

UNCT UN-SWAP GENDER EQUALITY SCORECARD ASSESSMENT 2022

July 2022

Report *for*
Montenegro

CONTENT

- Content..... 2
- 1. Introduction..... 3
 - 1.1 Background 3
 - 1.2 Objectives 3
- 2. Gender Equality Scorecard Methodology 5
- 3. Assessment findings..... 8
- 4. UNCT-SWAP Gender Equality Scorecard Action Plan30

1. INTRODUCTION

The UN Country Team (UNCT) in Montenegro is at the juncture of the previous UN Development Assistance framework (UNDAF) 2017-2022, and adoption of the new United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027. As part of the preparation, a standardized assessment of UNCT System Wide Action Plan on Gender Equality (SWAP) has been conducted. The assessment builds on the annual UNCT-SWAP assessments conducted during current UNDAF. In the preparation of new UNSDCF, gender equality and women's rights are highlighted as one of the key challenges on the path to sustainable development of Montenegro, and the importance of gender mainstreaming is underlined with concrete results throughout three strategic priorities that are defined in the new UNSDCF:

1. Inclusive economic development and environmental sustainability
2. Human capital development, reducing vulnerability, social inclusion
3. Social cohesion, people-centered governance, rule of law and human rights

1.1 Background

The initial, baseline UNCT SWAP assessment was conducted by Montenegrin UNCT in 2017 and in following year (2018), the team published the Assessment report and a follow-up Action Plan. The plan has been monitored and reported against by the inter-agency Gender and Human Rights Working group. The report highlighted the growing importance of UNCT collaboration and coordination to achieve common goals and commitments, with respect to gender equality into its development results. Action plan annual reviews indicated steady progress across seven dimensions of SWAP, with the latest score (2021) of 80% of indicators having been met or exceeded.

UNDAF final evaluation recommended to strengthen gender mainstreaming and empowerment of women under all UNSDCF outcomes, following gender transformative approach. Based on the recommendations, three action points were agreed:

- Develop UNCT Country Gender Equality Profile as part of the preparation process of UNSDCF 2022-2026
- Analyse Gender Equality SWAP recommendations and prepare actions to address shortcomings in the next UNSDCF
- Implement gender mainstreaming activities under all UNSDCF outcomes

Considering these recommendations and agreed action points, in parallel to onboarding the new UNSDCF cycle, the SWAP re-assessment needs to be conducted. While previous assessments were conducted internally, 2022 assessment was conducted by the independent international consultant, Marija Babovic, in order to ensure impartiality- but under overall guidance, participation and ownership of Gender and Human Rights Working Group and Resident Coordinator's Office.

1.2 Objectives

The main objective of the UNCT SWAP Gender Equality Scorecard is to reassess the effectiveness of the UNCT in gender mainstreaming, promotion of gender equality and women's empowerment as well as to provide a set of actions for improvements.

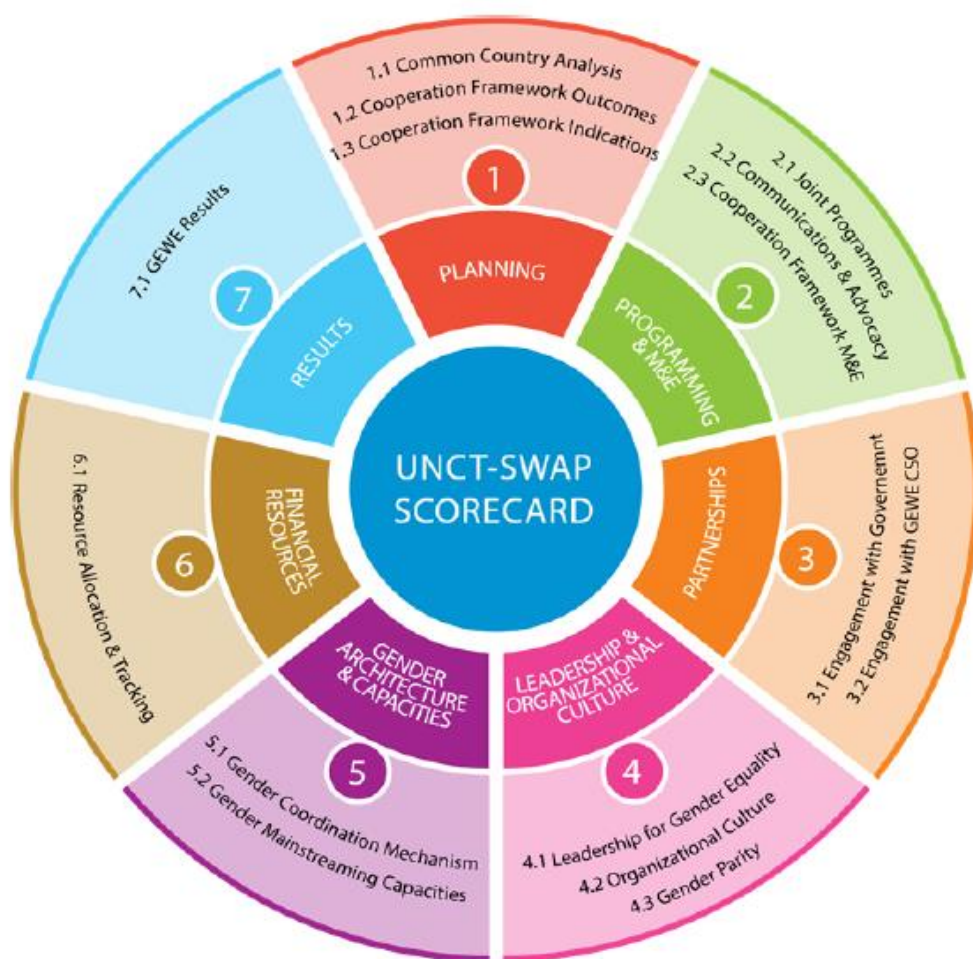
Purpose of the Scorecard exercise is to:

- Assist UNCT in identifying areas in which they are on track or off track on the minimum UNDG standards
- To stimulate a constructive dialogue within the UNCT about the current status of support for gender equality and women's empowerment and how it can be improved
- To identify the technical assistance required for the achievement of the minimum standards
- To share good practice in supporting national priorities to advance gender equality and women's empowerment
- To suggest an action plan on how to effectively support gender equality and women's empowerment focusing on capacities for gender mainstreaming

2. GENDER EQUALITY SCORECARD METHODOLOGY

The assessment was conducted based on the UNCT-SWAP Gender Equality Scorecard methodology, which is standardized for global implementation. This methodology measures gender equality and empowerment of women across seven dimensions, based on 15 indicators in total (Figure 1). The methodology implemented for UNCT Montenegro 2022 comprehensive assessment was designed strictly according to the instructions from the technical guidelines,¹ and in consultations with global Scorecard help-desk in regard to one indicator (4.1) which was not measurable, so alternative methodology needed to be used.

