



UNCT-SWAP GENDER EQUALITY SCORECARD

Indonesia 2019

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ACRONYM

ARC	Assessment of Results and Competencies
AWP	Annual Work Plan
BOS	Business Operations Strategy
BPfA	Beijing Platform for Action
CCA	Common Country Analysis
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Civil Society Organization
CSW	Commission on the Status of Women
ECOSOC	United Nations Economic and Social Council
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization of the United Nations
GEEW	Gender Equality and the Empowerment of Women
GEWE	Gender Equality and Women's Empowerment
GERG	Gender Equity Results Group
GII	Gender Inequality Index ^{[L]_{SEP}}
GS	General Service ^{[L]_{SEP}}
GTG	Gender Thematic Group
HDI	Human Development Index
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ILO	International Labour Organization
TOC	Theory of Change ^{[L]_{SEP}}

TOR	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations Country Team
UNCG	United Nations Communications Group
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNSDG	United Nations Sustainable Development Group
UNDOCO	United Nations Development Operations Coordination Office
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEF	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHSP	United Nations Human Settlement Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNFPA	United Nations Population Fund
UNODC	United Nations Office on Drugs and Crime
UNSCR	United Nations Security Council Resolution
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSWAP	United Nations System-Wide Action Plan
WWF	World Food Programme
WHO	World Health Organization

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I. Background

The UNCT-SWAP Gender Equality Scorecard is a globally standardized rapid assessment of UN country level gender mainstreaming practices. The framework is designed to foster adherence to minimum requirements for gender equality processes across the UN system set by the United Nations Sustainable Development Group (UNSDG). The UNCT-SWAP Gender Equality Scorecard focuses on the performance of the UN system as a whole, rather than the achievements of any single agency. By focusing on gender mainstreaming processes at the country level, the tool highlights the growing importance of interagency collaboration and coordination to achieve gender equality and the empowerment of women (GEEW) results at the country level¹.

The UNCT SWAP Gender Equality Scorecard has been aligned with the UN-SWAP to ensure a coherent accountability framework at country, regional and HQ levels. As the two mechanisms cover different parts of the UN system, different Performance Indicators have been used where appropriate.

The new United Nations System-wide Action Plan for gender Equality (UN-SWAP) scorecard launched in 2018, is a standardized assessment of UN country-level gender mainstreaming practices and performance that is aimed at ensuring accountability of senior managers and improving UNCT performance. The UNCT SWAP Scorecard was updated to align with the SDGs and harmonized with the UN-SWAP to strengthen accountability for gender mainstreaming and development results at country level.²

Under the leadership of UN Women and the UNDP, the UNCT SWAP Score Card enables UNCTs to reach those most in need while strengthening coordination, transparency and accountability towards Gender Equality and Women's Empowerment in line with UN Corporate Policy. It also encourages UNCTs to work collaboratively, empowers managers and teams to improve gender equality performance and broadens areas of work that support implementation of the Secretary General's commitment to gender parity.³

In view of the development of a new UNPDF to identify Indonesia's priorities and commitments for Gender Equality and Women's Empowerment, the UNCT under the overall leadership of the Resident Coordinator and technical leadership of the Co-chairs of UNCT Gender Theme Group facilitated a series of consultations and interviews to assess have been carried out.

¹ UNCT-Swap Gender Equality Scorecard, Performance Indicators For Gender Equality^(SEP) And The Empowerment Of Women For United Nations Country Teams, 2018 Framework & Technical Guidance

² <https://undg.org/document/un-system-wide-action-plan-on-gender-equality-and-the-empowerment-of-women/>

³ A/72/220 Report of the Secretary General on the Improvement in the status of Women in the United Nations System Secretary General's System-wide Strategy on Gender Parity (2017)

Endorsed by the UNDG in 2008, the 'Gender Scorecard' tool was updated to align with the SDGs and harmonized with the UN-SWAP to strengthen accountability for gender mainstreaming and development results at country level.

