		554

Q10 The UN system in this country has adequate procedures in place to prevent and address sexual harassment, exploitation and abuse.

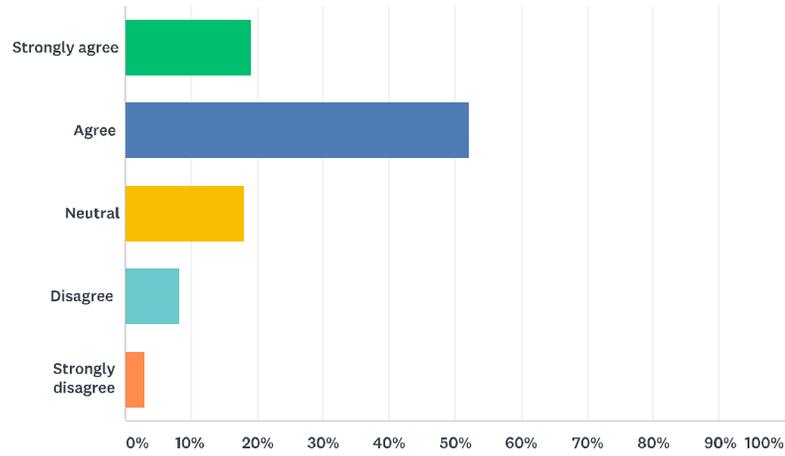
Answered: 557 Skipped: 54



ANSWER CHOICES	RESPONSES	
Strongly agree	22.62%	126
Agree	50.81%	283
Neutral	16.52%	92
Disagree	7.90%	44
Strongly disagree	2.15%	12
TOTAL		557

Q11 The UN system in this country has adequate procedures in place to protect my personal safety and security.

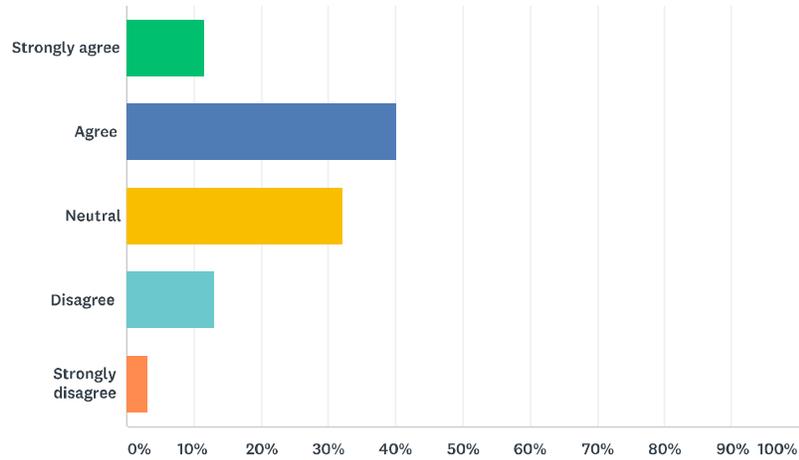
Answered: 557 Skipped: 54



ANSWER CHOICES	RESPONSES	
Strongly agree	19.03%	106
Agree	52.06%	290
Neutral	17.95%	100
Disagree	8.08%	45
Strongly disagree	2.87%	16
TOTAL		557

Q12 Heads of Agencies are supportive of staff to establish an adequate relationship between work life and home life.