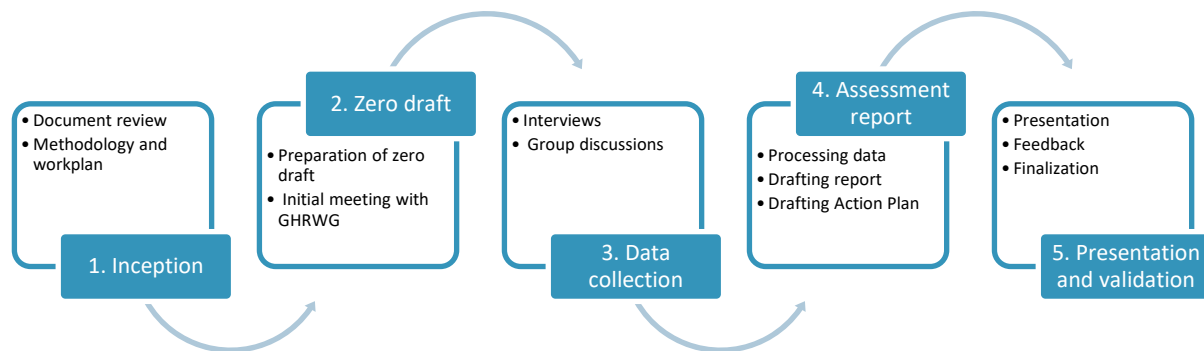
Figure 1: UNCT-SWAP Scorecard



The assessment was organized in five stages: inception, preparation of zero draft, data collection, analysis and drafting the assessment report with Action Plan and presentation, discussion and validation (Figure 2).

¹ UNSDG, UNCT-SWAP Gender Equality Scorecard Performance Indicators for Gender Equality and the Empowerment of Women for United Nations Country Teams. 2018 Framework & Technical Guidance.

Figure 2: UNCT-SWAP Scorecard Assessment Process



The Inception phase included review of relevant documents, reports, administrative data, etc. All relevant documents that provide evidence and support the scoring against SWAP criteria are listed under respective indicator and submitted with the report.

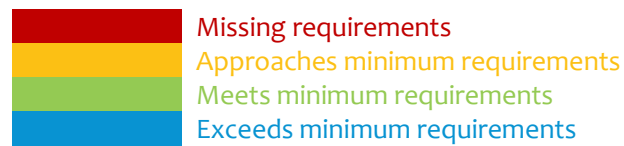
Zero draft was produced based on the desk review of previous reports and other relevant documents and data. Based on the results of preliminary assessment and zero draft, the data collection phase was designed, namely selection of informants and development of data collection tools.

Data collection was organized in several ways: through written questionnaire distributed to the UN agencies, face-to face and online individual and group interviews. In total, 17 representatives of UNCT Montenegro, including RCO and agencies UNDP, UNICEF, UNOPS, ILO, IOM, UNHCR; 4 representatives of governmental gender equality mechanisms (Department for gender equality in the Ministry of Human and Minority Rights, and Committee for Gender Equality of the Montenegrin Parliament), 2 representatives of civil society organizations, and 3 women entrepreneurs. The interview was also conducted with a representative of UN Women Regional Office for Europe and Central Asia. In addition, four agencies submitted filled questionnaires.

Assessment and reporting. The assessment was conducted in line with the predefined methods and resulted in scoring the performance against 15 indicators. According to this methodology, the performance of UNCT in each dimension can be scored as one of the four categories: missing requirements, approaches minimum requirements, meets minimum requirements and exceeds minimum requirements. If UNCTs fail to achieve the criteria under ‘approaching minimum requirements’ the indicator is scored as ‘missing requirements’. An indicator may score as ‘missing requirements’ in some cases where achievements have been made to certain extent, but still falls short of the criteria set forth in ‘approaches minimum requirements’. For each score category criteria are defined, mostly as qualitative but also in some cases as

quantitative thresholds. The presentation of scores in this report applies the ‘traffic light’ system as presented in the guidelines:

Figure 3: UNCT-SWAP Scores categories



Presentation of findings was guided by examples of good practices provided by the help-desk.

Presentation and validation was organized in the form of workshop with members of UNCT Gender and Human Rights Working Group, OMT and UNOPS. With Joint Comms group a separate meeting was held. The results were validated and proposal of Action Plan was discussed. Based on the inputs from the workshop, Assessment report and Action Plan were revised, finalized and submitted to RCO, GHR WG and UNCT.

3. ASSESSMENT FINDINGS

The assessment revealed that performance of UNCT in line with SWAP GE Scorecard criteria is overall very good, but there are still areas in which improvement is needed and possible. Out of 15 indicators, 8 (or 53%) were scored as ‘meets minimum requirements’, 4 (27%) were scored as ‘exceeds minimum requirements’, while three (20%) were scored as ‘approaches minimum requirements’.

In the following table the scores are presented along dimensions and against indicators. Results show the best performance in the area of communication and advocacy, partnerships, gender mainstreaming of UNSDCF, and gender parity. The lowest score is recorded in regard to the gender mechanisms due to the fact that small UNCT such as Montenegro UNCT has insufficient number of high ranking staff that could participate in gender mechanisms. In remaining areas UNCT Montenegro meets minimum requirements (Table 1).

Table 1: UNCT-SWAP assessment results against indicators

Dimension	Indicator	Approaches minimum requirements	Meets minimum requirements	Exceeds minimum requirements
Planning	1.1 CCA		√	
	1.2 Strategic Framework Outcomes		√	
	1.3 UNSDCF measures changes on gender equality		√	
Programming	2.1 Joint Programmes	√		
	2.2 Communication and Advocacy			√
	2.3 UNDAF M/E measures progress against GE results		√	
Partnerships	3.1 UNCT collaborates and engages with government on GEWE			√
	3.2 UNCT collaborates and engages with women’s/GE CSOs			√
Leadership and Organizational Culture	4.1 UNCT leadership is committed to championing GE		√	
	4.2 Organizational culture fully supports promotion of GEWE		√	
	4.3 Gender parity in staffing achieved			√

Gender architecture and capacities	5.1 Gender coordination mechanism is empowered to influence the UNCT for GEWE	√		
	5.2 UNCT has adequate capacities developed for gender mainstreaming		√	
Resources	6.1 Adequate resources for GM are allocated and tracked	√		
Results	7.1 UN programmes make a significant contribution to gender equality in the country		√	

1. Planning

Indicator: 1.1 CCA

Score: Meets minimum requirement

Findings and Explanation

Although the CCA includes elements of gender analysis and sex-disaggregated data across all major thematic areas, there are differences in the degree of gender analysis across different sectors. The CCA pays attention to root causes of gender inequalities and discrimination, but sex disaggregated data are at times used without substantive gender analysis. In its final review of the CCA, the Peer support group (PSG) concludes that “the CCA generally meets UNCT SWAP requirements in terms of integration of gender equality and women’s empowerment and with some deepened and further intersectional analysis, has the potential to exceed requirements”.