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

II. Methodology

The SWAP-Scorecard measures gender mainstreaming in UN common programming processes across seven dimensions that encompass 15 indicators. The seven dimension areas are: planning and programming, monitoring and evaluation, partnerships, leadership, gender architecture and capacities, resources and results.

A series of participatory methodologies were adopted to build ownership and dialogue, including inter-agency team to undertake a series of document reviews, an establishment of an inter-agency task team (IAT), a survey of UN agency staff (310 respondents, 62.5% females and 37.5 males), internal interviews and focus group discussions, and interviews with partners of the UN i.e. Bappenas, MOWECP, National Commission on Violence Against Women (NCVAW- Komnas Perempuan), and a CSO (Kalyanamitra).

The inter-agency assessment team (IAT) comprised of representatives from nine agencies and the Resident Coordinator's Office (RCO). They were ILO, UNAIDS, UNDP, UNFPA, UNICEF, UNOCHA, UN Women, and WFP

The IAT worked to provide rationales, supporting evidence and collective analyses for each rating of each indicator against minimum requirements of the UNCT SWAP- by dimension area. Team discussions and consensus building over the assessment process helped to minimize subjectivity and improve the reliability of findings.

The team was supported by representatives from UNFPA's Regional Office for Asia and the Pacific i.e. Ingrid Fitzgerald, Regional Technical Advisor, and UN Women's Regional Office for Asia and the Pacific i.e. Hulda Ouma (UN Women Regional Program Specialist), both of whom provided technical guidance on the process and feedback. To support the compilation of the findings and leading on the report writing, the IAT had Leya Cattleya (Independent Consultant)

The assessment process included five stages:

1. Background preparation: Designated interagency team (IAT) assembled, and members review the methodology, indicators and guidance notes.

2. Planning: Skype discussion between representatives of the IAT, UNFPA and UN Women Coordination Officer, and the supporting assessment team (UNFPA and UN Women) for clarification and to finalize plans for the in country mission.
3. In-country assessment: The IAT gathers data/evidence, analyzes it, and collectively assesses country team performance against each indicator with support from UNFPA and UN Women regional representatives.
4. A representative of the IAT, the UNFPA Regional Specialist and the National Gender Consultant interviews with the governmental and non-governmental partners;
5. Consolidated preliminary findings were presented for feedback and discussion among the IAT and UNCT Working Groups⁴ members;
6. A debriefing of key findings to the UNCT meeting forum was conducted on the 26th of July 2019 to gather feedback;
7. Reporting: Finalization of UNCT SWAP-Scorecard report and proposed action plan.

This report has been prepared by the National Gender Consultant, based on consolidated findings and feedback.

III. Country Context

The UN Country Team in Indonesia is currently developing its Sustainable Development Cooperation Framework (UN SDCF) 2020-2024 in collaboration with the Government of Indonesia. During the second half of 2020, new UNPDF document will be finalized by the UN Country Team (UNCT).

The Gender Scorecard assessment was conducted in Indonesia/Jakarta in May 2019, in order to inform the development of the next UN Cooperation Framework.

Indonesia's UNPDF outlines assistance in 4 outcome areas:

- OUTCOME 1: Poverty Reduction, Equitable Sustainable Development, Livelihoods and Decent Work
- OUTCOME 2: Equitable Access to Social Services and Social Protection
- OUTCOME 3: Environmental Sustainability and Enhanced Resilience to Shocks
- OUTCOME 4: Improved Governance and Equitable Access to Justice for All

⁴ Gender Theme Group

These are consistent with the SDGs, Government of Indonesia's Mid-term Development Plan or Rencana Pembangunan Jangka Menengah (RPJMN) 2015 – 2019.

The UN system in Indonesia is comprised of 22 agencies⁵. Five of the agencies are headed by women, inclusive of the Resident Representative of UNDP who is also the Resident Coordinator.