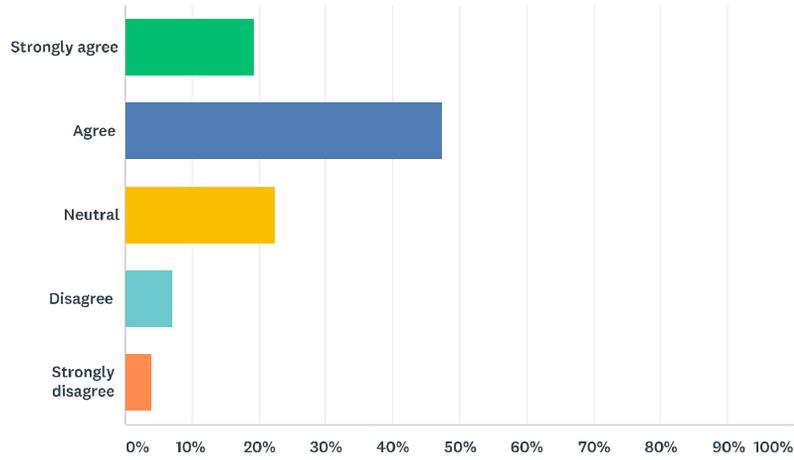
Answered: 556 Skipped: 55



ANSWER CHOICES	RESPONSES	
Strongly agree	11.51%	64
Agree	40.11%	223
Neutral	32.19%	179
Disagree	12.95%	72
Strongly disagree	3.24%	18
TOTAL		556

Q13 The package of entitlements (e.g. maternity, paternity, breastfeeding) support staff to achieve adequate work-life balance.

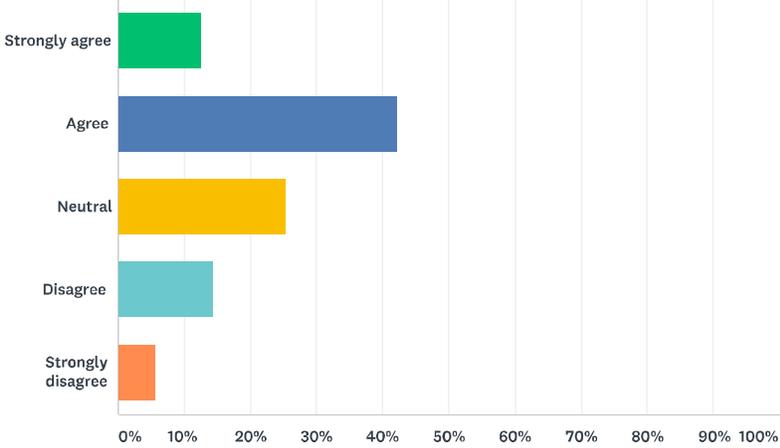
Answered: 553 Skipped: 58



ANSWER CHOICES	RESPONSES	
Strongly agree	19.17%	106
Agree	47.38%	262
Neutral	22.42%	124
Disagree	7.05%	39
Strongly disagree	3.98%	22
TOTAL		553