- a) **Gender analysis is evidenced across all sectors including underlying causes of gender inequality and discrimination line with SDG priorities including SDG 5. Met.** The CCA presents situation and key development challenges across three priority areas: 1) Inclusive economic development and environmental sustainability, 2) Human capital development, poverty reduction and social inclusion and 3) Governance, institutions and social cohesion. Gender analysis is present in each area, but with variations in terms of depth and quality. The CCA includes reference to international conventions and platforms, including CEDAW. Particularly important was gender analysis included in the assessment of COVID-19 pandemic impact.
- b) **Consistent sex-disaggregated and gender sensitive data. Met.** Sex disaggregated and gender sensitive data are used wherever available- for example, labour market and employment, health, pensions, climate change resilience, and gender- based violence.
- c) **Targeted gender analysis of those furthest behind.** The CCA contains analysis of women and girls in Roma and Egyptian populations, which are the groups faced with the strongest social exclusion. Women with disabilities were also in the focus of social inclusion aspects.

Recommendation: Good opportunity to improve gender mainstreaming in CCA is given by the introduction of new practice that CCA will be updated every year. UNCT should use this opportunity to ensure more substantive, consistent gender analysis of future CCA. Gender disaggregated data should be used more in the areas of health (currently only mentioning gender-specific life expectancy, but not gender specific obstacles in access to healthcare, no mentioning of sexual and reproductive health), education, social protection, entrepreneurship, climate change adaptation and mitigation, agriculture and rural development, migration, norms and stereotypes.

Evidence or Means of Verification

- UN (2021) Common Country Analysis Montenegro
- Feedback from ECA Region Peer Support Group on draft CCA for Montenegro, December 2020

Indicator: 1.2 Strategic Framework Outcomes

Score: Meets minimum requirement

Findings and Explanation

UNSDCF 2023-2027 systematically mainstreams gender equality in the outcomes, but there is no single outcome that is fully dedicated to the gender equality.

- a) **GEWE is visibly mainstreamed across all outcome areas in line with SDG priorities, including SDG 5. Met.** Gender equality and empowerment of women visibly mainstreamed across each of the 4 outcomes which that are in the center of UNSDCF 2023-2027.

Outcome 1: By 2027, all people, especially the vulnerable, benefit from improved management and state of natural resources and increasingly innovative, competitive, gender-responsive and inclusive economic development that is climate resilient and low-carbon

Outcome 2: By 2027, all people, especially the vulnerable, increasingly benefit from equitable, gender-responsive and universally accessible social and child protection system and quality services, including labour market activation, skills, and capabilities.

Outcome 3: By 2027, all people, especially the vulnerable, benefit from strengthened human capital including early childhood development, and more resilient, gender-responsive, and quality healthcare and education

Outcome 4: By 2027, all people, especially the vulnerable, benefit from improved social cohesion, increased realization of human rights and rule of law and accountable, gender-responsive institutions

Evidence or Means of Verification

- UNSDCF Montenegro 2023-2027

Indicator: 1.3 UNSDCF measures changes on gender equality

Score: Meets minimum requirement

Findings and Explanation

Between one-third and one-half (33-50 percent) of UNPDF outcome indicators are able to track gender progress and/or are gender segregated. Met.

Out of 35 outcome indicators for monitoring the implementation of UNSDCF, 15 are gender sensitive, which makes 42% of total number of indicators as gender sensitive. This is a progress compared to the previous cooperation framework when 29.2% (7 out of 24) indicators were gender sensitive.

Outcome 1 - Inclusive Economic Development and Environmental Sustainability: 3/11 = 27.3%

Outcome 2 - Human capital development, social and child protection: 6/8 = 75%

Outcome 3 - Human capital development, education and healthcare: 4/7 = 57%

Outcome 4 - Social cohesion, people-centred governance, rule of law and human rights: 2/9 = 22.2%

Recommendation: Gender sensitivity of UNSDCF monitoring framework and measuring better impact on gender equality can be improved by developing gender sensitive indicators for measuring outputs. For example, output 1.1 should be monitored by measuring share of women's businesses

(owned and managed by women) in total number of registered active businesses, while decent employment could be measured by share of informal employment in total employment of women and men.

Evidence or Means of Verification

- *UNSDCF for Montenegro, 2023-2027*

2. Programming

Indicator: 2.1 Joint Programmes

Score: Approaches minimum requirements

Findings and Explanation

UNCT Montenegro currently implements two joint programmes/projects and all have significant focus on GEWE. UNCT has developed gender mainstreaming guidelines for programming as a useful and practical tool, and a basis for more systematic gender mainstreaming of joint programming.

- a) **Gender equality is visibly mainstreamed into all JPs operational at the time of the assessment. Met.** Currently, there are two joint programmes/projects implemented by UN agencies and each of the programmes/projects has significant focus on women and gender equality:
- **Accelerating Disability Inclusion for Children and Adults with Disabilities**, a two-year programme to promote the rights of persons with disabilities in the country. The programme, which is funded through the UN Partnership on the Rights of Persons with Disabilities (UNPRPD) is implemented by the Government of Montenegro, NHRI and DPOs, with support of the UN Resident Coordinator's Office (RCO), UNDP and UNICEF. One of the target groups are women with disabilities. Project document explicitly refers to SDG 5, documents referred for the situational analysis are gender sensitive and there is chapter explaining the approach to mainstream gender in all project components, including gender specific interventions and gender sensitive monitoring based on sex disaggregated data.
 - **Activate! Integrated Social Protection and Employment to Accelerate Progress for Young People in Montenegro** implemented by ILO, UNICEF, IOM, UNDP and UNHCR. Through the programme specific activation measures were designed for young women (25-34) with preschool children who lost their jobs during COVID-19 pandemic. Employers Federation was also supported to conduct a set of trainings for unemployed women, based on ILO methodology – Gender and Entrepreneurship together (GET Ahead). The program has been assigned GEM 2 and the marker has been approved by the SDG Fund. The final evaluation of this joint program states: “The programme has applied gender-sensitive approaches in its interventions across all programme components. In particular visible was mainstreaming of gender equality in efforts to model interventions and services across the system to ensure they are gender-sensitive. Piloting active labour market measures had strong gender lens, with targeted efforts to address multidimensional vulnerabilities of young women accessing labour market, through additional vocational training, coaching and support in start-up activities. The PUNOs invested efforts to invest in and adhere to gender and inclusion principles. The programme tackled the needs of the most vulnerable and excluded groups paying strong attention to gender dimension of vulnerability and access to services and protection.”
- b) **A joint Program on promoting gender equality and the empowerment of women is operational over current cooperation framework in line with SDG priorities including SDG 5. Not met.** While they are no overall gender equality programs per se, they both have program components focusing on women and girls, especially those from vulnerable groups, and hence partially meet this criteria.
- c) **A system is in place to ensure gender mainstreaming in JPs.** UNCT has guidelines for gender mainstreaming in all programming, including Joint Programmes.

Recommendation: To improve performance and attain ‘Exceeding Minimum Requirements’ score, it is recommended to develop a joint programme specifically focused on GEWE. The gender mainstreaming of JPs could be further improved by adding check list in the guidelines that will more directly align gender mainstreaming of JPs with scorecard criteria. More systematic practice of project draft review by Gender Equality Thematic Group could be introduced.