It is a first comprehensive exercise of Indonesia's gender scorecard of the currently implemented UNPDF that involving IAT and consulted with UN Partners, and findings of the assessment can be seen as a forward looking exercise for establishing a baseline for mainstreaming gender in the UNCT's efforts under the new UN Cooperation Framework (?).

The UNCT scored relatively well in the following dimensions and indicators: UNDAF Indicators measure change in gender equality, UNCT collaborates and engages with government on GEWE, UNCT collaborates and engages with women's/gender equality CSOS, UNCT Leadership is committed to championing gender equality, organizational culture fully supports promotion of gender equality and the empowerment of women and Gender coordination mechanism is empowered to influence the UNCT on GEWE.

In planning and programming (common country assessment, Gender equality mainstreamed in UNDAF Outcome), and in the requirement for adequate resources for gender mainstreaming, the UNCT was assessed as "missing the requirements".

IV. Findings

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

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

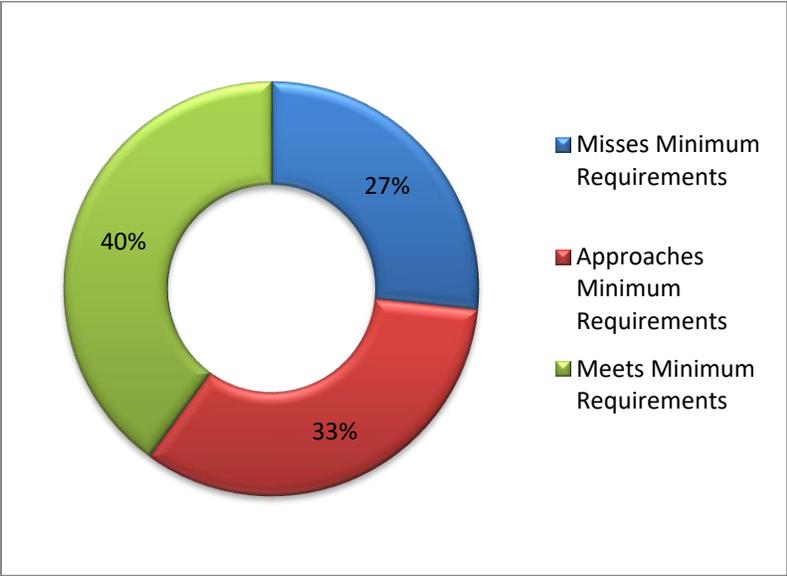
UNCTs should aim to achieve 'meets minimum standards' across indicator areas in line with UNDG guidance. However to meet the minimum standards, the UNCTs need to systemize their internal planning programming processes with gender equality and social inclusion dimensions. UNCTs score as 'exceeds minimum standards', 'meets minimum standards' or 'approaches minimum standards' depending upon which criteria they meet as laid out for each indicator. If UNCTs fail to meet the criteria under 'approaches minimum standards', the indicator is scored as 'missing minimum standards'. An indicator may score as 'missing minimum standards' even

⁵ The UN system in Indonesia FAO, ILO, IOM, UNAIDS, UNEP, UNCAPSA, UNESCO, UNFPA, UNHABITAT, UNHCR, UNIC, UNICEF, UNIDO, UNOCHA, UNORCID, UNOPS, UNV, UNWOMEN, WFP, WHO, UNREDD.

where achievements have been made if it fails to reach the criteria set forth in ‘approaches minimum standards’.

The overall results reveal that the UNCT Indonesia has met minimum standards for 6 of the 15 indicators. Six indicators score as approaching minimum standards, and three are missing the minimum standards. A table that summarizes scores for each indicator is included below.

