Gender Scorecard

United Nations Country Team (UNCT)

The Gambia, 2019

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UNCT the Gambia

Acronyms

ARC	Assessment of Results and Competencies
BOS	Business Operation Strategy
CCA	Common Country Assessment
CEB	Chief Executive Board
CoP	Conference of Parties
CPD	Country Programme Document
CSO	Civil Society Organizations
DHS	Demographic and Health Survey
FAO	Food and Agricultural Organization
FGM	Female Genital Mutilation
GAMCOTRAP	The Gambia Committee on Traditional Practices
GBV	Gender-Based Violence
GEEW	Gender Equality and Empowerment of Women
GTWG	Gender Technical Working Group
HoA	Head of Agency
HR	Human Resources
IAT	Inter-Agency Team
ILO	International Labor Organization
IMF	International Monetary Fund
IOM	International Organization of Migration
ITC	International Trade Centre
IWD	International Women's Day
JPs	Joint Programmes
M&E	Monitoring and Evaluation
MICS	Multiple Indicator Cluster Survey
MoBSE	Ministry of Basic and Secondary Education
MoH	Ministry of Health
MoWCSW	Ministry of Women, Children and Social Welfare
MTRs	Mid-term Reviews

NO	National Professional Officers
NGO	Non-governmental Organization
OHCHR	Office of the High Commissioner for Human Rights
OMT	Operation Management Team
PBF	Peacebuilding Fund
RCO	Resident Coordinator's Office
RMNCH	Reproductive, Maternal, Newborn and Child Health
RMNCAH	Reproductive, Maternal, Newborn, Child and Adolescent Health

Acronyms

SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SRAs	Strategic Results Areas
SWAP	System-Wide Action Plan
TOR	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCDF	United Nations Capital Development Fund
UNCG	United Nations Communication Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDSS	United Nations Department of Safety and Security
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNICEF	United Nations Children's Fund
UPR	Universal Periodic Review
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WHO	World Health Organization

Acknowledgments

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Special thanks also go to Mr. **Thomas Njuri Kimaru,** of the United Nations Resident Coordinator's Office (RCO), for his coordination support with inter-agency task teams, and **Ms. Aklima Jesmin,** Gender and Gender-based Violence (GBV) Specialist, UNFPA The Gambia, who facilitated the process and led the compilation of this report for UNCT The Gambia.

Finally, particular recognition goes to **Mr. Kunle Adeniyi**, Representative, United Nations Population Fund (UNFPA) The Gambia and Chair of the UN Gender Technical Working Group under whose leadership and direction, this scorecard was initiated and implemented.

Message From The Resident Coordinator

United Nations in the Gambia.
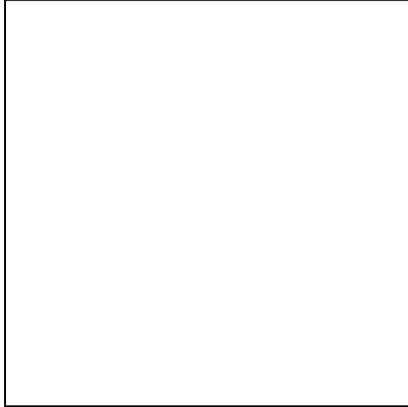
The UNCT System-Wide Action Plan (SWAP) Scorecard resulted from almost two years of work by the United Nations Sustainable Development Group (UNSDG). It is a standardized tool for the UNCT to carry out a self-assessment on the existing gender mainstreaming practices and performance. It provides a pragmatic action plan for the heads of agencies (HoAs) to ensure gender equality and empowerment of women (GEEW) in all plans and programmes of the United Nation.

The UN System is committed to achieving gender equality and empowering all women and girls, including those farthest behind in The Gambia, as an integral pathway to realizing all seventeen Sustainable Development Goals (SDGs) and in line with the objective of the National Development Plan. We know that tackling gender inequalities and discrimination is a must and aim to promote the principles of equality, non-discrimination while also driving the active and meaningful participation of women in all processes.. In doing so, the UNCT puts gender equality at the heart of United Nations Sustainable Development Cooperation Development Framework (UNSDCF) programming.

The Scorecard assessment carried out by inter-agency task teams will enable the UNCT to reach out to those who are most in need and simultaneously strengthen coordination, transparency, and accountability of the UN system in The Gambia on gender mainstreaming practices. The findings of this report will facilitate collaborative work and empower senior managers and teams to improve their performance on gender equality. I firmly believe that this Gender Scorecard will be a practical tool for both the HoAs and colleagues in the field, as we share a collective responsibility to advance gender equality and empowerment of women in the implementation of the 2030 Agenda for Sustainable Development.

UNCT commits to implementing the recommendations of the Scorecard Report, which comes at a critical time as the system undergoes the UN Secretary-General's reform and the repositioning of the United Nations Development System (UNDS) to deliver on the 2030 Agenda.

Forward from the Chair- GTWG & Representative

UNFPA the Gambia.
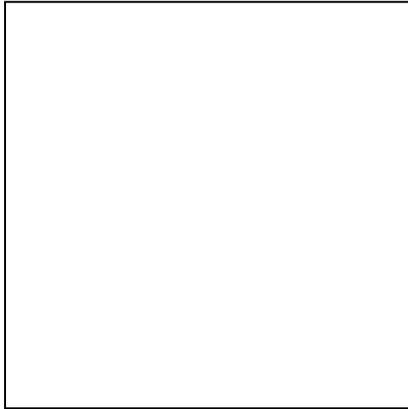
The Gambia is a country characterized by a young population with the sex ratio 51: 49. Although the country has progressed in addressing gender inequality, the gender inequality index ranks it 143rd out of 155 countries. The country has established a new Ministry of Women, Children and Social Welfare (MWCSW) and has made progress on gender parity at the primary education level. Other milestones include the adoption of the Women's Act in 2010, criminalizing female genital mutilation (FGM) in 2015, and banning child, early and forced marriage in 2016. Still, there are critical areas that show the manifestation of gender inequality across the country, such as the maternal mortality ratio of 435 deaths per 100,000 live births and an FGM rate of around 50 per cent among girls 0-14 years old in 2019 (MICS, 2018). Although there are lack of enough studies on gender based violence (GBV), social and gender norms, but DHS (2013) data explored that one in 4 women in the Gambia experienced at least physical and sexual violence by their partners. Additionally, gender stereotypes and unequal power relationships derived from gender inequality reinforce the existing patriarchal norms that support impunity, especially through the non-implementation of laws and policies.

The Gender Technical Working Group (GTWG) in The Gambia supports the UNCT's efforts to achieve SDG 5 through its technical advisory role and took the initiative to conduct this assessment. Overall, the findings indicate that the UNCT is progressing on gender mainstreaming and empowerment of women, as the majority of the indicators (80 per cent[1]) approach the minimum requirement. The findings demonstrate good progress on partnership with government, NGOs and CSOs; organizational culture; communication and advocacy. However, UNCT requires considerable effort to improve performance on GEEW in its programme and M&E; Planning; gender architecture and capacities; leadership; gender parity; financial resource allocation and results.

The outcome recommendations of this report will have a positive impact to strengthen the UN system's ability to mainstream gender equality and the empowerment of women (GEEW) as the action plan developed in line with the recommendations is implemented.

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[1] 80 per cent of the indicators at least approached the minimum requirements. This 80 per cent consists of the 40 per cent scored as approaching minimum requirements, the 27 per cent meeting them, plus the 13 per cent that exceeded them.

Background

Background

The UNCT SWAP Gender Scorecard is a globally standardized rapid assessment tool for UN country-level gender mainstreaming practices. The United Nations Development Group (UNDG) endorsed the Gender Scorecard in 2008 in response to the UN Chief Executive Board (CEB) for Coordination 2006 Policy on GEEW (CEB/2006/2). Initially, it aimed to focus on corporate processes and institutional arrangements at the individual entity level, but extended in 2018 to cover development and normative results tied to the SDGs.

The Gender Scorecard is aligned with UN systems to ensure a coherent accountability framework at country, regional and HQ levels. It assesses the overall performance of the whole UN system and highlights the essential role of inter-agency collaboration and coordination in achieving results on GEEW by concentrating on the processes of gender mainstreaming. The Scorecard aims to enhance the accountability of HoAs to accelerate gender mainstreaming practices.

The Scorecard is a tool that has already been tested in various countries, demonstrating a high level of objectivity in determining scores. It explicitly defines each indicator to reduce ambiguities. It provides a platform to resolve disagreements through discussions with Inter-Agency Team (IAT) members. As a self-explanatory guiding tool for IAT members to conduct self-assessments and report against a set of performance indicators, it allows them to gather substantive knowledge about the UNCT. The Gender Scorecard assesses results against 15 indicators under seven dimension areas allowing for UNCT planning, implementation, and monitoring of results.[2]

Dimensions	Indicators
(1) Planning	1.1) Common Country Assessment
	1.2) UNDAF Outcomes
	1.3) UNDAF Indicators
(2) Programming, Monitoring and Evaluation	2.1) Joint Programmes
	2.2) Communication and Advocacy
	2.3) UNDAF Monitoring & Evaluation
(3) Partnerships	3.1) Engagement with Government
	3.2) Engagement with GEEW civil society organizations (CSOs).
(4) Leadership and Organizational Culture	4.1) Leadership
	4.2) Organizational Culture
	4.3) Gender Parity

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[2] The detailed indicators are available in Annex 1.

(5) Gender Architecture and Capacities	5.1) Gender Coordination
	5.2) Gender Capacities
(6) Financial Resources	6.1) Resources
(7) Results	7.1) Results

The Gender Scorecard's rating system consists of four types of scoring:

- Missing Minimum Requirements – if an indicator fails to meet the criteria;

- Approaches Minimum Requirements – if an indicator partially meets criteria;

- Meets Minimum Requirements – if an indicator meets all criteria;

- Exceeds Minimum Requirements – if an indicator exceeds all criteria as mentioned for meeting minimum requirements.

A rationale and supporting evidence must be given for the scoring of each indicator available in the UNCT SWAP Gender Equality Scorecard document developed by the UNSDG. Based on the findings, IAT formulates an action plan to improve the performance of the UNCT on gender mainstreaming. This assessment can be carried out by an internal agency or an external consultant, depending on the resources, needs and context.[3]

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[3] See Page 20, UNCT SWAP Gender Equality Scorecard, UNDG (2018)

Assessment process

UNCT the Gambia

Assessment process

The process followed five chronological steps: (1) Preparatory Step, (2) Self-Assessment, (3) Verification and Triangulation, (4) Action Plan Development and Endorsement, and (5) Implementation and follow up. The assessment took place from mid-October 2019 to mid-January 2020 for the UNDAF Cycle 2017-2021. The revision, verification and triangulation followed. IAT members finalized the action Plan in March 2020, and implementation will begin in June 2020.