Evidence or Means of Verification

- Joint Programme Activate prodoc
- Joint Programme on inclusion of persons with disabilities prodoc
- SWAP GE Scorecard questionnaires submitted by UNICEF, UNOPS and ILO.
- Interviews with representatives of UNICEF, UNOPS, and UNDP
- Gender mainstreaming guidelines and tool

Indicator: 2.2 Communication and Advocacy

Score: Exceeds minimum requirement

Findings and Explanation

The UNCT has contributed collaboratively to at least one joint communication activity on GEWE (for example Misogyny and hate speech against women are unacceptable) and at least one joint advocacy campaign (for example Love and Violence theatre play), and Interagency Communication Group’s Annual Work Plan includes GEWE communication and advocacy. However, the focus is mainly on traditional areas, such as EVAW/G.

- a) **The UNCT has contributed collaboratively to at least one joint communication activity on GEWE during past year. Met.** Following a period of continuous political instability, the public discourse in the country saw excessive increase in misogyny. This prompted the UN Country Team to issue the public statement on the topic [Misogyny and hate speech against women are unacceptable](#), developed and delivered to media in the close collaboration of the Gender and Human Rights Group and the Joint UN Communications Team.
- b) **The UNCT has contributed collaboratively to at least one joint advocacy campaign on GEWE during past year. Met.** Under the leadership of Gender and Human Rights Group, and in cooperation with the Joint UN Communications Team, the UN Country Team funded and coordinated support to filming the [theatre play “Love and Violence”](#) produced and preformed by the socially engaged theatre association “Prazan prostor” known for their long-term placing theatre art in the purpose of social change. The play which targets senior adolescents focuses on **invisible forms of violence against girls and women in adolescent age**. The filming of the play has been finalized by mid-September 2021 while the distribution of the televised version and its broadcasting to all senior high school students in the country is planned to be organised in cooperation with MoESCS in the course of 2022/23 school year. In the meantime, the filmed theatre play was aired in eight municipalities during the 16 Days campaign 2021. **Background:** The theatre play has been [developed and piloted](#) for the 16 Days campaign 2016, in cooperation with the UN team, Ministry of Education and NGO Center for Women’s Rights. The omnibus play, based on authentic testimonies from 12 focus groups with 100+ high school students, displays 5 real-life situations among senior adolescents. Following the successful piloting in 5 high schools in 2016, the play was [re-staged in 2019](#) in 30+ high schools in all parts of the country for 3K+ high school students.
- c) **Interagency Communication Group Annual Work Plan or equivalent visibly includes GEWE communication and advocacy. Met.** However, the focus is mainly on VAW/G and other areas should be included.

d) **The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.** Met. Third round of report 'Rapid Social Impact Assessment of the COVID-19 Outbreak in Montenegro' aimed at providing detailed insight into the social impact of the pandemic on the general population, with special focus on new vulnerable groups, provided multi-level segregation of data when it comes to crisis impact on women and girls. The report aims to provide decision-makers with evidence to adjust existing and future policies to mitigate the negative effects of COVID crisis.

Recommendation: Communication related to GEWE should be more diversified and particularly should include non-traditional areas, such as women and climate change, gender just taxation, digital development and gender, entrepreneurship in non-traditional sectors, green economy, etc.

Evidence or Means of Verification

- Joint UN Communication and Advocacy Plan 2022, with the ppt on Joint comms priorities
- Different communication materials- Overview of key comms activities and plans in the area of gender equality
- Interview with representatives of Joint UN Communications Team
- Third round of report 'Rapid Social Impact Assessment of the COVID-19 Outbreak in Montenegro'

Indicator: 2.3 UNDAF M/E measures progress against GE **Score:** Meets minimum requirements results

Findings and Explanation

Monitoring framework established by the UNDAF provides grounds for gender responsive monitoring and evaluation. Monitoring progress is regular and annual reports are gender responsive. Final evaluation was also gender responsive providing recommendations for further improvement of gender mainstreaming in next cooperation framework. Relevant staff was trained for gender responsive M&E.

- a) **UNDAF Results Matrix data for gender sensitive indicators gathered as planned.** Met. UN Montenegro UNDAF 2017-2021 included 29,2% of gender sensitive indicators for measuring results. Through the regular annual reporting procedure, data on UNDAF and Annual Workplan results matrixes were collected and reported on through the mechanism of Joint Country Steering Committee. UNDAF (paragraphs 117-119) defined existence and modus operandi of the Monitoring and Evaluation Team who collects data upon request of the Results Group, UNCT and the UN Coordination Office, within already defined reporting processes. The results are published in the Annual Result Reports, but for certain number of indicators gender disaggregated data are not available- hence this indicators was not finally assessed as ``exceeds``.
- b) **UNDAF reviews/evaluations assess progress against gender-specific results.** Met. The Results Groups and Monitoring and Evaluation team were conducting regular monitoring of the implementation of UNDAF in line with UNDAF monitoring and evaluation framework. Annual reports on the results were gender responsive. Final evaluation of UNDAF was also gender responsive, providing findings on contribution of UNDAF to the promotion of gender equality in Montenegro and proposing the ways how to further improve gender mainstreaming in the next cooperation framework.
- c) **The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.** Met. Prior to UNDAF development, all relevant UN Staff received Gender Mainstreaming and Human Rights Based Approach (HRBA) trainings. The relevant staff include personnel working for all participating UN Organisations, across the joint working groups (working group for UNDAF Development, M&E working group and Gender and Human Rights Joint Working Group). Furthermore, the UNDAF working group (inclusive of M&E group) received

hands on training instructions from UN WOMEN on Results based management, including gender sensitive indicators.

Recommendation: Ensure that gender equality is properly mainstreamed in the implementation of M&E of the UNSDCF 2023-2027. Provide additional GM trainings for relevant staff. Reconsider the potential more effective structure of implementation mechanisms in order to ensure stronger GM in the implementation and monitoring. For that purpose, new forms of coordination between result groups and Gender Equality Thematic Group could be planned.

Evidence or Means of Verification

- UNDAF for Montenegro 2017-2021
- Final evaluation of the UNDAF for Montenegro 2017-2021
- UNCT-SWAP Gender Equality Scorecard. Annual Progress Assessment Report and Action Plan for 2021
- Agenda of RBM training

3. Partnerships

Indicator: 3.1 UNCT collaborates and engages with government on GEWE

Score: Exceeds minimum requirements

Findings and Explanation

Cooperation between UNCT and government is continuous, strategic and comprehensive, including national and local levels. Cooperation with Gender Equality Machinery is strong, continuous and multifaceted (through projects, participation of governmental representatives in project steering bodies, consultations, etc.). Numerous initiatives of UNCT are focused on localization of SDGs, including SDG 5 and other SDGs that are relevant for gender equality. There is perception on UNCT role among governmental stakeholders that reflects high valuing of UNCT contribution to gender aspects of sustainable development in Montenegro.