Overall Findings of the UNCT Indonesia Gender Scorecard



Overall Findings

Indicators	Misses Min. Requirements+	Approaches Min. Requirements	Meets Min. Requirements	Exceeds Min. Requirements
1. Planning				
1.1 Common Country assessment				
1.2 Gender equality mainstreamed in UNDAF Outcomes				
1.3 UNDAF indicators measure change in gender equality+				
2. Programmng and M&E				
2.1 Joint programmes contribute to reducing gender inequalities				
2.2 Communication and advocacy address areas of gender inequality+				
2.3 UNDAF M&E measures progress against gender equality results				
3. Partnerships				
3.1 UNCT collaborates and engages with government on GEWE				
3.2 UNCT collaborates and engages with women's/gender equality CSOs				
4. Leadership and Organisational Culture				
4.1 UNCT Leadership is committed to championing gender equality+				
4.2 Organisational culture fully supports promotion of gender equality and the empowerment of women+				
4.3 Gender parity in staffing is achieved+				
5. Gender Architecture and Capacities				
5.1 Gender coordination mechanism is empowered to influence the UNCT on GEWE				
5.2 UNCT has adequate capacities developed for gender mainstreaming+				
6. Resources+				
6.1 Adequate resources for gender mainstreaming are allocated and tracked+				
7. Results+				
7.1 Results+				

Findings Overview by Dimension Area

1. Planning

Indicator 1.1: Common country analysis integrates gender analysis

The assessment team looked at the analysis by prioritized UN issues/sectors. Gender is not mainstreamed across all sectors. Gender Equality and Women Empowerment (GEWE) and/or referenced data on gender issues/differences addressed in only 6 of 14 sectors, on traditional issues such as gender specific sections, education, HIV and AIDS, maternal mortality, health, and the labour market. No gender data cited in non-traditional areas.

However, the IAT notes that this was a light CCA and not comprehensive, which is aligned to the National Development Plan (RPJMN 2015-2019).

Progress in advancing equality in the Constitution and in laws and policies is drawn as are improvements in political participation and gender parity in education, particularly at primary and secondary levels. However, the CCA reiterates that gender inequality structures both the public and private spheres as manifested in the sexual division of labour and the perpetuation on a range of socio-cultural practices predicated in notions of masculine authority and dominance and women's submissiveness.

During discussions with government (Bappenas and MOWECP) and CSOs (NCVAW, Kalyamintra), it was noted that not all had received invitations (Bappenas and MOWECP) to the CCA consultations for the week of 13 May 2019. The government offices were consulted also not clear, through whom/which office the invitations were being channeled to them. Those that had (Kalyamintra), did not have an appreciation of process and/or the questions that they were being asked to respond to, and this will impact on the quality of their inputs. Nevertheless, the interviewed representation of the national women's machinery did not recall a consultation for the last UNPDF development process and no documentation was available and no information on when interviewed.

The MOWECP expected that they consulted during a review on the CCA implementation.

Recommendations:

- to ensure analysis of the new UNSDCF will reflect gendered dimensions of the issues- and where data may be missing to support this, to indicate that this presented a challenge to fully mainstreaming GEWE across all sectors of the CCA. The GTG chairs discussed how best to do this including through provision of technical support and review
- to lead and fully endorse process, which ensures an inclusive consultative process, as well as effective stakeholder engagement;

- to share the finalized CCA with consulted stakeholders, who raised concerns that they did not see the last CCA after the consultations.

Indicator 1.2: Gender equality mainstreamed in UNDAF Outcomes

Gender equality is not mainstreamed in UNDAF Outcomes. There is not explicit mention of gender or women's empowerment in any of the outcome statements. As there is no gender equality output included in the UNDAF, it is not possible to assess them. It missed the minimum requirements.

To achieve the rating of meeting minimum requirements in gender mainstreaming, gender equality and the empowerment of women shall be visibly mainstreamed across **all** outcome areas in line with SDG priorities including SDG 5. Or, at least, one UNDAF outcome should specifically target gender equality in line with UNDAF Theory of Change and SDG priorities including SDG 5⁶.

The limited gender analyses in the CCA did not allow the UNCT to fully take into account the differential realities of women, men, boys and girls in meeting developmental outcomes on the basis of substantive equality.