(1) Preparatory step

The Chair of the GTWG discussed the need for a UN system-wide assessment on GEEW during the HoAs' meeting held in October 2019. Following the meeting, UNFPA assumed technical leadership and provided support to IAT members, including the active engagement of GTWG members. An overview of the Scorecard was presented in all theme groups of the UNCT. Each theme group nominated representatives to carry out this assessment and participate as IAT members for these tasks. The division of tasks for IAT members was followed by guidance provided in UNCT SWAP Gender Equality Scorecard Documents (UNDG, 2018).

Task division by IAT members against dimension area

IAT Members	Assigned Indicators	Dimension Area
GTWG members	1.1) Common Country Assessment	1. Planning
	1.2) UNDAF Outcomes	1. Planning
	2.1) Joint Programmes	2. Programme and M&E
UN Communication Group (UNCG) members	2.2) Communication and Advocacy	2. Programme and M&E
	5.1) Gender Coordination	5. Gender Architecture and Capacities
	5.2) Gender Capacities	5. Gender Architecture and Capacities
UNCT M&E members	1.3) UNDAF Indicators	1. Planning
	2.3) UNDAF Monitoring & Evaluation	2. Programme and M&E
	7.1) Results	7. Results
UN RCO & IAT members	4.1) Leadership	4. Leadership and Organizational Culture
	6.1) Resources	6. Financial Resources
Operation Management Team Operation Management Team	4.2) Organizational Culture	4. Leadership and Organizational Culture
	4.3) Gender Parity	4. Leadership and Organizational Culture

(OMT)/Human Resources (HR)		
IAT Members	3.1) Engagement with Government	3. Partnership
	3.2) Engagement with GEEW CSOs	3. Partnership

(2) Self-assessment

After the orientation, the IAT completed the assessments on their assigned indicators by carrying out desk reviews and in some cases, implemented key informant interviews due to paucity of evidence. During the self-assessment process, the facilitator supported IAT by addressing any confusion on indicators or assessment methods. The IAT members managed all the evidence, reviewed and finalized the reports following the reporting template of the UNDG (2018). They ranked each indicator as guided by the UNDG (2018) on the Gender Scorecard. Following this, IAT members sent their reports to the facilitator.

(3) Verification and triangulation

The first report was reviewed by a member with the relevant skills and expertise to triangulate the findings. The facilitator then reviewed the report and sent it for verification by the respective UNCT theme groups to get final feedback. In addition, the report was shared at UNCT level for further improvement.

(4) Action plan development and endorsement

Based on the findings, IAT members identified possible recommended actions to improve gender mainstreaming practices. The action plan and final reports were shared with senior management of the UNCT for final feedback. The final action plan was presented at HoA level for endorsements.

(5) Implementation and follow up

UNCT HoAs selected a focal point to follow up on the implementation of the recommended actions on GEEW. For further stock taking on the progress of the indicators, the GTWG will provide support for a quick assessment. The score of the assessment will be considered as the initial or baseline score.[4]

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[4] The initial score is the outcome of this assessment.

Country context

Country context

The Gambia is the smallest country in West Africa, with a population density of 174 people per square kilometre. The sex ratio in the Gambia is slightly skewed towards females (50.5 per cent female: 49.5 per cent male). The population structure is skewed towards young people, who constitute 42 per cent of children below the age of 15 years (DHS, 2013). The Gambia is among the poorest countries in the world. Although poverty has declined by 10 per cent in the last decade, nearly half of the population (48.4 per cent) still live below the absolute poverty line of $1.25 per day. More than 38 per cent of households are female-headed.

Gender inequality is pervasive due to the patriarchal structure at all levels of society. Women in the Gambia play a vital role in socio-economic development; they have limited access to productive resources, health care, and education, especially at secondary and tertiary levels, due to unequal gender roles and relationships. Although the

total fertility rate declined to 3.8 children per woman in 2018 (MICS) from 5.6 in 2013 (DHS), the unmet need for family planning among married couples is 20 per cent. FGM prevalence is 51 per cent (MICS, 2018) and child marriage prevalence is slightly above 33 per cent (MICS, 2018). These statistics underscore the critical need for gender mainstreaming and targeted interventions to achieve gender equality in the Gambia.

The UNCT in the Gambia aimed to strengthen the efforts of the National Vision 2020, to "become a modern, prosperous, democratic state," reflected in the preparation of the UNDAF (2017-2021). The Government of the Republic of The Gambia, civil society stakeholders, academics and the international community meaningfully contributed to the UNDAF. The current UNDAF is underpinned by the central objectives of poverty reduction and inclusive growth, ensuring that no one is left behind. In line with these core programming principles of leaving no one behind, sustainable development and resilience, this new UNDAF has incorporated sections responding to humanitarian challenges. It has also emphasized resilience-building for government institutions that provide essential services, as well as for communities emerging from crisis.

The UNDAF follows the principle of "Delivering as One" as enshrined in the General Assembly Resolution A/RES/67/226 (2012), in the Standard Operating Procedures (SOPs), and the Guidelines for Countries Adopting the Delivering as One Approach in 2014. To that end, the UNDAF 2017-2021 formulation process began with a Common Country Assessment (CCA), informed by the UNDAF and PAGE mid-term reviews (MTRs) in 2014, situational analysis of various development issues, and consultations at all levels throughout the country with the active participation of government officials.

The identification of priority areas of cooperation took into account the priority needs of the most vulnerable groups and the capacities of the state bodies to meet their commitments, goals, and targets of the SDGs, UN human rights instruments, other declarations such as that of the Conference of Parties (CoP) 21, and the comparative advantages of UN agencies. The three broader Strategic Result Areas (SRAs) of the UNDAF are (1) Governance, Economic Management, and Human Rights; (2) Human Capital Development; and (3) Sustainable Agriculture, Natural Resources and Environmental Management.

Findings

Findings

This section outlines the extent to which all indicators demonstrated progress on gender mainstreaming by the UNCT the Gambia. Table 1 displays an overview of the scores of the UNCT the Gambia: 20 per cent of indicators scored "Missing Minimum Requirements," meaning they show **very limited progress**[5] in gender mainstreaming practices across the UN system; 47 per cent of the indicators scored "Approached Minimum Requirements," meaning those indicators have **limited** progress on gender mainstreaming practices. The UNCT has

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[5] See Annex 2 on how to determine the extent of the progress. This chart will explain the reasons behind the categorization as 'very limited progress', 'limited progress', 'some progress' and 'reasonable progress'.

achieved **some progress** on gender mainstreaming, as 20 per cent of the indicators scored "Meets Minimum Requirements"; 13 per cent of the indicators showed **reasonable progress**, as they scored "Exceeds Minimum Requirements."

Overall the findings indicate that the UNCT is making progress on gender mainstreaming and empowerment of women, as the majority of the indicators (80 per cent[6]) at least approach the minimum requirements. The UNCT needs to make a considerable effort to mainstream gender equality practices across the system.

| Scores	Extent of Progress for Indicators (%)
(1) Missing Minimum Requirements	Very Limited Progress 20%
(2) Approaches Minimum Requirements	Limited Progress 47%
(3) Meets Minimum Requirements	Some Progress 20%
(4) Exceeds Minimum Requirements	Reasonable Progress; need to keep tracking 13%
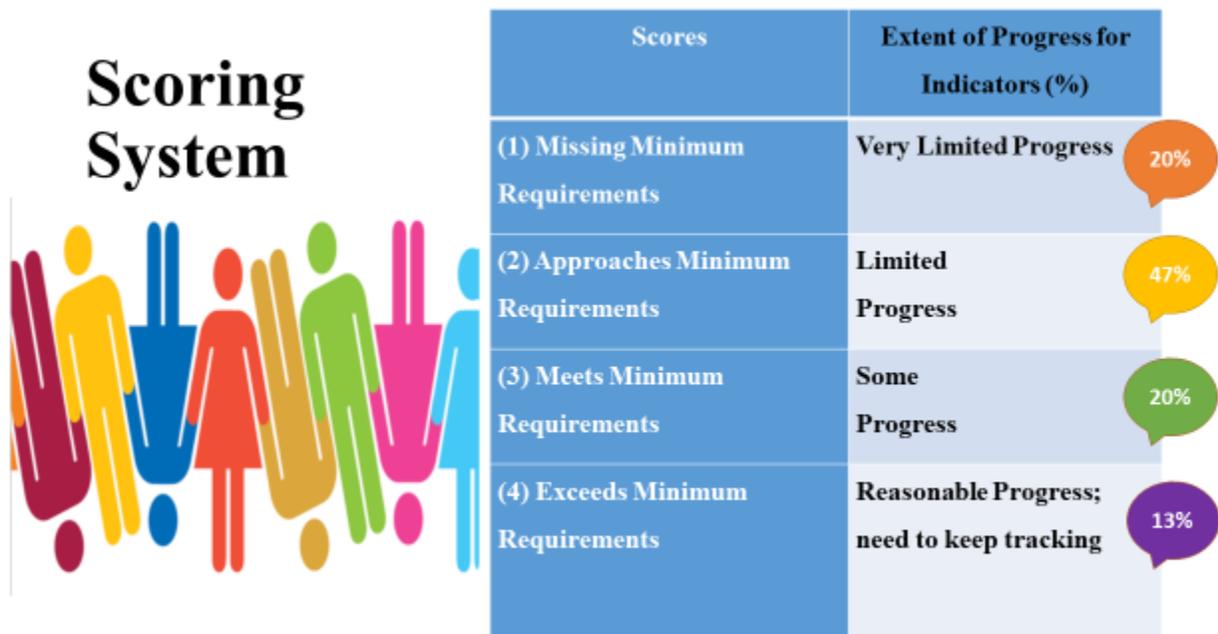
Table 1: Results on the overall score for UNCT gender mainstreaming

Table 2 shows findings based on an analysis of the evidence, both documents and physical investigations on specific issues required for this assessment. Detailed explanations were presented by each dimension, including the rating systems and means of verification under "Analysis."