- a) **The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle. Met.** During the UNDAF period, there was continuous cooperation between UNCT and various government agencies. There is high appreciation of UNCT among government stakeholders due to its contribution to the sustainable development in Montenegro and more specifically to gender aspects of development. Some of examples of joint initiatives with government include:
- Cooperation with Ministry of Labor and Social welfare, Employment agency of Montenegro, Ministry of Finance and other government stakeholders through joint programme Activate! Initiatives focused on employment and women's entrepreneurship
 - Through the regional project of UNWOMEN and UNDP, UNDP supported the Ministry of Finance and Social Welfare to develop the Evaluation of the National Strategy for Protection Against Violence in Family. As a result, a new National Action Plan for the Implementation of the Istanbul Convention was drafted to cover the next four years and currently at the adoption phase. In addition, in order to further align the normative and policy framework with the Istanbul Convention, the Assessment of the costs of the specialized services for the victims of VAWG was finalized.
 - UNCT presented the findings on the impact of COVID-19 on women to the Women's Parliament
- b) **The National Women's Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. Met.** Cooperation with Department for Gender Equality of the Ministry of Human and Minority Rights, which is the main gender equality machinery in the country is continuous and comprehensive. Representatives of this GE mechanism were fully consulted on both Common country analysis but also defining priorities for the next cooperation cycle. Representative of Parliamentary Committee on Gender Equality also participated both in the official and working part of the SPR.
- Cooperation with government is dynamic within the process of drafting UNSDCF. In the preparation of new UNSDCF participated representatives of the Ministry of Justice, Human and Minority Rights, within which auspices there is a Department of Gender equality. The State Secretary of this Ministry is a co-chair of Democratic governance & Social cohesion pillar of new UNSDCF.

c) **The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.**

Met. There are different initiatives in this regard. Some examples are:

- The UN System in Montenegro has been continuously making contributions to substantively strengthen Government participation and engagement in gender related SDGs localization.
Through Dialogue for the Future regional project, implemented jointly by UNDP, UNICEF and UNESCO, regional dialogue with women from Bosnia and Hercegovina, Serbia and Montenegro was organised, which resulted in a number of recommendations related to women empowerment in the context of social cohesion. In cooperation with relevant Government ministries, part of recommendations was mainstreamed into national policies related to gender equality and women entrepreneurship. Capacities of young women in public service on social cohesion was built.
- Based on the recommendations CPE and GPR prepared in 2020, UNICEF has prioritized activities focused on strengthening the coalitions with GE stakeholders (Women's Club of the Parliament of Montenegro, Gender Equality Directorate of the Ministry of Human and Minority Rights) to tackle key issues such as child marriage, gender discriminatory norms (parenting), GBV etc.
- UNHCR has initiated the amendment of legal framework that regulates the right to social welfare of single mothers; UNHCR has been supporting employment of women refugees, focusing on single mothers and their need for the child day-care.
- ILO has piloted active employment measures in partnership with central and local governments in number of cities and municipalities (Podgorica, Niksic, Berane, Bijelo Polje, Bar, Ulcinj, Kotor, Herceg Novi, etc.).

Recommendation: Support the government in pursuing and monitoring SDG 5 agenda at both national and local level, through different targeted interventions.

Evidence or Means of Verification

- List of confirmed participants at the Strategic Prioritization Retreat
- Interview with representative of Ministry of Human and Minority Rights, Department for Gender Equality
- Interview with Committee for Gender Equality of the Parliament of Montenegro
- SWAP GE Scorecard questionnaires submitted by UNICEF, UNOPS and ILO

Indicator: 3.2 UNCT collaborates and engages with women's/GE CSOs

Score: Exceeds minimum requirements

Findings and Explanation

Cooperation between UNCT and civil society is dynamic and takes many forms: joint initiatives, support to advocacy CSOs in protection of women's human rights, providing support to CSOs to conduct different empowerment activities or to provide improved services for women, etc. Women and GEWE civil society are involved in processes related to design and implementation of cooperation framework.

- a) **The UNCT has collaborated with GEWE CSO and women's rights advocates on at least two joint initiatives that fosters gender equality and empowerment of women within the**

current UNDAF cycle. Met. The UNDAF cycle included various initiatives implemented in partnership between UN agencies and GEWE CSOs. Some of them include:

- Through the regional project of UNWOMEN and UNDP, the CEDAW and Grevio Shadow Reports were prepared by the SOS Hotline Podgorica, who took the lead in the production of a Shadow Report on the implementation of both conventions, partnering with SOS Hotline Niksic, Women's Safe House and Centre for Roma Initiative to advocate for stronger accountability of local and national authorities as per the Istanbul Convention and CEDAW Concluding Observations and to encourage measures from local and national authorities to address the causes and consequences of VAWG in light of the new needs created by the COVID-19 pandemic.
 - Through Dialogue for the Future regional project, implemented jointly by UNDP, UNICEF and UNESCO, NGO projects which mainstreamed gender equality were supported, and one was specifically working on the empowerment of women survivors of violence. Also, cooperation with IOM was achieved, through training community NGOs on gender equality and social cohesion.
- b) **GEWE CSOs participate in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E. Met.** The whole process of UNSDCF development thus far has been very much inclusive and participative. As a part of that, women CSOs were fully consulted on both Common country analysis but also defining priorities for the next cooperation cycle.
- c) **The UNCT has made at least one contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation. Met.** UNCT supports GEWE CSOs in various ways, as organizations providing services to certain groups of women, in their advocacy efforts, etc. Some examples include:
- Support to CSOs assisting to women victims of violence to improve services, through regional UN Women project 'Implementing Norms, Changing Minds', implemented in cooperation with UNDP in Montenegro. CSO counterparts valued highly the contribution of the UNDP and the project to the improvement of local VAW prevention and protection services (i.e. services implemented by SOS Niksic and SOS Podgorica).
 - Through Dialogue for the Future regional project, implemented jointly by UNDP, UNICEF and UNESCO, regional dialogue with women (many of which CSOs representatives) from Bosnia and Hercegovina, Serbia and Montenegro was organised, which resulted in a number of recommendations related to women empowerment in the context of social cohesion, part of which was mainstreamed into relevant national policies.

Recommendation: Although many initiatives are the examples of localization of SDGs, it would be good to consider in the future some support to more coordinated work of GEWE CSOs to SDGs, but also strengthen coordination between resident UN agencies in Montenegro who are working with the same GEWE CSOs .

Evidence or Means of Verification

- UNCT-SWAP Gender Equality Scorecard. Annual Progress Assessment Report and Action Plan for 2021, with supporting documents:
 - Conclusions from consultations with CSOs on CCA, including women's CSOs
 - Conclusions from consultations with women (some were NGO representatives) and youth on CCA/Montenegro development priorities and solution pathways
 - An NGO research report on COVID impact on women (done through joint UNDP/UN Women program)
- SWAP GE Scorecard questionnaires submitted by UNICEF, UNOPS and ILO
- Interviews with CSOs

- UNCT-SWAP Gender Equality Scorecard. Annual Progress Assessment Report and Action Plan for 2021

4. Leadership and Organizational Culture

Indicator: 4.1 UNCT leadership is committed to championing GE

Score: Meets minimum requirements

Findings and Explanation

The UNCT Montenegro publishes regularly results in gender sensitive manner, and Resident Coordinator demonstrates public championing of gender equality while Heads of Agencies are seen by personnel as committed to gender equality in the workplace. However, there is no strategic approach to GEWE on HOAs meetings.