Recommendation: There is need to ensure clear and systematic gender mainstreaming in the next UNSDCF development process including in strategic prioritization, and in development of the results/indicator framework. This might include efforts for the GTG to facilitate the UNSDCF development promoting gender mainstreaming strategy as a system-wide plan. The UNCT needs to systematically set strategic prioritization and in development of the results indicator framework. This calls for a systematic way of reflecting GEWE issues and also of quality assurance.

Indicator 1.3: UNDAF Indicators measure changes in gender equality

To meet minimum requirements, it is required that 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.

Assessment on the four outcomes showed that:

- Under Outcome 1: Poverty Reduction, Equitable Sustainable Development, Livelihoods and Decent Work, 4 out 10 indicators have Gender Equality and Women Empowerment (GEWE)
- Under Outcome 2: Equitable Access to Social Services and Social Protection, 10 out of 18 indicators have GEE

⁶ UNCT-SWAP Gender Equality Scorecard. Performance Indicators for Gender Equality and the Empowerment of Women for United Nations Country Teams Framework & Technical Guidance. 2018

- Under Outcome 3: Environmental Sustainability and Enhanced Resilience to Shocks shows no indicator have GEE
- Under Outcome 4: Improved Governance and Equitable Access to Justice for All shows Outcome Four shows 5 out of 7 have GEE

In total, there are 19 out of 40 or 47.5% of indicators having GEE.

As there is not output with GEE included in the UNDAF, it is not possible for the IAT to assess the output indicators.

Recommendation:

- There is need to ensure clear and systematic gender mainstreaming in the next UNSDCF development process including in strategic prioritization, and in development of the results/indicator framework. This calls for a systematic way of reflecting GEWE issues and also of quality assurance.
- . Efforts to carry out a gender analysis for each sector covered in the next CCA to commensurate with the overall depth of analysis of the document is required. [L]
[SEP]

2. Programming and M&E

Indicator 2.1: Joint programmes contribute to reducing gender inequalities

The Joint Programmes approaches minimum requirement. To meet minimum requirements, gender equality is visibly mainstreamed into all Joint Programmes (JPs) operational at the time of assessment and 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.

There are gender specific JPs in place, including BERANI Project, P4P and Safe and Fair Project, which were niche/focused on traditional gender-specific challenges.

It was reviewed that other joint programs not mainstreaming gender or including gender analysis or activities and the ILO-UNHCR JP reviewed was gender blind.

Recommendations:

- establish a quality assurance system of review of JPs to ensure gender mainstreaming - under the PMT, with technical support from the and an M&E Group to ensure that initiatives that are proposed for implementation, systematically address GEWE- but also that there is a clear understanding of the inter-linkages of these and other UN efforts;
- to be systematic, institute a depository of JPs which can be accessed with ease; and
- form an inter-agency needs assessment on gender equality and gender mainstreaming capacities, which can be undertaken with the support of the GTG – and any UN agency (in-house) gender experts), to inform a capacity development plan that could take into

account entity-specific training packages/resources, the goal being to ensure the UN collectively has this capacity built.

Indicator 2.2: Communication and advocacy address areas of gender inequality

This indicator was assessed as approaches minimum requirements. The RC speeches show commitment to gender equality and women's empowerment and they relate to activities such as the International Women's Day. It is a one off activity rather than a sustained joint communications campaign by the UNCT. There is a joint UN campaigning event from 2017 for 16 days on anti violence against women, however it was not taken place in the last 12 months of assessment period, and thus, it cannot be considered.

It was reviewed that the UNCG communications has undertaken gender related activities including for 16 days and IWD but there is no evidence of joint campaigns taken place. The RCAR identifies 3-4 communications activity, such as the commemoration of the International Women Day of 2019, but again these are activities and not joint campaigns. It was appreciated that the speeches and social media show that the RC is consistently addressing gender issues.

To meet minimum requirements, the UNCT has to contribute collaboratively to at least one joint advocacy campaign on GEEW during the past year. Also, it is required that Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy.

Recommendation: As per the recommendation, the UNCT ensures GEEW is integrated into the Communication and Advocacy Strategic Planning document to reflect the above minimum standards in the implementation of the Strategic Planning.