Findings overview by dimension

List of Indicators	Missing Minimum Requirement	Approaches Minimum Requirement	Meets Minimum Requirement	Exceeds Minimum Requirement

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[6] 80 per cent of the indicators at least approached the minimum requirements. This 80 per cent consists of the 40 per cent scored as approaching minimum requirements, the 27 per cent meeting them, plus the 13 per cent that exceeded them.

1. Planning					
1.1 Common Country Assessment		yellow			
1.2 UNDAF Outcomes		yellow			
1.3 UNDAF Indicators		yellow			
2. Programme and M&E					
2.1 Joint Programme		yellow			
2.2 Communication and Advocacy			light green		
2.3 UNDAF M&E		yellow			
3. Partnership					
3.1 Engagement with Government					blue
3.2 Engagement of GEEW CSO			green		
4. Leadership and Organizational Culture					
4.1 Leadership					blue
4.2 Organizational Culture			green		
4.3 Gender Parity	orange				
5. Gender Architecture and Capacities					
5.1 Gender Coordination Mechanism		yellow			
5.2 Gender Capacities	orange				
6. Financial Resources					
6.1 Resource tracking/Allocation	orange				
7. Results					
7.1 Results		yellow			

Table 2: Findings by dimension and indicator

Analysis and reporting on each indicator

Dimension area 1: Planning

The Planning Dimension has three indicators, all of which approached minimum requirements.

Indicator1.1: Common country assessment integrates gender analysis

This indicator approached minimum requirements, as the Common Country Assessment (CCA) included gender analysis in the majority of sectors and had some sex-disaggregated and gender-sensitive data. To meet the minimum requirements, the CCA had to include gender analysis in all sectors, and had to use sex-disaggregated and gender-sensitive data consistently.[7]

Indicator 1.1: Common Country Analysis	Score: Approaches Minimum Requirements
Findings and explanation	

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[7] For understanding on the indicator scoring, please see the indicator 1.1 in Annexure-1

a. The CCA was not formulated based on systematic gender analysis. The UNCT did not conduct systematic gender analysis for all its agencies to assess gender mainstreaming practices. However, there was some sex-age disaggregated information at the national level that addressed the essence of the situation of women and men in some aspects and provided the basis for the CCA to define the need. The CCA did not provide in-depth and qualitative analysis for accurate gender differentials. The UNDAF, for example, presented the absolute poverty ratio by male- and female-headed households as 50.9 per cent and 38.3 per cent, respectively, which gave an impression that more male-headed households were in absolute poverty without providing an explanation. The latest data from MICS (2018) expressed that the ratio of male- to female-headed households was 78.6 per cent to 21.4 per cent, which shows that more men lead households than women. Not all sectors used gender analysis, and no information on the status of people with disabilities, different sexual identities, or the contraceptive behaviour of males was provided (absences even noted in the MICS 2018).

b. Although the CCA provided some sex-disaggregated data, it did not do so consistently. No data was available on key populations, people with disabilities, or ethnic minority rights across any of the dimensions of the UNDAF, including poverty, hunger, education, health, infrastructure, housing, control of and access to resources, unpaid care and domestic work, women and financial inclusion, and economic development. Although the CCA mentioned gender-sensitive data, it was only on FGM and child marriage. No data on the various forms of GBV were presented. Nevertheless, country programmes in the Gambia addressed pervasive gender inequality, patriarchy, and gender-stereotyped roles.

c. The analysis did not include specific risks and vulnerabilities for people with disabilities, sex workers, or people with diverse sexual orientations, knowing the laws criminalizing homosexuality. This demonstrates the lack of targeted gender analysis in the CCA, and failure to fully meet the "leave no one behind" promise in a meaningful way.

Evidence or means of verification

1. Missing document on gender analysis

2. Complementary Country Contextual Analysis from United Nations Country Team (UNCT) of the Gambia, The Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021, adopted October 2016.

3. The Gambia Bureau of Statistics, *The Gambia Multiple Indicator Cluster Survey 2018: Survey Findings report*, Banjul, The Gambia Bureau of Statistics, 2019.

4. The Gambia Bureau of Statistics and ICF International, *The Gambia Demographic and Health Survey 2013*, Banjul, GBOS and ICF International, 2014.

Recommended actions to improve gender mainstreaming practices in the CCA

1. Conducting gender analysis for the UNCT to better inform the CCA on the various needs of women, girls, boys and men, as well as people in marginalized groups.

2. Training of the M&E Group to consistently apply age- and sex-disaggregated data in all sectors. The group also needs to understand gender-sensitive data for the improved protection of people who are most at risk and left farthest behind.

Indicator 1.2: Gender equality mainstreamed in UNDAF outcomes

This indicator approached minimum requirements because GEEW is visibly mainstreamed across some outcome areas aligned to SDG priorities and SDG 5, such as UNDAF outcome 2 on 'youth and gender'. However, to meet minimum requirements, this indicator has to either mainstream GEEW visibly across all outcome areas aligned to SDG priorities and SDG 5, or target gender equality as one UNDAF outcome, which did not occur.[8]

Indicator 1.2: UNDAF Outcomes	Score: Approaches Minimum Requirements
Findings and explanation	

Findings and explanation

a. The UNDAF (2017-2021) document has a total of 10 outcomes, of which only outcome 2.5 has visibly mainstreamed gender equality, aligning to SDG target 5.3. However, in-depth analysis revealed that outcome 1.2 and 2.1 also align with the SDG targets 5.5. Although outcome 1.1 did not have any statement on gender equality or the different needs of women, men, girls and boys, it tried to address the needs of women and girls by including sex-disaggregated indicators aligned to SDG target 5.5, hence not visible. Other outcomes, especially 3.1, 3.2 and 3.3, did not visibly mainstream gender equality aligned to SDG 5. This therefore only slightly addressed visible mainstreaming.

b. None of the UNDAF outcomes targeted gender equality explicitly in line with the UNDAF theory of change and SDG 5. The statement of outcome 2.5 had been mixed up by youth and gender, with no goals on gender equality. Gender cut across every UNDAF outcome as well as the Strategic Results Area (SRA). No outcome statement reflected the SDG 5 vision on gender equality.

As a result, this indicator was rated as "Approaches Minimum Requirements."

Evidence or means of verification

1. United Nations Country Team (UNCT) of the Gambia, The Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021, adopted October 2016.

2. SDG 5 targets and indicators

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[8] For an explanation of the scoring, please see indicator 1.2 in Annex 1

Recommended actions to improve gender mainstreaming practice in the UNDAF outcome

1. UNDAF should include a clear theory of change that visibly mainstreams gender equality and the empowerment of women, aligned with SDG priorities and SDG 5 in particular.
2. UNDAF should include one dedicated outcome on gender equality besides the inclusion of gender mainstreaming across the UNDAF theory of change.

1.3 UNDAF indicators measure changes in gender equality

This indicator approached the minimum requirements, with UNDAF outcome and output indicators measuring changes in GEEW in line with SDG targets and SDG 5 at less than 33 per cent, falling below the 33-50 per cent range for meeting minimum requirements.

Indicator 1.3 : UNDAF Indicators	Score: Approaches Minimum Requirements
Findings and explanation a. Only 32 per cent of the 43 UNDAF indicators had either sex-disaggregated data or targeted indicators for women and girls to track the progress on GEEW aligned to SDG priorities and SDG 5. Hence, the UNDAF outcome indicators fit in the criteria of "one-fifth to one-third (20 to 33 per cent) of UNDAF outcome indicators that measure the progress towards gender equality." b. Outcome 2.5, for example, had two indicators to measure the change process on harmful practices that were discriminatory to women and girls only. However, the first three indicators of outcome 1.1 would be unable to track changes in gender equality. Indicator, for example, of the outcome 2.2 though did not set target by sex disaggregation, however very possible to track the gender equality, such as contraceptive prevalence rate. Contraceptive prevalence only captures women as the primary or main users. This is similar situation as that of the indicator for 'under-five mortality' in this same outcome. c. Therefore, the 14 indicators either explicitly or implicitly had the scope to measure progress on the different needs and situations of women and men, girls and boys in the existing UNDAF. As a result, this indicator was rated as "Approaches Minimum Requirements."	
Evidence or means of verification 1. United Nations Country Team (UNCT) of the Gambia, The Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021: Results framework, adopted October 2016 2. SDG 5 targets and indicators	

Recommended actions to improve gender mainstreaming practice into UNDAF indicators

1. UNDAF indicators should include indicators that are linked to impact on the lives of women, girls, boys and men. Even for non-population-based indicators, there is a need to address the impact of the indicators on the lives of women, girls, boys and men.

Dimension Area 2: Programme and M&E

The Programme and M&E Dimension had three indicators, two of which met minimum requirements while one approached the minimum requirements.

2.1 Joint Programmes contributing to reduce gender inequality

This indicator approached minimum requirements, with 60 per cent of Joint Programmes (JPs) visibly mainstreaming gender equality at the time of assessment, and at least two joint programmes, the Peacebuilding Fund (PBF) Project to Increase Women's and Youth Participation in Decision-making and as Agents of Community Conflict Prevention (PBF Women and Youth Project), and the UNFPA-UNICEF Joint Programme to Eliminate FGM (FGM JP), promoting gender equality. This indicator did not meet minimum requirements, which would have required all JPs visibly mainstreaming gender equality at the time of the assessment.

Indicator 2.1: Joint Programme	Score: Approaches Minimum Requirements
Findings and explanation	

Findings and explanation

  a. There were five JPs, of which three programmes (60 per cent)[9] – PBF Women and Youth Project, PBF project on Addressing Conflict over Land and Natural Resources in the Gambia, and the FGM JP – visibly mainstreamed gender at the time of assessment. The first two JPs had significant objectives to achieve gender equality and received a score of 2 on the gender marker. They were also aligned with the SDGs, especially SDG 5. The FGM programme was targeted to promote women's rights in the Gambia by eliminating harmful practices and by enhancing positive social and gender norms. It received a score of 3 on the gender marker. Based on these facts, 60 per cent of the JPs visibly mainstreamed gender into programme activities, outputs, and outcomes, and used age- and sex-disaggregated data. However, the PBF project on transitional justice (gender marker: 1) and the PBF project on reintegration of returnees did not significantly contribute to achieving the gender equality goals that were implemented under the current UNDAF.

  b. Several UN agencies, such as UNFPA, the United Nations Children's Fund (UNICEF), UNDP, the International Trade Centre (ITC), and the World Health Organization (WHO) implemented JPs such as the FGM-JP, the PBF Women and Youth project, She Trades and reproductive, maternal, newborn

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[9] Sampling size should be a minimum of six JPs. In the case of The Gambia, there were only five JPs operational at the time of assessment.

and child health (RMNCH) programmes jointly with governments and non-governmental organizations (NGOs). There were also targeted interventions to enhance women's political participation and decision-making (the PBF Women and Youth Project), and the protection of the rights of girls and women from harmful traditional practices (FGM JP) under the current UNDAF cycle. They were fully aligned with SDG 5.

c. The UNCT does not have any formal system in place to ensure gender mainstreaming in all JPs. However, based on discussions with UN RCO, it has been explored for the office to create a secretariat to review all the proposals under the PBF. A checklist has been created to assess gender mainstreaming, including checks on the gender marker. The UNCT does not have a system for "screening mechanisms" or the "Gender Mainstreaming Quality Control System" to systematically review the draft of all JPs that ensure gender mainstreaming at the time of the assessment.