- a) **Gender equality is a regular topic of discussion in HOA meetings during the last 12 months.** Not met. According to the interviews with representatives of UN agencies, gender equality is not regular topic of discussion in HOA meetings. Some gender equality issues occasionally emerge within other discussions but there is no systematic approach to gender equality during the HOA meetings.
- b) **RC demonstrates public championing of gender equality during the last 12 months.** Met. The RC is very active in promotion of gender equality and raising awareness on important issues related to women's rights and empowerment of women. This is particularly visible in his social media outreach where he frequently posts/re-posts GEWE topics, in total 26 posts. In addition, out of 13 speeches, 6 included referrals to gender equality issues.
- c) **HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months.** Met. Organizational culture survey conducted in 2021 revealed that 91.7% of staff felt that HOAs are committed to gender equality in the workplace.
- d) **Gender equality is reflected in the Assessment of Results of UNCTs during the last 12 months.** Met. The UNCT results are regularly annually published and reports are gender sensitive. The last report is published for 2021, and presents result in gender sensitive manner, including update on gender equality results. UNCT appraisal, by the latest guidelines, is done on the basis of this Report

Recommendation: Introduce the practice that Gender group co-chairs more frequently briefs UNCT on the work of the group, and advise UNCT on relevant gender equality issues. Be mindful of the need for RC and HOAs to reflect GEWE issues in public speeches, social media posts etc.

Evidence or Means of Verification

- Organizational culture survey data
- Interviews with HOAs
- Communication material
- UNCT Montenegro, 2021 UN Country Results Report Montenegro, March 2022, <https://montenegro.un.org/en/176859-unct-montenegro-2021-results-report>

Indicator: 4.2 Organizational culture fully supports promotion of GEWE

Score: Meets minimum requirement

Findings and Explanation

Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-79 percent.

Organizational culture survey conducted in 2021 showed that 76.9% of staff has positive perception of organizational environment for promotion of gender equality. However, survey results and interviews and group discussions during the assessment mission revealed that parental leave policies are the aspect which generates the least satisfaction. The parental leave is considered as too short, there are differences between UNICEF and other agencies -with UNICEF providing more parent friendly policies. The COVID-19 pandemic brought some opportunities to organize flexible working arrangements in some agencies, but this is considered as temporary and differently applied in different agencies, and it is not always welcome by parents of little children. During discussions attention was paid to U.N. Parents, an informal network of persons employed within the UN system who advocate for the improvement of parental policies.

Recommendation: The discussion on work-life balance and parental policies should be organized as there is obvious need for that. Communication with U.N. Parents could be initiated in exploring possibilities to promote more parent friendly working conditions. The role of the UN union of staff associations in this area should be strengthened.

Evidence or Means of Verification

- Organizational culture survey data
- Interviews with representatives of Operations Management Team
- Workshop with members of UNCT Human and Minority Rights Thematic Group

Indicator: 4.3 Gender parity in staffing achieved

Score: Exceeds minimum requirement

Findings and Explanation

- 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. Met.** The UNCT has a mechanism for monitoring gender parity, (a regularly populated table, managed by OMT, in line with BOS gender parity indicator).
- The UNCT can demonstrate positive trends towards achieving parity commitments. Met.** Gender parity tracking has been conducted since 2019. The data for 2021 reveal that the percentage of women occupying GS and NO positions is 64%. While in 2020 the percentage was the same, there is an actual increase in the number of women on GS and NO positions: in 2020 there were 20 women, and in 2021 the number of women occupying these positions is 38. The total number of females holding positions of P4 and above and NOC and above is 6 out of 11 senior staff members (P4 and NOC and above), or 54% representing improvement of 4% compared to 2020.
- 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. Met.** BOS includes indicator on Gender parity in the recruitment process. Adding new indicators in BOS will be done in cooperation with DCO unit in charge of BOS development, who is tasked to propose standardized indicators for all BOS service lines (apart from already mainstreamed indicator we reported against in previous reports, i.e. disaggregated quality ranking of women-led suppliers and male-led suppliers and targets on female ownership as selection criteria in vendor awards).

Recommendation: Keep monitoring the trends, and in case it becomes such that it widens the gap between men and women significantly, propose a set of targeted actions

Evidence or Means of Verification

- UNCT-SWAP Gender Equality Scorecard. Annual Progress Assessment Report and Action Plan for 2021 with gender parity tool/table
- Business Operations Strategy

5. Gender Architecture and Capacities

Indicator: 5.1 Gender coordination mechanism is empowered to influence the UNCT for GEWE	Score: Approaches minimum requirements
---	---

Findings and Explanation

Architecture for gender equality is weakened by the merger with HR thematic group and insufficient number of high level staff to participate in the group. Regardless, the group is very active and committed to gender mainstreaming of UNCT work, and especially it has contributed to the gender mainstreaming throughout the process of development of new UNSDCF.

- a) **A coordination mechanism for gender equality is chaired by a HOA. Not Met.** Main coordination mechanism for gender equality is Human Rights and Gender Equality Thematic Group which is currently chaired by the deputy representative of UNICEF.
- b) **The group has a ToR and an approved annual work plan. Met.** The group has a ToR and approved annual work plan.
- c) **Members include at least 50% senior staff (P4 and above, NOC and above). Not met.** As an illustration, there is altogether only four NOC staff in Montenegro, and only six P4 or more (mostly heads of agencies). In such a structure, it is literally impossible to meet this criterion. Another issue is the composition of the group from the perspective of UN agencies. Montenegro UNCT does not have UN Women nor UNFPA, so main work and gender equality expertise is performed by the UNDP and UNICEF, with contribution to other agencies.
- d) **The group has made substantive input into the cooperation framework, including the country analysis, strategic prioritization, results framework and M&E. Met.** The group has made substantive input into the Cooperation framework including the country analysis, strategic prioritization, results framework and M&E. Almost all the group members have been substantively involved in the CF development process, including leading on the analysis of the state of human rights and women's rights, leading on consultations with CSOs, making sure that gender equality and empowerment of women are visibly mainstreamed across all outcome areas in line with SDG priorities, including SDG 5. The group attended training on RBM in the context of UNSDCF development, with special focus on gender mainstreaming.

Recommendation: In order to improve the GEWE architecture and increase the effectiveness of the work of GEWE mechanism, it is recommended to establish separate GEWE thematic group that would be separate from HR group, and that would convene staff with strong gender expertise and a strong gender portfolio (gender focal points from each agency where they exist). When gender mainstreaming is not sufficiently 'mature', there is a risk that remains omitted, marginalized by other human rights issues or remain only formalistic. Having in mind the need to provide stronger impact on transformation of gender relations in Montenegro, it is of utmost importance to have thematic group that could focus only on gender equality, contributing more to the gender mainstreaming in whole work of UNCT. It is also recommended to try to comply with requirements related to HOA as chair of the group and at least 50% of senior staff (but not NOC or P4) as members. This will also bring more systematic approach to gender equality in HOA meetings. It would be also desirable that GEWE thematic group has more collaboration with result groups, contributing not only to the gender mainstreaming in implementation and monitoring of the UNSDCF, but also working more specifically in increasing capacities of UNCT members organized in result groups for specific areas of gender equality.

Evidence or Means of Verification

- UNCT-SWAP Gender Equality Scorecard. Annual Progress Assessment Report and Action Plan for 2021
- HR and GE group workplan
- Interviews with representatives of UN agencies

Indicator: 5.2 UNCT has adequate capacities developed for gender mainstreaming **Score:** Meets minimum requirements

Findings and Explanation

UNCT meets two out of three requirements: substantive inter-agency gender capacity development activity was carried out last year and a capacity development plan based on an inter-agency capacity assessment was established and implemented.