Indicator 2.3: UNDAF Monitoring and evaluation measures progress against planned gender equality results

This indicator was assessed as approaches minimum requirement. Reviewed of 2016-2017 Annual Report published by the UN indicated that efforts have made to gather information on gender-specific indicators but not on gender-sensitive indicators, suggesting of lack of clear tracking of sex dis-aggregated indicators relative to gender-specific indicators in the UNPDF which are a clear priority. There is a draft report for 2018 but the RCO indicated that this is to be validated.

The 2016-2017 annual report was the source for this assessment, as the draft 2018 report was available but not yet validated. There were also examples of past JP evaluations, but other annual review reports than in 2016-2017 were not provided.

To meet minimum requirements, the UNCT shall have, at least two out of three of the following in place:

- a) UNDAF Results Matrix data for gender sensitive indicators and sex disaggregated indicators.
- b) UNDAF reviews/ evaluations assess progress against gender-specific results UNDAF. Also, UNDAF and all UN-led evaluations should follow the Evaluation Scorecard developed as part of the UN-SWAP, which facilitates system-wide collaboration on evaluation;^[L]_[SEP]
- c) The M&E Group or equivalent^[L]_[SEP] has received technical training on gender sensitive M&E and indicators during the current UNDAF cycle.

Recommendations:

- Promote the development of sex disaggregated data and consistency tracking of all gender-specific and sex-disaggregated indicators.
- Reconfirm GTG can support the review of the annual report to ensure disaggregation. For this, revise GTG TOR to reflect this responsibility and to facilitate the development of guidance on promoting social norms change in the programme cycle.
- Introduce clear methodology for promoting collective approach of building collection of sex disaggregated data for reporting to be developed by the M&E WG.

3. Partnerships

The partnerships dimension measures UN system engagement with the government system (including the national women's machinery) and women's/gender CSO. On both indicators under this dimension, the UNCT has exceeded minimum requirements.

Indicator 3.1: UNCT collaborates with government on gender equality and the empowerment of women

This indicator was assessed as “meets minimum requirements”. The UNCT collaborated with the government partners, the MOWECP and Bappenas in some initiatives, including a study on FGM and a background study for the preparation of the next Mid-term Development Plan document for Bappenas on GEEW. For both groups of stakeholders, they could not confirm being engaged in the monitoring/reviews.

To exceed minimum requirements, there are three variables to meet, 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;^[L]_[SEP]
- c) The UNCT has made **at least one** contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or

implementation. [SEP]

Recommendations:

Ensure meaningful participation of both National women's machinery to engage in the development of UNCT planning document which reflected in the final product: CCA, UNSDCF/UNPDF development (including MOM consultation and list of attendance).

Indicator 3.2: UNCT collaborates and engages with women's/gender equality CSO

The indicator was assessed as "meets minimum requirements". The UNCT collaborated with CSOs in the last UNDAF development through the participation in the CCA workshops. Nevertheless, they also stated that they did not see the finalized product.

However, there was no evidence that the CSOs have been engaged in SDG localization.

During the interview, the CSOs indicated a lack of understanding of the process and work of the UN overall – namely because they had not seen the finalized UNPDF or been engaged in the reviews, but also because they tended to be engaged bilaterally on project level basis. It would be important to provide this context in order to ensure meaningful participation and engagement in the CCA and UNPDF development – going forward.

To exceed minimum requirements, the UNCT shall meet **all** of the following:

- a) The **UNCT to collaborate** 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; and
- 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.

Recommendation: It is important to prepare stakeholders appropriately to enable their effective engagement in stakeholder consultations on the CCA and UNSDCF development. Additionally, there is need to improve the documentation of the participation of stakeholders in CCA and UNDAF processes.