As a result, this indicator was rated as "Approaches Minimum Requirements."

Evidence or means of verification

1. UNFPA-UNICEF Joint Programme to Eliminate FGM

2. PBF Project to Increase Women's and Youth Participation in Decision-making and as Agents of Community Conflict Prevention

3. PBF Project on Addressing Conflict over Land and Natural Resources in the Gambia

4. PBF Project to Support the Capacity of the Government and National Stakeholders to Establish Credible Transitional Justice Processes and Mechanisms that Promote Reconciliation and Sustainable Peace in the Gambia

5. PBF Project on Strengthening Sustainable and Holistic Reintegration of Returnees

6. Adapted checklist on gender mainstreaming of PBF secretariat

Recommended actions to improve gender mainstreaming practice into Joint Programmes

1. All JPs should score a minimum of 2 on the gender marker before approval of project or implementation.
2. All JPs should have at least one output that visibly addresses gender equality aligned with SDG 5.
3. The GTWG should have the capacity to work for the UNCT as a technical advising team to review all JPs meeting the gender marker and applying gender mainstreaming. The GTWG should develop a gender mainstreaming checklist to support the proposal review committee, monitoring and evaluation.

2.2 Communication and advocacy addressing areas of gender equality

This indicator met the minimum requirements, with the UNCT contributing collaboratively to at least one joint advocacy campaign on GEEW during the past year, Additionally, the Interagency Communication Group's Annual Work Plan visibly included GEEW communication and advocacy activities, such as International Women's Day, International Day on the Girl Child and 16 Days of Activism to Eliminate Violence against Women.

Indicator 2.2: Communication and Advocacy	Score: Meets Minimum Requirements
Findings and explanation	
a. A UN Joint Communication Strategy was in place during the assessment, which served as the guiding document for standard messaging on various programmes areas, including GEEW. In 2018, a joint communication activity was marked on the eve of the 16 Days of Activism to Eliminate Violence against Women under the guidance of the Ministry of Women, Children and Social Welfare (MoWCSW), supported by UN agencies. Additionally, for the commemorations of UN Days in 2019, all UN agencies jointly celebrated community-based awareness programmes in Soma in the Lower River Region of the Gambia. b. The UNCT also celebrated a joint advocacy campaign on GEEW on the eve of International Women's Day (IWD) both in 2018 and 2019 respectively. c. The UNCG's annual work plan contained activities on IWD, 16 Days of Activism to Eliminate Violence against Women, and the International Day of the Girl Child. d. There was no evidence that the UNCT contributed collaboratively in any non-traditional gender fields such as trade and macroeconomics, infrastructure, climate change adaptation, violent extremism, and gender identities. As a result, this indicator was rated as "Meets Minimum Requirements."	
Means of verification	
1. Interviews carried out with UNCG members regarding joint communications on GEEW 2. UNCG annual workplan, 2018 3. Verification through Facebook and Twitter	

Recommended actions to improve gender mainstreaming practice in communication and advocacy

1. UNCT should continue the joint communication and advocacy campaigns on GEEW, which should be planned by all HoAs, with budgetary implications and considerations.
2. UNCT's communication teams should work together with the GTWG to enhance gender mainstreaming in non-conventional communications and advocacy campaigns to ensure that GEEW is visibly mainstreamed throughout all SDGs.

2.3 UNDAF M&E to measure progress against planned GE results

This indicator approached minimum requirements because the UNCT M&E teams attempted to collect gender-sensitive indicators as planned in the UNDAF Results Matrix. However, the indicators were not entirely gender-sensitive (not all population-based indicators had sex-disaggregated data). Moreover, there was a lack of gender-responsiveness in the indicators (none of the non-population-based indicators, such as the indicator on access to water, addressed gender dimensions). To approach the minimum requirements, there was an alternative criterion; the UNDAF would have to conduct reviews and evaluations to assess progress against gender-specific results. The UNCT did this once only, while the UNDAF M&E strategy planned for this annually. This indicator did not meet the minimum requirements because both criteria needed to be achieved by the UNCT meaningfully, with an effective results matrix that plans gender-sensitive indicators.

Indicator 2.3: UNDAF M&E	Score: Approaches Minimum Requirements
Findings and explanation	
a. In the Gambia, UNDAF (2017-2021) measures changes in gender equality through 14 out of 43 indicators. However, during the planning of the UNDAF results matrix, there was scope to include gender-sensitive indicators for both population- and non-population-based indicators. In addition, the UNDAF results matrix should have included qualitative indicators on some gender-sensitive indicators such as GBV, access to rights and opportunities for sex workers, people with different sexual orientations, and people with disabilities. There is also a tendency for the result groups to report more on the activities than the actual results. A quote from the 2017 Annual Review Report bears testimony to this assertion – "A quick look at what is reported as achievement against the output indicators reveal a misalignment which calls to question the approach to reporting or classification of achievement and complicates the gauging of progress." This situation did not improve much in 2018. The evaluation report of the last UNDAF cycle (2012-2016) cited a poor definition of results and limited strategic incorporation of gender in the UNDAF as challenges to the measurement of progress against planned gender targets. b. The UNDAF's M&E framework planned to review progress annually. However, this was only done in 2017, when progress was reviewed against planned indicators. From 2017 onwards, no other technical reviews or progress assessments have taken place. **c.** The M&E group or equivalent have received technical training on gender-sensitive M&E at least once during the current UNDAF cycle. As a result, this indicator was rated as "Approaches Minimum Requirements."	

> **Means of verification**
> 1. 2017 UNDAF Annual Analytical Review and Meeting Report
> 2. Annette Ittig, 'The 2012-2016 Gambia United Nations Development Assistance Framework: Final evaluation report', 8 December 2016.
> **3.** The Gambia Bureau of Statistics, *The Gambia Multiple Indicator Cluster Survey 2018: Survey Findings report*, Banjul, the Gambia Bureau of Statistics, 2019.

Recommended actions to improve gender mainstreaming practice in communication and advocacy

1. The UNCT M&E team needs intensive training on gender, gender mainstreaming, and how to develop gender-sensitive and gender-responsive indicators.

2. The GTWG members should also have sound skills on M&E and results-based management in order to support the M&E team on the development of the UNDAF Results Framework in the next programme cycle.

3. The M&E team should review the progress on gender equality for both population-based indicators and non-population-based indicators to increase the efficiency of programme delivery. In addition, the team should facilitate the collection of qualitative data, which is beyond the scope of the UNDAF results matrix. For example, the indicator on education may express the enrollment by girls and boys, but why some girls or boys drop out should be explored through qualitative assessment.

Dimension Area 3: Partnership

The Dimension on Partnership has two indicators that address better performance on gender mainstreaming and the empowerment of women by engaging government, local NGOs and CSOs that work on empowerment issues.

3.1 UNCT collaborates with government on GEEW

This indicator exceeded the minimum requirements, with all three criteria met. The UNCT in the Gambia worked for more than two government agencies. It also engaged the National Women's Machinery during the UNDAF consultations, especially in country analysis, strategic prioritization, implementation, and M&E. In addition, the UNCT made at least one contribution to substantively strengthen government participation and engagement in gender-related SDGs' localization and/or implementation, such as addressing the elimination of harmful traditional practices.

Indicator 3.1: Government Engagement	Score: Exceeds Minimum Requirements
Findings and explanation	

a. The UNCT collaborated with at least five government agencies, such as MoWCSW, Ministry of Health (MoH), Ministry of Justice, Ministry of Basic and Secondary Education (MoBSE) and Ministry of Agriculture during the current UNDAF Cycle. The JP on FGM included collaboration with both the MoWCSW and MoH; UNDP engaged the Department of Police under the Rule of Law project; and UNDP, UNFPA and UNICEF's joint gender response project to foster development of the gender machinery, addresses the strengthening of the newly formed MoWCSW. Both UNFPA and UNICEF have programmes with the MoBSE - the JPs on Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH); and the Food and Agricultural Organization (FAO) has a programme with Ministry of Agriculture. In 2019, the UNCT supported the MoWCSW to execute a joint campaign against GBV on 10 December.

b. The UN has continuous engagement with the National Women's Machinery, i.e., the National Women's Council and Bureau and the Ministry, to advance GEEW. The UNDAF development process included representatives of the government, including from the MoWCSW. The country analysis, strategic prioritization and implementation ensured the active participation of government stakeholders. The internal Country Programme Document (CPD) of each UN agency follows the same process. The monitoring exercises for the current UNDAF were undertaken by internal stocktaking by the UNCT.

c. The UNCT supported at least one gender-related SDG localization activity, such as the efforts to end harmful traditional practices through the FGM JP. This localization will lead to the production of a national strategy and a costed action plan on FGM, national coordination system, response and reporting mechanism to reach "zero FGM" in the Gambia.

Evidence or means of verification

1. SDG Indicators
2. First Year/2018 Annual Assessment of the National Development Plan Report, The Gambia

3.Final SDG report 2017 and Draft 2019 National SDG Status Report, The Gambia

4. Monitoring and Evaluation Framework of the SDGs and National Development Targets, The Gambia

5. Programme documents for various Joint Programmes – gender equality and women's empowerment, joint decentralization project, joint maternal and child health programme

6. Human Rights Council, Working Group on the Universal Periodic Review, National Report Submitted in accordance with Paragraph 5 of the Annex to Human Rights Council Resolution 16/21: Gambia, A/HRC/WG.6/34/GMB/1, 22 August 2019.