- At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year. Met.** As a part of the UNSDCF design for Montenegro, the PSG members for the ECA region together with regional DCO representatives have successfully delivered training on RBM/Gender mainstreaming. Some of the training objectives were to build capacities in formulating potential indicators in a gender-sensitive way and in mainstreaming gender across the UNSDCF outcomes/outputs and indicators in line with the requirements of the UNCT SWAP Gender Scorecard. The feedback from participants was very positive and two areas come out strongly: 1) they would like to have these trainings in person in the future- this one was online for two days/three hours each; and 2) they needed more time for learning, particularly the sessions with practical exercises. The added value of the training was participation of Government representatives- such model never taken place before. The turnout on the training was impressive, given that it took place immediately after the weekend of heightened political tensions in Montenegro, which was a proof of great commitment. Training agenda with more info on the content attached.
- A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per CF cycle and targets are on track. Met.** Inter-agency gender capacity assessment was conducted in 2020, and as a part of that, capacity development plan was outlined. A set of trainings was conducted in 2020 based on this plan, while in 2021 the focus was on UNSDCF development, which is why that particular training took place. As of 2022, this capacity development plan will be revisited.
- UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country. Not met.** The UNCT currently does not have the induction material at the country level, but individual agencies do have one.

Recommendation: Capacity building for gender equality and empowerment of women should be planned in line with new UNSDCF. Capacities of team members, and particularly those participating in the result groups should be increased for gender equality in specific areas that are relevant for the implementation of these components of UNSDCF. The UNCT should prepare and introduce in the practice the induction package, with material that includes gender equality and the empowerment of women commitments and related development challenges of the country.

Evidence or Means of Verification

- UNCT-SWAP Gender Equality Scorecard. Annual Progress Assessment Report and Action Plan for 2021
- Gender capacity assessment and training report

- RBM training agenda

6. Resources

Indicator: 6.1 Adequate resources for GM are allocated and tracked	Score:	Approaches	minimum requirements
Findings and Explanation			
<p>a) The UNCT has carried out at least one capacity building event on the gender marker over the current CF. Met. Gender marker is assigned to all activities of Joint Work Plans, and is being tracked through UNINFO. As a part of UNINFO training, staff has also been trained to assign gender marker to their key activities from Joint Work Plan. The data shows that activities that fully considered the gender aspects were most often found in those working on SDG 16 (Strong Institutions), SDG 1 (No Poverty), SDG 8 (Decent Work) and SDG 3 (Good Health). Apart from SDG 5 (Gender Equality), gender has been mainstreamed in 10 additional SDGs.</p> <p>b) The UNCT has established and met a financial target for program allocation for Gender Equality and the Empowerment of women. While this criterion has not been fully met, there has been good progress in terms of financial allocations for gender equality. Information from UN agencies indicate very different approach to this issue. Some agencies such as UNICEF and UNDP have established mechanisms to trace allocations to gender equality through programming, but the systems are different. Other agencies do not have such mechanisms/tools and no targets on GEWE program allocations. However, UNINFO data indicates that out of the total spent funding in the current programming cycle (UNDAF 2017-2022), at least 57% was spent on activities having gender equality as a significant or principal objective. In addition to this, if we look at the dedicated gender output (2.1.3)- ``Improved social and institutional responsiveness towards anti-discrimination and gender equality policies for equal opportunities of women and public awareness on violence against women and children.`` for five years of UNDAF implementation, 2,2 mill USD was made available, and 2,4 mill USD spent (i.e. delivery rate 107,7%. The ratio of spent vs requested funds is 97.3%. These figures indicate success in ensuring and delivering financial allocations for gender equality (in the absence of official target for GEM 2 and 3 activities, given that it was not mandatory when current Funding Framework was developed in 2016).</p>			
Recommendation: The improved performance in this area could be achieved by defining the target for allocation on GEWE within the UNSDCF, through Funding Framework, and to train staff of UN agencies to use gender marker more substantially in order to enable tracing the allocations in line with the UNDG's 'Gender Equality Marker Guidance Note'.			
Evidence or Means of Verification <ul style="list-style-type: none"> • SWAP GE Scorecard questionnaires submitted by UNICEF, UNOPS and ILO • Interview with OMT • GEM analysis for Montenegro, from UNINFO 			

7. Results

Indicator: 7.1 UN programmes make a significant contribution to gender equality in the country

Score: Meets minimum requirements

Findings and Explanation

The UNCT has achieved all gender equality and the empowerment of women results from previous UNDAF as planned and evidence points to impact which started certain processes of changes, but transformative impact is yet to be achieved.

b) The UNCT has achieved all gender equality and the empowerment of women results as planned in the UNDAF outcomes in line with SDG priorities, including SDG 5. Met.

UNDAF evaluation concluded that UNCT has contributed to mainstream gender and design and implement different actions for empowerment of women, bringing gender equality high on the development agenda of the country. Despite these results, more coordinated actions and active involvement of all UN Agencies could be beneficial to ensure further progress for gender mainstreaming and gender equality. Overall, UNCT played an essential role in ensuring the country's compliance with international norms and standards, particularly related to mainstreaming gender and human rights.

UNCT contributed to progress under the gender-related indicators in all three key areas of GEWE work: 1) enhancing women's participation in policy and governance processes at all levels, 2) the economic empowerment of women and 3) fighting GBV.

With regards to participation, the evidence basis has been prepared for the amendments of the draft Electoral Law with 40% quota provisions. UN in partnership with the Women Political Network (WPN) implemented strong advocacy work, creating enabling environment for women in politics and in 2019, number of women MPs was increased from 24% to 29,6% . In addition, development of capacities for gender mainstreaming in the public sector was one of the flagship initiatives, following gender-based assessment and recommendations for the employees in the Parliament, the Government and selected public administration bodies in Montenegro. UNCT conducted gender equality research and policy assessment including knowledge, perceptions and attitudes on gender equality issues in the Parliament and Government, in selected public administration institution. It also included the analyses of work practices on gender equality issues. The survey gave comprehensive overview of the situation including desk-analysis of current legal and policy framework and recommendations for the improvement, revealing starting point for capacity development of staff in public administration.

With regards to economic empowerment, women entrepreneurs benefited from consultancy and business plan writing support, while broader support to women's entrepreneurship was negotiated through budgets of local government. UN continued to deploy innovative tech solutions and digital tools in support of women entrepreneurship such as Gender Map; this tool has had an excellent outreach with more than 9,500 visitors. Advocacy efforts resulted in

direct financial support from 12 (out of a total of 24) municipalities to 131 business ideas put forward by women.

In the third area, fighting GBV, the social services and support within National SOS helpline were available to victims of domestic violence 24 hours 7 day in a week⁹³. Also, UNCT has been working with the CSOs to address women's rights concerns in accordance with CEDAW and Istanbul Convention commitments, capacitating them to provide specialized services for victims of gender-based violence.