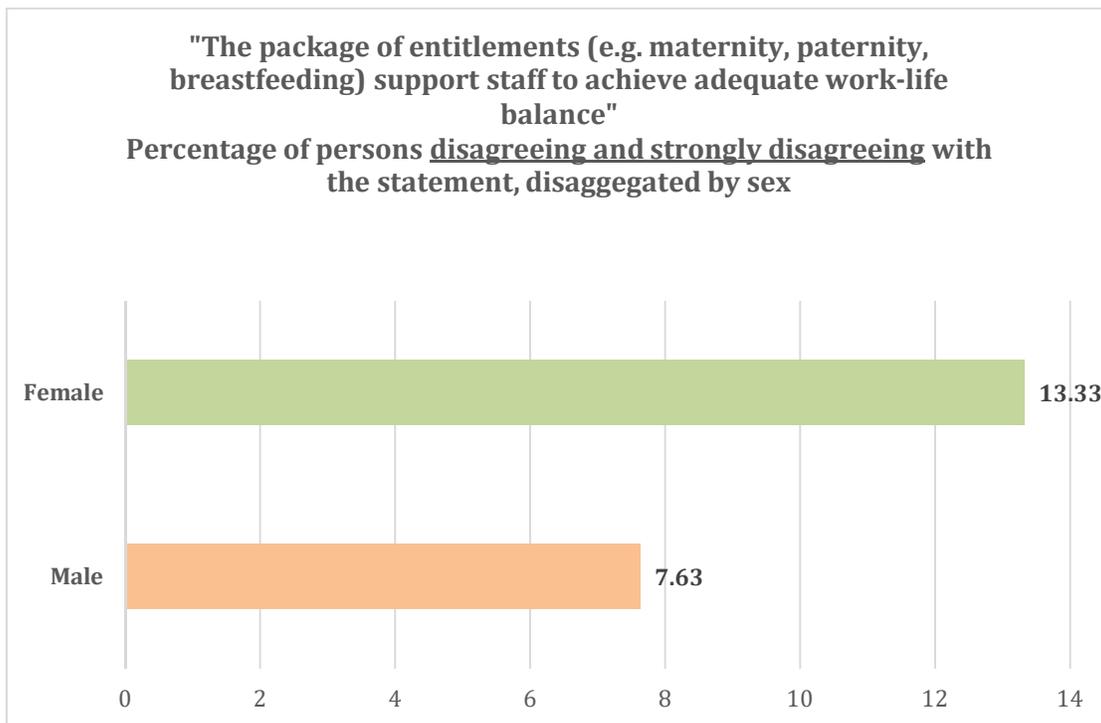
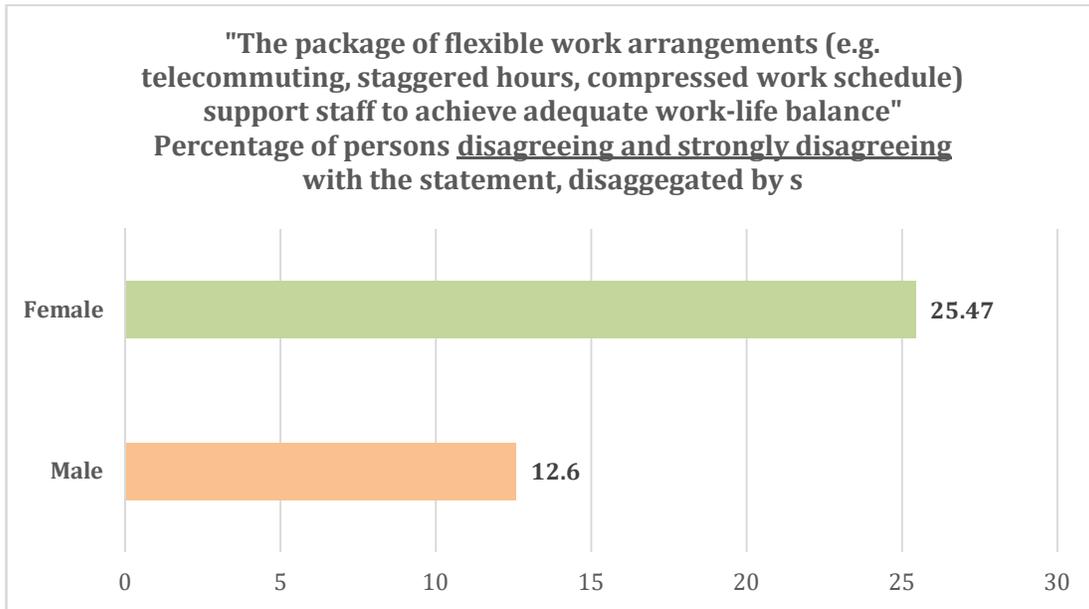
Q14 The package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) support staff to achieve adequate work-life balance.