4. Leadership and Organizational Culture

Indicator 4.1: UNCT leadership is committed to championing gender equality

As highlighted in the UN Chief Executives Board for Coordination (CEB) - endorsed United Nations Leadership Model, senior managers are required to play a critical role within the UNCT for the

promotion of GEEW. The CEB agreed to commit to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational, practices, policies and programmes. At the country level, the Resident Coordinator and Heads of Agencies need to focus on both internal (organizational) and external (programming) levels to champion gender equality and the empowerment of women in practice and programs.

To score this indicator as 'meets minimum requirements' three criteria should be met, and score 'exceeds minimum requirements' if all four criteria are met.

This outcome indicates the UNCT meets the score card's minimum requirements. There were evidences that gender is a priority for the UNCT. This can be seen from minutes of recorded 9 UNCT meetings. It was noted that the RC speeches show consistent support to gender equality and women's empowerment. Also, the HOA are seen by 80% of staff in the survey as committed (80% responded that they either 'agree' or strongly agree'), noting variations between national and international, and male and female staff.

To exceed minimum requirements, the UNCTs need to achieve **all 4** of the following:

- 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;
- 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 ^[]_{SEP} the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.

Recommendations:

Follow up action to fill the gap of on the exceed minimum requirement. To ensure gender equality:

1. is a regular topic of discussion in UNCT/HOA meeting.
2. is reflected in ^[]_{SEP} the Assessment of Results and Competencies (ARC) of UNCTs

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

This outcome meets minimum requirements. Eighty percent (80%) of survey respondents perceive a supportive environment for promoting gender equality is in place. The personnel survey on organizational culture measured perceptions of the UN's work to ensure gender equality in the workplace in relation to human resource practice, discrimination and personal safety; and work-life balance. Results revealed an overall positive response rate on all three

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

Three hundred and ten (310) staff responded to the survey of which 62.6% were female⁷. Participating staffs on the Survey for both males and females were international staffs (15.5%) and national staffs (85.5%). Among female staffs, there were 43.8% include personnel supervisory function, while among male staffs, there were 47.4% include personnel supervisory functions.

While the majority of both women and men consider that the UN's internal and external processes reflect commitment to gender equality, females are more unequivocal about this progress. The spread between female staffs and male staffs who believe that heads of agencies in this UNCT are committed to gender equality in the workplace is about 5%. The spread between female staffs and male staffs who disagreed that heads of agencies in this INCT are committed to gender equality in the workplace is 2.2%. More female staffs who disagreed as compared to those of male staffs. It was noted that the spread between female staffs as compared to male staffs who feel neutral that the UN personnel in this country are committed to gender equality in the workplace is 10%. More female staffs who found it is neutral as compared to those of male staffs.

There were also less of female staffs (73%) than those of male staffs (81%) who agree and strongly agree on the **package of entitlements (e.g. maternity, paternity, breastfeeding) support personnel to achieve adequate work-life balance. Likewise, there were less of female staffs (80.1%) than those of male staffs (82%.8).**

Nonetheless, these gender differentials in perceptions about the UN's commitment cannot be explained without further investigation. Please see Annex B for detailed information on the survey responses.

Recommendation: The GTG may facilitate a women only focused group discussion to explore in greater detail on the perception of female staffs on the UN's policies and practices to promote gender equality internally.

Indicator 4.3: Gender parity in staffing is achieved

This outcome missed minimum requirements. As a standard setting institution, the UN has a particular responsibility to achieve gender parity in staffing, thereby leading by example. Entities will need to address imbalances in the field in order ^[1]_[SEP] to achieve gender parity. Making an impact in the field further ensures that the UN has a more representative and therefore credible face with the populations it serves.

⁷ Assessment found that women comprise 38%, 36% and 44% of the general service, national and professional staff respectively

While data was available by sex for all agencies, it was not available by level/grade so it was not possible to assess this indicator and it was not clear if this data relates to staff versus 'personnel'.

At present segregated data on staffing within UNCT only available by sex, by agency. A more comprehensive gender parity table (by contract modality and professional level category) has not integrated/consolidated as one piece of information.