Recommended actions to improve gender mainstreaming practice through government collaboration

1. To mainstream gender equality, the UNCT should support the MoWCSW to enhance gender mainstreaming across all ministries in the Gambia.
2. The UNCT should maintain the engagement of the government in every stage of UNDAF, and remain committed to supporting the state government.
3. The UNCT can enhance engagement of government in even more gender equality-related SDG localization exercises in the next UNDAF cycles going beyond SDG target 5.3 on harmful traditional practices.

3.2 UNCT collaborates and engages with women's rights NGOs and CSOs

This indicator met the minimum requirements, with the UNCT meeting at least two criteria out of three. In the Gambia, the UNCT collaborated with CSOs and women's rights advocates on at least two joint initiatives that foster GEEW within the current UNDAF cycle (FGM JP and PBF Women and Youth Project). The UNCT has made at least one contribution to substantively strengthen GEEW CSOs' participation and engagement in gender-related SDGs localization, such as the FGM JP. Although NGOs and CSOs contributed to the development of supporting evidence for the country context analysis, more systematic engagement of NGOs needed to ensure their meaningful participation at all stages of the UNDAF consultations, such as M&E of UNCT to exceed minimum requirements.

Indicator 3.2 Engagement of Women/Gender Equality CSO	Score: Meets Minimum Requirements
Findings and explanation a. The UNCT implemented at least two JPs that engaged NGOs and CSOs to promote gender equality, including the FGM JP and PBF Women and Youth Project, aligned with SDG 5.	

b. The UNCT continuously engaged with GEEW NGOs and CSOs to support the National Women's Machinery, i.e., the National Women's Council and Bureau and the Ministry, in efforts to advance GEEW. JPs also supported MoWCSW to engage NGOs, such as the Gambia Committee on Traditional Practices (GAMCOTRAP), the Network Against Gender-Based Violence (NGBV), women's rights activists and leaders, to develop strategies for the newly established MoWCSW. Although local NGOs supported in-country analysis efforts, strategic prioritization and implementation, the systematic inclusion of women's rights NGOs needs to be strengthened through their inclusion during UNCT M&E activities. It needs to reiterate that UNDAF had an annual technical review to assess the results matrix only once, in 2017, and has yet to complete a midterm review. This assessment provides an opportunity to include the GEEW NGOs/CSOs in the midterm annual review process of the UNDAF results matrix.

c. The UNCT actively engaged GEEW NGOs/CSOs during SDG localization activities. In 2019, UNDP engaged Action Aid, and UNFPA and UNICEF engaged NGBV, the Nova Scotia Girl's Agenda, GAMCOTRAP and Think Young Women to localize GEEW at the grass-root level for outcome 2.5 of the UNDAF, which aligned with SDG target 5.3. In addition, UN agencies advocated with the MoWCSW to ensure participation of these GEEW NGOs/CSOs in the Network of Gender Focal Points, the GBV Steering Committee and the FGM Steering Committee.

Although it is almost close to reaching the "Exceeds Minimum Requirements," this indicator was still rated as "Meets Minimum Requirements" without the meaningful inclusion of NGOs and CSOs during the evaluation of the UNDAF.

Evidence or means of verification

1. Project documents on PBF Women and Youth ProjectThe Gambia

2. FGM JP work plan 2019The Gambia

3. 2017 UNDAF Annual Analytical Review and Meeting ReportThe Gambia
4. Gender focal point meeting minutesMinistry of Women, Children and Social Welfare (MoWCSW), the Gambia
5. GBV steering committee meetings Ministry of Women, Children and Social Welfare (MoWCSW), The Gambia

6. Participants List of the Inception Workshop on the Preliminary Findings to Develop the Strategy for MoWCSW. The Gambia.

Recommended actions to improve gender mainstreaming practice by collaboration and engagement of NGOs/CSOs on gender equality

1. To mainstream gender equality, the UNCT should continue engagement of GEEW NGOs/CSOs in more JPs and advocacy campaigns.

2. Inclusion of GEEW NGOs and CSOs should be done in a structured way at all stages of UNDAF consultations and development, including the UNDAF M&E process.

3. The UNCT can enhance the engagement of GEEW NGOs and CSOs in even more gender equality-related SDG localization activities in the next UNDAF cycle, going beyond SDG target 5.3 on harmful traditional practices.

Dimension area 4: Leadership and organizational culture

The dimension on leadership and organizational culture has three indicators. One exceeded minimum requirements, one met minimum requirements, and one did not approach the minimum requirements.

4.1 UNCT leadership is committed to championing gender equality

This indicator exceeded the minimum requirements as it met all four criteria: gender equality is a regular topic of discussion in HoA meetings during the last 12 months; the RC demonstrates public championing of gender equality during the last 12 months; HoAs are seen by personnel as committed to gender equality in the workplace during the last 12 months; and gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.

Indicator 4.1: Leadership	Score: Exceeded Minimum Requirements
Findings and explanation	

    a. GEEW was a standing agenda item during the meeting of HoAs for the last 12 months to provide strategic guidance on areas requiring further improvement. As part of their systematic actions, the UNCT formed the GTWG within the country context of political conflicts and the cumulative negative impacts of a 22-year dictatorship. However, the GTWG needs to be more functional as a technical advisory group for the UNCT. The UNCT also has an action plan to prevent sexual exploitation and abuse, and a disability inclusion strategy aiming to reach everyone, including people with differential risks and needs.

    b. In the Gambia, a quick review of 10 randomly selected RC speeches during 2019 demonstrated that 70 per cent of her speeches included messaging on gender mainstreaming, women's participation, gender equality in politics, and women's inclusion in the peacebuilding process. During the UN Day observation, she spoke about the crucial need for women's contribution to the economy of the country. The UN RCO also enforced the gender scorecard assessment and committed to its implementation.

    c. The UN RCO facilitated the organizational culture survey to identify the perceptions of staff regarding GEEW following a decision in a HoAs meeting. The result of the survey further demonstrated evidence

that HoAs are committed to achieving gender equality. According to the survey, more than 80 per cent of personnel believe that HoAs are committed to achieving GEEW in the workplace.

d. A discussion with senior management explored the UNCT's Assessment of Results and Competency (ARC), where gender equality has been reflected in every component.

As a result, this indicator was rated as "Exceed Minimum Requirements."

Evidence or means of verification

1. UNCT agendas
2. Sample of RC talking points
3. Discussion with senior staff from UNCT
4. Results of the organizational culture for gender equality survey, UNCT Gambia.
5. *Assessment of Results and Competency (ARC) of UNCTs, The Gambia*

Recommended actions to maintain leadership in championing gender equality by the UNCT

1. The UNCT, especially HoAs, need to demonstrate implementation and stocktaking of the recommendation derived from the gender scorecards. In addition, the UNCT should make deliberate efforts in the capacity building of the GTWG, UNCT M&E and UNCG.

2. The UNCT should periodically analyze social media campaigns by the RC. To foster leadership, the UN RCO should carefully consider GEEW in every RC speech, and if possible, provide an analysis for HoAs on behalf of the UNCT.

3. Organizational culture surveys should be carried out regularly to understand how personnel perceive commitments of HoAs. There is also a need to develop a framework to analyze agency-specific commitments to gender equality in programmes and operations.

4. ARC should maintain inclusion of the component on GEEW. The ARC needs to have a mechanism to take stock of progress on each component to sustain this scoring.

4.2 Organizational culture fully supports GEEW

This indicator met the minimum requirements, with 65.6 per cent of personnel positively rated the organizational environment for promotion of gender equality, falling within the 65-80 per cent range for meeting minimum requirements. Results were derived from the Organizational Culture Survey Report (with anonymous data collection) carried out by the RCO with support from UNFPA.[10]

Indicator 4.2: Organizational Culture	Score: Meets Minimum Requirements
Findings and explanation	

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[10] Annex 4

The survey was sent to all HoAs by the RCO with instructions to distribute to all personnel over email. Results were as follows:

- HoA commitment to gender equality in the workplace was scored the highest, at 81 per cent; followed by commitment to gender equality in the workplace by UN personnel in the Gambia, and equal treatment of UNCT personnel irrespective of sex, gender identity or sexual orientation, both at 75 per cent.
- The UN in the Gambia scored an overall positive rating of 65.6 per cent (9.4 per cent negative and 25.5 per cent neutral) based on all 10 questions dealing with issues of gender equality, discrimination and work-life balance.
- While the analysis looked into each particular question, half of the questions met the minimum requirements individually (5/10 questions), four approached the minimum requirement (50 per cent to 64 per cent) and one failed to meet the 50 per cent minimum threshold.

As a result, this indicator was rated as "Meets Minimum Requirements".

Evidence or means of verification

1. Results of the survey on staff perception of organizational environment for gender equality (total 144 responses of 311 personnel; confidence interval of 7.5)

Recommended actions to enhance the organizational culture to fully support GEEW[11]

1. The UNCT should put adequate procedures in place to prevent and address sexual harassment, as they scored 61.5 per cent in this area.
2. The package of entitlements (e.g., maternity and paternity leave, breastfeeding support) supporting personnel to achieve work-life balance also needs to improve, as per the survey result of only 60 per cent in this area.
3. The UNCT should put in place adequate procedures to protect staff safety and security, as they scored only 58 per cent in this area.
4. The package of flexible work arrangements (e.g., telecommuting, staggered hours, compressed work schedule) to support work-life balance scored 51 per cent, and needs to improve.
5. HoAs need to support better work-life balance.

4.3 Gender parity in staffing is achieved

This indicator did not approach the minimum requirements. The reason for missing the minimum requirements was the lack of a system to monitor the gender parity in staffing. Despite this, the UNCT demonstrated positive results towards gender parity, such as a female to male staffing ratio of 41:59.

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[11] Refer to Annex 4 for the charts and survey analysis table for more detailed information

Indicator 4.3: Gender Parity in Staffing	Score: Missing Minimum Requirements

Findings and explanation

a. Most agencies monitor gender parity in staffing at the individual agency level. The UNCT established an inter-agency Human Resources Working Group, which offers a mechanism for monitoring gender parity in staffing. However, this has yet to function and strengthen. While gender parity monitoring did not approach the minimum requirements, the gender scorecard assessment provided the scope for the OMT to reflect on this, especially looking into the existing gender parity situation for the UNCT. This consolidated data may serve as a baseline for future monitoring by the working group.

b. The gender parity assessment found that women comprised 33 per cent of General Service Staff (48 of 145); 42 per cent of national officers (29 of 69); and 67 per cent of professional staff (31 of 46) for those agencies that submitted data. Overall gender parity (female to male staff ratio) is 41:59. Although this demonstrates progress, it is not possible to establish a positive trend towards gender parity within the UNCT, as it is the first time the UNCT has assessed gender parity. It is important to note that Service Contractors constitute a significant segment of UN personnel, though they are not staff. If reflected in the analysis, their inclusion would provide a much more gendered representation of the UN in the Gambia.

c. The Business Operation Strategy (BOS) does not integrate any gender-focused actions.