One specific output indicator is illustrative of GEWE results. Namely, the target for the following indicator: ``Percent of fulfillment of the National Action Plan for Gender Equality targeted goals in segments of women's empowerment in economy, decision-making and protection of victims of violence`` which was set for 80%, was already met at 2020.

c) At least one outcome level UNDAF result has contributed to transformative change in relation to gender equality and the empowerment of women. Not met. Although processes are initiated in regard to transformation of gender relations in various areas, the changes are still not of transformative power.

Recommendation: Gender equality thematic group should in cooperation with UNSDCF result groups identify which outcome areas have the greatest potential to induce transformative change and to focus implementation efforts to achieve transformative impact in that/these area(s).

Evidence or Means of Verification

- UNCT-SWAP Gender Equality Scorecard. Annual Progress Assessment Report and Action Plan for 2021
- SWAP GE Scorecard questionnaires submitted by UNICEF, UNOPS and ILO
- Interviews with governmental gender equality mechanisms
- Interviews with UN agencies

4. UNCT-SWAP Gender Equality Scorecard Action Plan

Action	Responsibility	Resource and Source	Timing	Explanation and links to UNCT-SWAP Assessment
1. Planning				
<p>1.1</p> <p>a) Expand the availability and use of sex-dissagregated and gender sensitive data in the CCA</p> <p>b) Ensure next CCA contains more substantive and systematic gender analysis, by engaging gender expert to consolidate data and inputs from different sources with support from GE focal points in UN agencies.</p>	RCO with GEWE group support	Consultancy cost	2023-2027 (annually)	Moves Indicator 1.1 to the category 'Exceeds minimum requirements'
<p>1.3</p> <p>a) Increase share of gender sensitive output indicators of UNSCDF (in relation to the share of gender-sensitive outcome indicators).</p> <p>b) Explore opportunities for further sex dissagregation of existing outcome indicators, esp. for outcomes 1 and 4</p>	GEWE group in cooperation with UNSCDF result groups	<p>To be defined when developing Joint Work Plan</p> <p>To be defined within Monitoring, evaluation and learning plan</p>	<p>2022-2023</p> <p>2023 onwards</p>	Moves Indicator 1.3 to the category 'Exceeds minimum requirements'

2. Programming				
<p>2.1</p> <p>a) Explore opportunities for developing and funding for a joint GEWE program</p> <p>b) Promote the use of the gender mainstreaming tool for joint programming, and define procedures for its use in all the phases of program cycle (from design to evaluation)</p> <p>c) Introduce more systematic practice of GEWE quality assurance of joint programs by Gender Equality Thematic Group</p>	<p>GEWE group, results groups</p> <p>GEWE group</p> <p>GEWE group</p>	<p>No additional resources</p>	<p>2023 onwards</p>	<p>Moves Indicator 2.1 to the category 'Exceeds minimum requirements'</p>
<p>2.2 Ensure that joint communication on UNSDCF related to GEWE focuses on non-traditional areas in at least 20% of cases. Such non-traditional areas could be women and climate change, gender just taxation, digital development and gender, entrepreneurship in non-traditional sectors, green economy, etc.</p>	<p>Joint UN Communication Team + GEWE group</p> <p>(Comms strategy for SDCF)</p>	<p>No additional resources</p>	<p>2023 onwards</p>	<p>Moves Indicator 2.1 to the category 'Exceeds minimum requirements'</p>

<p>2.3. a) Make sure that gender marker is realistically scored, providing justification in UNINFO.</p> <p>b) Provide additional GM trainings for relevant staff.</p> <p>c) Explore new forms of coordination between result groups and GEWE group</p>	<p>UNSDCF result groups + GEWE group</p> <p>UNSDCF result groups + GEWE group + UN Women Regional Office</p> <p>UNCT, GEWE, result group chairs</p>	<p>No additional resources</p> <p>UNSDCF implementation mechanisms and working groups TORs</p>	<p>2023 onwards</p> <p>2022- 2023</p>	<p>Moves Indicator 2.3 to the category 'Exceeds minimum requirements'</p> <p>More systematic gender mainstreaming in UNSDCF, particularly in the less mainstreamed areas, such as economic development, climate change, etc.</p>
<p>3. Partnerships</p>				
<p>3.1 Mapping how well SDG 5 and other GEWE relevant SDG targets are integrated in policies at national and local levels.</p>	<p>GEWE group, in consultation with agencies/results groups</p>	<p>Consultancy support</p>	<p>2024</p>	<p>More coherent action around SDG localization, mobilization and motivation of LSGs</p>
<p>3.2.</p> <p>a) Explore opportunities to engage on a regular basis with civil society/vulnerable groups part of result groups</p> <p>b) Consult GEWE CSOs in the process of CCA update</p> <p>c) Strengthen coordination between resident UN agencies in Montenegro</p>	<p>GEWE group/result groups</p>	<p>No additional resources</p>	<p>2023-2027</p>	<p>Stronger support to Agenda, more active civil society, increased visibility of UNCT</p>

who are working with the same GEWE CSOs				
4. Leadership and Organizational Culture				
4.1 a) Introduce GEWE as regular topic in HOAs meetings. This will be much more feasible, and approach would be more strategic and systematic if one of the HOA takes role of chair of GEWE thematic group. b) Make sure that RC and HOAs reflect GEWE issues in public speeches, social media posts etc.	UNCT JCT	No additional resources	2023 onwards	Increased focus on GEWE, more systematic approach
4.2. a) Discuss findings of the Organizational Culture Survey at UNCT level b) Conduct follow up surveys on an annual basis c) Map parental leave and flexible working arrangements policies and practices	Union of staff associations, GEWE group	No additional resources	2023 and annually	More participatory organizational culture, potentially more parental friendly and with improved work-life balance practices

d) Liaise with staff association and obtain further info from U.N. Parents, and agree on the follow up actions				
4.3 Keep monitoring the trends in gender parity, and in the case it becomes such that it widens the gap between men and women significantly, propose a set of targeted actions	OMT	No additional resources	Annually	Continue to exceed criteria for this indicator
5. Gender Architecture and capacities				
5.1. Establish separate GEWE thematic group, with new ToR and Annual Plans, with HOA head	UNCT	No additional resources	2022-2023	Moves Indicator 5.1 to the category 'Meets or exceeds minimum requirements'
5.2. a) Development of capacity building plan with purpose to enhance GM in result areas. b) Preparation and introduction of induction package with relevance to GEWE	GEWE group in cooperation with result groups GEWE group in cooperation with OMT	Potential consultancy support	2023-2025	Stronger GE impact of UNSDCF + Moves Indicator 5.2 to the category 'Exceeds minimum requirements'
6. Resources				
6.1 a) Training of UNCT staff in gender marker b) Defining gender allocation threshold at minimum of 60%	GEWE group, UN Women Regional office UNCT	No additional resources	2023 onwards	Enabling UNCT to meet or exceed requirements in this area

c) Share knowledge and experience on tracking gender allocation among UNCT agencies	UNCT, UN Women Regional Office			
7. Results				
7.1 Identify the outcome areas with the greatest potential for transformative impact and focus joint programming, communication and advocacy on these areas	Result groups + GEWE group	Potential consultancy support	2023-2027	Transformative impact of UNSDCF + Moves Indicator 7.1 to the category 'Exceeds minimum requirements'