Answered: 558 Skipped: 53



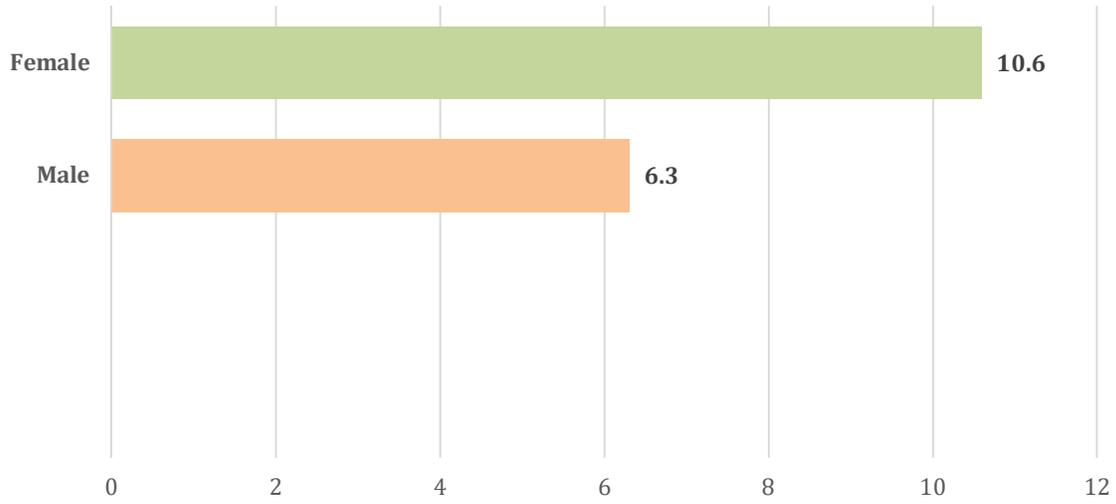
ANSWER CHOICES	RESPONSES	
Strongly agree	12.54%	70
Agree	42.29%	236
Neutral	25.27%	141
Disagree	14.34%	80
Strongly disagree	5.56%	31
TOTAL		558

The graphs below provide a picture of responses with significant differences among female and male personnel.



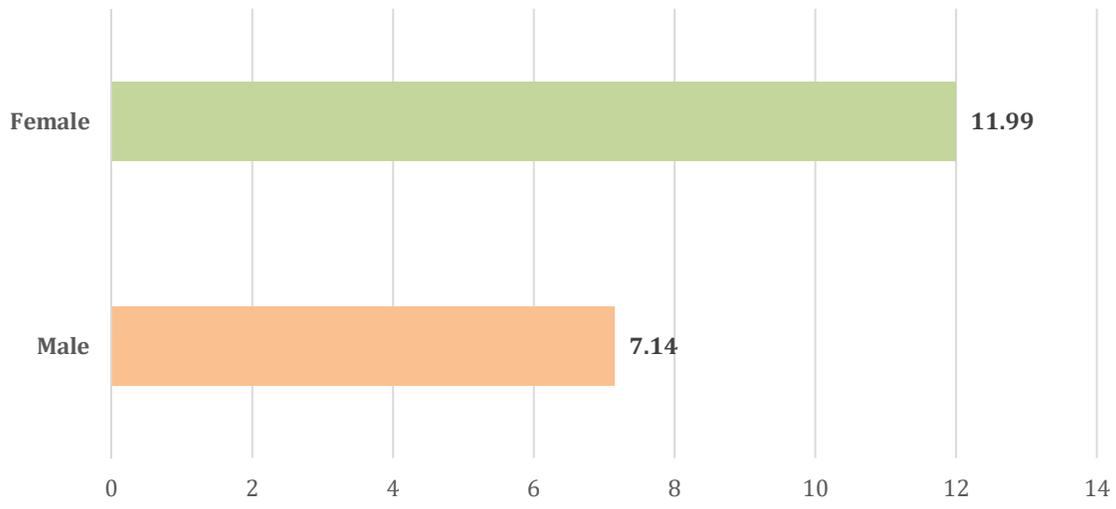
The UN system in Lebanon makes adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels

Percentage of persons disagreeing and strongly disagreeing with the statement, disaggregated by sex



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

Percentage of persons disagreeing and strongly disagreeing with the statement, disaggregated by sex



Annex C - Human Resources Data

The data has been collected from 25 UN entities, however, due to different grade systems, data from IMF and UNOPS was not included into the aggregated table.

National Staff List		
Category	Number of Women Staff in Category	Number of Men Staff in Category
G1	4	0
G2	69	485
G3	48	138
G4	180	338
G5	199	224
G6	173	143
G7	54	57
NOA	59	50
NOB	76	45
NOC	36	22
NOD	2	5
Total	900	1507
International Professional Staff List		
Category	Number of Women Staff in Category	Number of Men Staff in Category
P1	1	0
P2	39	34
P3	63	68
P4	61	74
P5	33	52
P6	0	0
D1	8	12
D2	2	5
Total	207	245