As a result, this indicator was rated as "Missing Minimum Requirements."

Evidence or means of verification

1. Consolidated, sex-disaggregated staffing data for UNFPA, WHO, UNAIDS, UNDP, OHCHR, ILO, FAO, IOM, UNODC, UNDSS, UNHCR, WFP, UNICEF, ILO, UNOPS, UNCDF, WHO, IMF.

2. Business Operation Strategy (BOS) 2017, UNCT Gambia

Recommended actions to attain gender parity by the UNCT

1. The UNCT should have a mechanism to assess progress on gender parity at different levels of staffing.

2. The Human Resources Working Group should monitor progress on gender parity and provide recommendations to the OMT periodically.

3. BOS needs to integrate gender analysis at every step, where applicable.

Dimension Area 5: Gender architecture and capacities

This dimension has two indicators, only one of which approached the minimum requirements.

5.1 Gender coordination mechanism is empowered to support UNCT for GEEW

This indicator approached the minimum requirements. To meet the minimum requirements, UNCT has to meet at least three of four criteria: a coordination mechanism for gender equality is chaired by a HoA; the group has a terms of reference (ToR) and an approved annual work plan for 2018; members include at least 50 per cent senior staff (P4 and above; NOC and above), and the group made substantive input into the UNDAF, including the country analysis, strategic prioritization, results framework and M&E (it has been done at each organizational level, not as GTWG level). As only two criteria were met, the rank was determined as 'approached minimum requirements."

Indicator 5.1: Gender Coordination Mechanism	Score: Approached Minimum Requirements
Findings and explanation	

Findings and explanation

    a.   The GTWG for UNCT is headed by the representative of UNFPA.

    b.   There is no specific ToR for GTWG, however a TOR does exist for the Youth and Gender Working Group, which is a higher-level group. In addition, there was an approved annual work plan for the GTWG in 2018. The GTWG needs to be more functional, following the guidelines of the UNDG.

    c.   Based on the updated list of participants for the GTWG, only 7 out of 19 staff fall under the senior staff category (below 50 per cent). Considering the UNCT staffing structures, staff at P3 and National Professional Officers (NO)B level were considered senior staff although the assessment methodology recommended P4 and above as well as NOC staff. It was observed that 7 out of 19 staff were senior (P3 and NOB), not regularly attending meetings to contribute to the GTWG.

    d.   GTWG members also did not contribute to the UNDAF as a group, but did as agency level based on their relevance. Moreover, the capacity of the members in the GTWG needs assessment to determine their technical competence as gender experts for the UNCT.

    As a result, this indicator was rated as "Approached Minimum Requirements."

Evidence or means of verification

    1.   Draft youth and gender working group ToR.UNCT the Gambia

    2.   The annual work plan 2018, GTWG, The Gambia

    3.   Attendance list of meetings and Focal Points Name, 2018

    4.   Face to face discussion with members of GTWG, December, 2019.

Recommended actions to empower gender coordination mechanism

    1.   Finalizing the ToR for the GTWG following UNDG guidelines and endorsement from the UNCT.

    2.   Developing an action plan based on the revised ToR, aligned with the priority actions for UNDAF 2020.

3. Revisiting staff categories of the gender focal points by each agency, and justifying the inclusion of those specific staff. The UNCT should allocate resources to assess the capacity of the gender focal person on gender mainstreaming and gender knowledge.

4. Capacity assessment of gender focal points under the GTWG should be followed by support to empower focal points to contribute to UNCT and agency mandates. Peer-to-peer mentorship within and outside the UNCT should be implemented to build the capacity of gender focal points alongside other formal training avenues.

5. Coordination among the GTWG, the UNDAF M&E group and the UN RCO to contribute to the proposal of new country programme development, as part of their empowerment process.

5.2 UNCT has adequate capacity for gender mainstreaming

This indicator did not approach the minimum requirements, due to the lack of substantive inter-agency gender capacity development activities for UN personnel carried out during the past year at the time of assessment.

Indicator 5.2: Gender Capacities	Score: Missing Minimum Requirements
Findings and explanation	
a. At least one substantive inter-agency gender capacity development activity should have been conducted in the past year at the time of assessment. There was no evidence to demonstrate any such activity. b. There was no inter-agency capacity development assessment conducted during this UNDAF cycle, as well as no system of progress tracking on the implementation of that plan at the time of assessment. c. In addition, the UNCT had no common induction materials for all UN staff, which included GEEW commitments and related development challenges in the country. As a result, this indicator was ranked as "Missing Minimum Requirements."	
Evidence or means of verification	
1. Missing inter-agency capacity assessment report 2. Missing the work plan on capacity development for inter-agency GTWG 3. Missing schedule and participant lists from a workshop 4. No induction package materials on GEEW	

Recommended actions to develop adequate capacities on gender mainstreaming by the UNCT

1. The UNCT should undertake an inter-agency gender capacity assessment from the programme to the personnel level. In addition, the gender knowledge assessment could be used as a way to further support the creation of a gender capacity development plan for the UNCT.

2. The UNCT should develop a comprehensive gender capacity development plan at different levels, including setting targets and periodic progress tracking on gender capacity.

3. The UNCT should conduct an action plan to establish and execute an induction package for UN staff training by the United Nations Department of Safety and Security (UNDSS). This should include gender-specific training and inform staff about security-related and key gender-related cultural issues in the Gambia, together with UN strategies to address them.

Dimension Area 6: Resources

This dimension has only one indicator, which missed the minimum requirements.

6.1 Adequate resources for gender mainstreaming are allocated and tracked

This indicator missed the minimum requirements because the UNCT did not carry out any capacity building events for staff on the gender marker during the current UNDAF cycle.

Indicator 6.1: Resource Tracking and Allocation	Score: Missing Minimum Requirements
Findings and explanation	
a) Based on conversations with staff from different agencies, and senior staff from theme groups, the findings suggest that individual agencies conducted trainings for their own staff on gender mainstreaming. However, the UNCT, according to the criteria, did not conduct any capacity building events for staff on the gender marker over the current UNDAF cycle, and therefore did not approach the minimum requirements. b) Although many individual agencies such as UNDP, UNFPA, World Food Programme (WFP), United Nations Capital Development Fund (UNCDF) and UNICEF have shown a strong performance in gender mainstreaming, the UNCT in the Gambia did not have a system in place to track consolidated budgetary data to ascertain funds dedicated to GEEW.[12] As there was no system to track allocation of budgets for monitoring, it was not possible to assess the extent to which the budget was dedicated collaboratively for GEEW. As a result, this indicator ranked as "Missing Minimum Requirements."	
Evidence or means of verification	
1. Missing evidence of UNCT action plan to conduct joint training on gender marker 2. United Nations Country Team (UNCT) of the Gambia, The Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021, adopted October 2016.	

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[12] For example, UN Secretary General set a target of 15 per cent for UN-managed peacebuilding funds to be spent on projects that promote gender equality and women's empowerment (A/65/354-S/2010/466).

Recommended actions to allocate adequate resources for gender mainstreaming and tracking

1. The UNCT should carry out a capacity building activity for staff on gender markers, especially those who are engaged in programme design. This training should also include the staff who are gender focal points under the GTWG, as well as the M&E team.

2. The UNCT M&E team should develop a system to track the resources allocated by each agency for GEEW, as well as a consolidated reporting system for the UNCT.

3. The UNCT should assess the extent of expenditures on GEEW annually.

Dimension Area 7: Results

This dimension has one indicator, which approached the minimum requirements.

7.1 UN programmes make a significant contribution to Gender Equality (GE)

This indicator approached the minimum requirements because the UNCT has been tracking some results on GEEW. To meet the minimum requirements, the UNCT would have needed to track all results on GEEW for the UNDAF.

Indicator 7.1: Results	Score: Approached Minimum Requirements
Findings and explanation	

Findings and explanation

 a. The current UNDAF articulated gender equality narrowly, with only a focus on FGM and child marriage, although the root causes of those harmful practices lie in gender inequality. Indicator 1.3 of the UNDAF indicators in the gender scorecard clearly shows that only 32 per cent of UNDAF indicators incorporated GEEW to a greater or lesser extent. Indicator 1.2 narrowly met minimum requirements. The UNCT may be able to track some results on GEEW, but not all in line with SDG priorities, including SDG 5.

 b. Indicator 2.1 on JPs contributing to reduce gender inequality approached minimum requirements. This situation found similar for the gender scorecard indicators 2.3. These indicators are heavily linked to the achievement of the indicator on assessing the extent to which UN programmes make significant contributions to GEEW. Although the UNDAF has one outcome-level result on 'youth and gender', it was difficult to conclude that it has contributed to transformative change in relation to GEEW. The UNDAF should have a dedicated outcome directly linked to GEEW to address other indicators of gender equality, such as women's decision-making over their reproductive rights, and women's political participation. Moreover,

efforts to end FGM indicate achievements of some rights with regard to healthy reproductive and sexual lives for women and girls, but other important aspects, relating to their exercise of full freedom and autonomy, are still missing.

As a result, this indicator ranked as "Approaches Minimum Requirements."

Evidence or means of verification

1. Indicators on 1.2, 1.3, 2.1, 2.3 of this assessment

2. United Nations Country Team (UNCT) of the Gambia, The Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021, adopted October 2016.

3. SDG indicators

Recommended actions to allocate adequate resources for gender mainstreaming and tracking

1. UNDAF should include one dedicated outcome on gender equality linked to women's ability to exercise their rights autonomously. In addition, all UNDAF outcomes should integrate gender mainstreaming, including gender-sensitive and gender-responsive indicators, which are linked to measuring transformative changes in the lives of women and men.

2. UNCT should have a dedicated fund for in-depth research to assess transformative changes in relation to GEEW.

Action plan

UNCT-SWAP Action Plan for The Gambia

Actions	Responsible	Required Resources	Timing	Explanation & Link to Gender Scorecard
Conducting gender analysis for the UNCT				Indicator 1.1
Training and capacity building on gender, gender-sensitive and gender-responsive indicators for M&E, and gender markers for UNCT M&E				Indicator 1.1, 1.3, 2.1, 2.3, 6.1, 7.1
UNDAF theory of change followed by a goal on gender equality for next UNDAF exercise				**Indicator 1.1, 1.2, 2.1, 6.1, 7.1**
Capacity assessment of gender focal points and designing capacity development package for the members of GTWG including training on result based management				**Indicator 2.1, 2.3, 5.1, 6.1, 7.1**
Campaign and advocacy budget on GEEW				**Indicator 2.2, 4.1**
Training and capacity building for UNCG on GEEW				**Indicator 2.2**
Ensuring gender mainstreaming in all SDG localization processes by engaging government and NGOs				**Indicator 3.1 & 3.2**
Meaningful engagement of government and NGOs in all stages of UNDAF development, including M&E				**Indicator 3.1 & 3.2**
Implementation of the recommendations of the Gender Scorecard by HoAs at both agency and UNCT level				Indicator 4.1
Joint advocacy and campaign, demonstrated leadership by HoA for GEEW				Indicator 4.1, 2.2

Assessing the extent of gender mainstreaming in all components of the ARC				Indicator 4.1, 6.1, 7.1
Organizational culture survey annually				Indicator 4.1
Ensuring package of entitlements (e.g., maternity and paternity leave, breastfeeding and flexible work arrangements such as telecommuting, staggered hours, compressed work schedule)				Indicator 4.2
Orientation of all staffs on sexual harassment and sexual exploitation and abuse, including the process of filing complaints				Indicator 4.2
Integrating gender analysis into the BOS				Indicator 4.3
Ensuring gender parity with active contribution from Human Resources Working Group				Indicator 4.3
Improved TOR for GTWG followed by UNDG guidelines and best practices, developing action plan and implementation monitoring				Indicator 5.1
Inter-agency gender capacity assessment (organizational level: policies, programmes, M&E, communications and staffs capacity as well)				Indicator 5.2
Gender capacity development plan for all staffs based on their roles				Indicator 5.2
Resource tracking system development on GEEW				Indicator 6.1, 4.1 and 7.1

Annexes

Annex 1: Indicators and scoring criteria

1. PLANNING

INDICATOR 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 line with SDG priorities including SDG 5; and b) Some sex-disaggregated and gender sensitive data.	CCA or equivalent includes: a) Gender analysis across **all** sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; and b) Consistent sex-disaggregated and gender sensitive data.	CCA or equivalent meets minimum requirements **and** includes c) Targeted gender analysis of those furthest behind.

INDICATOR 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 SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across **all** outcome areas in line with SDG priorities including SDG 5. or b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.	a) Gender equality and the empowerment of women is visibly mainstreamed across **all** outcome areas in line with SDG priorities including SDG 5. and b) One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5.

INDICATOR 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 and the empowerment of women in line with SDG targets including SDG 5.	Between one-third and one-half (33-50 percent) of UNDAF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.	More than one-half of UNDAF outcome (and output) indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.

2. PROGRAMMING AND M&E

INDICATOR 2.1 | JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment. or b) A Joint Program on promoting gender equality and the empowerment of women is operational over current UNDAF period in line with SDG priorities including SDG 5.	a) Gender equality is visibly mainstreamed into **all** JPs operational at the time of assessment. and b) A Joint Program on promoting gender equality and the empowerment of women 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.

INDICATOR 2.2 | COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

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.

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

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. b) 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.

3. PARTNERSHIPS

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

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

INDICATOR 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 GEEW CSO and women's rights advocates on **at least one** 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 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. b) GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. 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.	Meets **all** of the following: 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. b) GEEW CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. 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.

4. LEADERSHIP AND ORGANIZATIONAL CULTURE

INDICATOR 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) HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months;	**c)** HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months;	**c)** HOAs 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 during the last 12 months.	**d)** Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.	**d)** Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.

INDICATOR 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 promotion of gender equality scored a positive rating of 50-64 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent.

INDICATOR 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 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.

5. GENDER ARCHITECTURE AND CAPACITIES

INDICATOR 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
a) A coordination mechanism for gender equality is chaired by a HOA	**a)** A coordination mechanism for gender equality is chaired by a HOA	**a)** A coordination mechanism for gender equality is chaired by a HOA
b) The group has a TOR and an approved annual work plan;	**b)** The group has a TOR and an approved annual work plan;	**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);	**c)** Members include at least 50% senior staff (P4 and above; NOC and above);	**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.	**d)** The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.	**d)** The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.

INDICATOR 5.2 | UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

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.	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.	**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 equality and the empowerment of women commitments and related development challenges of the country.	**c)** UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.

6. RESOURCES

INDICATOR 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) The UNCT has established and met a financial target for program allocation for Gender Equality and the Empowerment of Women.	Meets minimum requirements and c) The UNCT has established and exceeded a financial target for program allocation for Gender Equality and the Empowerment of Women.

7. RESULTS

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

Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) The UNCT has achieved or is on track to achieve **some** gender equality and the empowerment of women 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** gender equality and the empowerment of women 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 gender equality and the empowerment of women.

Annex 2: Table to determine the extent of progress on GEEW

1 (1-24%)	2 (25-49%)	3 (50-74%)	4 (more than 75%)
Very limited progress – provide rationale	Limited progress – provide rationale.	Some progress – provide rationale	Reasonable progress but not on track – provide rationale
Use this rating when progress towards meeting the GEEW result is largely stalled.	Use this rating when movement towards meeting the result has started but considerably more effort is required.	Use this rating when there is some movement towards meeting the result but there is still some distance to go.	Use this rating when meeting the result gets close but it is not yet on track.

Overall results for the indicators

Score	Percentage of Indicators	Extent of Progress
(1) Missing Minimum Requirements	20 per cent (3 out of 15)	Very limited progress
(2) Approaches Minimum Requirements	47 per cent (7 out of 15)	Limited progress
(3) Meets Minimum Requirements	20 per cent (3 out of 15)	Some progress
(4) Exceeds Minimum Requirements	13 per cent (2 out of 15)	Reasonable progress; need to keep tracking

Annex 3: List of contributors

Name	Designation	Organization	Inter-agency Theme Group
Abdou Touray	Programme Specialist	UNDP	IAT Members
Abdoulie JAMMEH	Communications Senior Associate-Public Relations and Outreach	UNOPS	UNCG
Adama Njie	National Gender Specialist	UNCDF	UNCT-GTWG
Alieu Sarr	Assistant Representative	UNFPA	UNCT-M&E
Andrea Broggi	Access to Justice (Consultant)	UNICEF	IAT Members
Anni Boiro	Communications and Report Writing Intern	WFP	UNCG
Baboucarr Sallah	Operations and Finance Officer	ITC	OMT/HR
Emily Sarr	Programme Analyst Gender & Human Rights	UNDP	UNCT-GTWG
Eustace Cassell	Child Protection Specialist	UNICEF	IAT Members
Freya Morales	Communication Specialist	FAO	UNCG
Gloria Momoh	Partnership Office	UNICEF	IAT Members
Haddy Jonga	Communication Analyst	UNFPA	IAT Members
Maimuna Sowe	HR Officer	UNICEF	OMT/HR
Modou Touray	Technical Advisor and M&E Specialist	ITC	UNCT-M&E
Mamadou Salieu Bah	M&E Officer, PBF Secretariat	RCO	IAT Members
Mustapha Yarbo	Data Management and Results Reporting Officer	RCO	UNCT-M&E
Thomas Njuri Kimaru.	UN Coordination Specialist	RCO	IAT Members
Nessie Golakai-Gould	Deputy Resident Representative, Programme & Operations	UNDP	OMT/HR

Annex 4: Organizational culture survey report

1. Distribution of respondents by gender

Distribution of the Respondents by Gender

Male 50%
Female 50%

A total of 144 staff entered data, out of 175 submissions. This survey will only consider the actual data entered by 144 persons in response to at least one question of this survey. For every question, the data has been weighted by deducting the empty responses during the data cleaning phase, to get accurate results on the responses.

2. Distribution of respondents by job category (total responses=143)

Distribution of the Respondents by Job Category

Category	Percentage
Total	100%
Service Contract	17%
IUNV/UNV	6%
International staff	14%
Intern	1%
Fixed Term Staff -national	52%
Consultant	9%

3. Distribution of the respondents by staff supervision sole (total responses=135)

Distribution of Staffs by Supervisory Role

Does not do personnel supervision 49%
Does personnel supervision 51%

- Does personnel supervision
- Does not do personnel supervision

4. Distribution of respondents by agency (total responses= 136)

The below table describes the percentage of responses that came from each agency. It does not show the response rates of individual agencies. While agencies with more staff will likely represent a higher proportion of survey respondents, this does not imply that these agencies had high participation rates. From the proportion of responses that came from each agency, it is not possible to draw any conclusions about agencies' relative response rates.

Distribution of the Respondents by Agency

UNDP	18%
UNICEF	18%
UNFPA	17%
	9%
ITC	8%
	7%
FAO	5%
	4%
UNAIDS	4%
	3%
WHO	2%
	1%
	1%
	1%
TOTAL	100%

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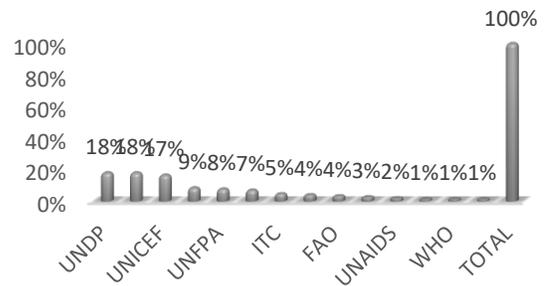
5. **Proportion of the respondents who strongly agree/agree/neutral/disagree/strongly disagree that the UNCT in the Gambia makes adequate effort to fulfill its mandate to achieve an equal representation of women and men at all levels (total responses= 135)**

Proportion of Responses

Strongly Agree	26%
Agree	45%
Neutral	26%
Disagree	2%
Strongly Disgree	1%
Total	100%
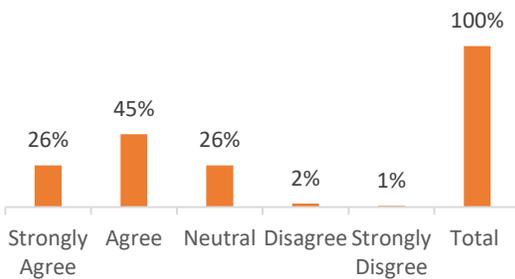
6. **Proportion of the respondents who strongly agree/agree/neutral/disagree/strongly disagree that HoAs are committed to gender equality in the workplace (total responses= 135)**

Proportion of Responses

Strongly Agree	28%
Agree	53%
Neutral	16%
Disagree	2%
Total	100%

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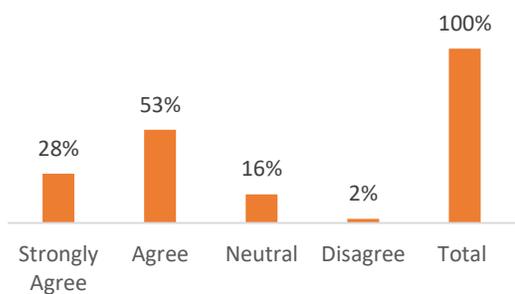
7. **Proportion of the respondents who strongly agree/ agree /neutral/ disagree/ strongly disagree that UN personnel in the Gambia are committed to gender equality in the workplace (total responses= 135)**

8. **Proportion of the respondents who strongly agree/agree/neutral/disagree/strongly disagree that UN personnel in this Country Team are treated equally irrespective of sex, gender identity and sexual orientation (total responses= 137)**

Proportion of Responses

- Strongly Agree: 12%
- Agree: 63%
- Neutral: 20%
- Disagree: 5%
- Total: 100%

Proportion of Responses

- Strongly Agree: 23%
- Agree: 52%
- Neutral: 17%
- Disagree: 7%
- Strongly Disgree: 1%
- Total: 100%
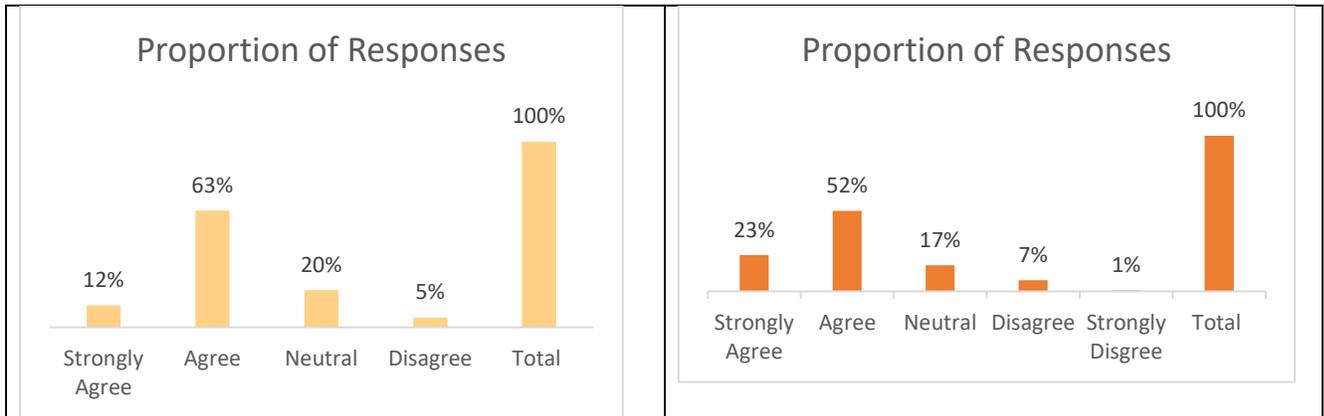
| 9. Proportion of the respondents who strongly agree/agree/neutral/disagree/strongly disagree that the UNCT has adequate procedures in place to prevent and address sexual harassment (total responses= 135)	10. Proportion of the respondents who strongly agree/agree/neutral/disagree/strongly disagree that the UNCT has adequate procedures in place to protect my personal safety and security (total responses= 136)

Proportion of Responses

- Strongly Agree: 19%
- Agree: 42%
- Neutral: 30%
- Disagree: 8%
- Strongly Disgree: 1%
- Total: 100%

Proportion of Responses

- Strongly Agree: 13%
- Agree: 45%
- Neutral: 29%
- Disagree: 11%
- Strongly Disgree: 2%
- Total: 100%
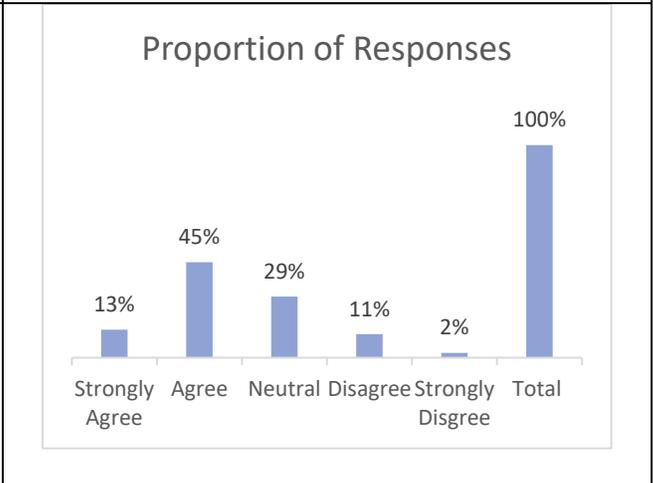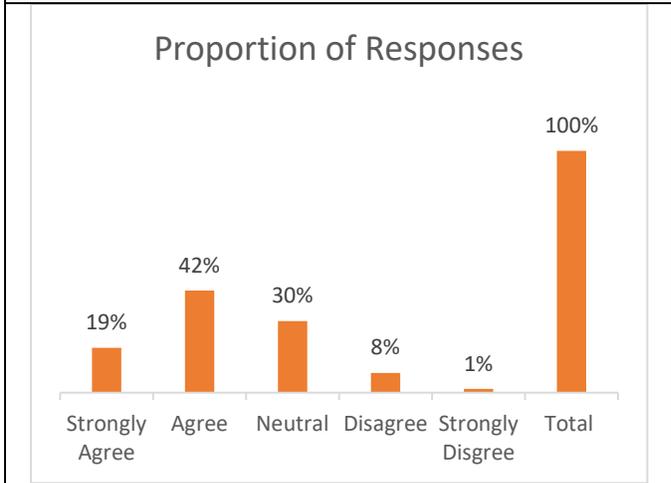
11. Proportion of the respondents who strongly agree/agree/neutral/disagree/strongly disagree that the UNCT has adequately facilitated the equal participation of both women and men at all levels of the organization (total responses= 136)	12. Proportion of the respondents who strongly agree/agree/neutral/disagree/strongly disagree that the package of entitlements (e.g., maternity and paternity leave, breastfeeding support) support personnel to achieve adequate work-life balance (total responses= 136)

Proportion of Responses

Strongly Agree 23% | Agree 52% | Neutral 21% | Disagree 4% | Total 100%

Proportion of Responses

Strongly Agree 22% | Agree 38% | Neutral 30% | Disagree 8% | Strongly Disgree 1% | Total 100%

13. Proportion of the respondents who strongly agree/agree/neutral/disagree/strongly disagree that the package of flexible work arrangements (e.g., telecommuting, staggered hours, compressed work schedule) support personnel to achieve adequate work-life balance (total responses= 137)	14. Proportion of the respondents who strongly agree/agree/neutral/ disagree/strongly disagree that the HoAs are supportive of personnel to establish an adequate relationship between work-life and home life (total responses= 138)

Proportion of Responses

Strongly Agree 10% | Agree 41% | Neutral 28% | Disagree 17% | Strongly Disgree 4% | Total 100%

Proportion of Responses

Strongly Agree 12% | Agree 37% | Neutral 32% | Disagree 17% | Strongly Disgree 3% | Total 100%
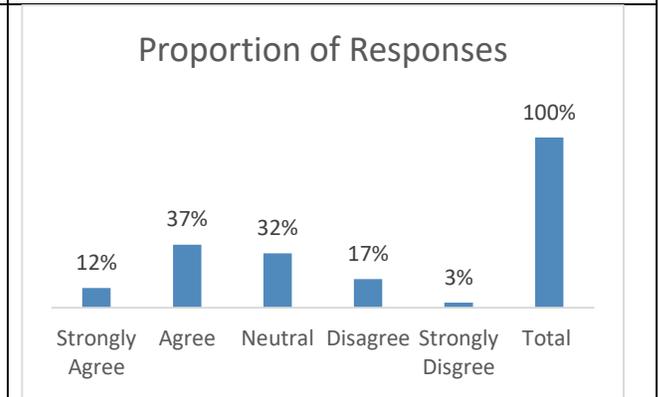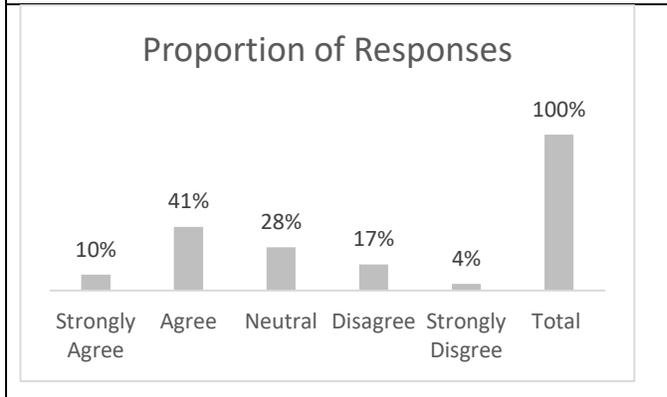
Annex 5: List of main reference documents

1. United Nations Country Team (UNCT) of the Gambia, The Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021, adopted October 2016.

2. Annette Ittig, 'The 2012-2016 Gambia United Nations Development Assistance Framework: Final evaluation report', 8 December 2016.

3. United Nations Sustainable Development Group, *UNCT-SWAP Gender Equality Scorecard: Performance indicators for gender equality and the empowerment of women for United Nations Country Teams –2018 framework and technical guidance*, New York, 2018.

4. Staff Distribution List of UNCT the Gambia.

5. The Gambia Bureau of Statistics, *The Gambia Multiple Indicator Cluster Survey 2018: Survey Findings report*, Banjul, the Gambia Bureau of Statistics, 2019.
6. African Development Bank Group, *The Gambia: Country gender profile*, 2011.
7. Government of the Gambia, *Conflict and Development Analysis: The Gambia*, updated, June 2019.
8. United Nations Development Group, *Resource Guide for Gender Theme Group*, March 2018.