Guided by the UNDOCO (headquarter), there has been a process of developing a new Business Operation Standards (BOS), a new framework guiding UN business operation for UNCT Indonesia to enhance the cost-effectiveness and quality of joint business operations. This comprises of Common finance services, Common human resources, Common procurement, Common ICT services, and Common administration including common premises. This will provide with opportunities to utilize the OMT platform to collect the required information. Indonesia is one among 8 pilot countries for this new digitalized streamlined standards of operations.

Recommendation:

The UNCT 's OMT to develop a more comprehensive gender parity table (by contract modality and professional level category) to be integrated/consolidated as one piece of information to enable them to review the data annually and share the status of gender parity with the UNCT and to identify ways in which the HR leads in the agencies can share best practices on ways of enhancing (and sustaining) gender parity.

The UNCT's OMT to further discuss with HR and ICT working group on the details of the BOS and to invite the gender working group.

5. Gender architecture and capacities

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

This outcome meets minimum requirements. There is a coordination mechanism is in place and chaired at senior level; evidence of decision of UNCT to have GTG chaired by HOA. While there is TOR of the GTG, no Annual Work Plan (AWO) for 2018 is available. Participation in the GTG meetings include senior staff as evidenced by minutes of meetings. The GTG has been engaged in SDG mapping and localisation, including for Goal 5, and M&E.

Recommendation:

1. Ensure GTG has an annual workplan and budget in place with distributed roles (to encourage collective ownership of results) - and a reporting back mechanism to the UNCT on agreed priorities.

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

Indicator 5.2: UNCT has adequate capacities developed for gender mainstreaming

This outcome approaches meeting minimum requirements. This indicated by the organizations of substantive capacity building, which has been undertaken for UN personnel (UN Cares, Brown Bag Lunches etc.). Nevertheless, there was no capacity development plan available as well as no UNCT induction material or process available at this time for personnel.

To meet minimum requirements, the UNCT has to meet two out of the following three indicators:

- a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year. ^[1]_[SEP]
- 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. ^[1]_[SEP]
- c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country. ^[1]_[SEP]

Recommendation: Conduct capacity/training needs assessment on gender to inform development of joint UN capacity development plan (and an inter-agency team that can develop an induction package on HRBA and GEWE which can be rolled out annually).

6. Resources

Indicator 6.1 Adequate resources for gender mainstreaming are allocated and tracked

This indicator misses the minimum requirement. The assessment indicated that no UNCT capacity building on the gender marker. Gender marketer training has been undertaken by individual agencies, but no gender training have been collectively undertaken by UN as a joint effort. It was reviewed that no resource framework in the UNPDF i.e. no common budgetary framework or reporting on expenditure in the Annual Report. So there is no mechanism in place for tracking GEWE-related expenditures.

To meet the minimum requirement, the UNCT has to carry out one capacity building event on the gender marker over the current UNDAF cycle and establish and meet a financial target for program allocation for Gender Equality and the Empowerment of Women.

Recommendation: for the new UNSDCF, recommend UNCT run the gender marker exercise once the UNSDCF draft is available, and set a target for expenditure.

7. Results

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

This outcome approaches minimum requirements.

- Under Outcome 1: Poverty Reduction, Equitable Sustainable Development, Livelihoods and Decent Work, 4 out of 10 indicators have GEE
- Under Outcome 2: Equitable Access to Social Services and Social Protection, 7 out of 10 indicators have GEE
- Under Outcome 3: Environmental Sustainability and Enhanced Resilience to Shocks shows no indicator have GEE
- Under Outcome 4: Improved Governance and Equitable Access to Justice for All shows Outcome Four shows indicators have GEE

Overall, there are 16 out of 31 indicators have GEE indicators the UNCT is reporting on and on track to meet some gender results.

To meet minimum requirements, the UNCTs should demonstrate to achieve the GEEW results – **either** main-streamed **or** targeted – as set out in the UNDAF. This should be specifically related to UNDAF outcomes. UNDAF M&E processes will necessarily track the extent to which results are achieved, so tracking gender-related results will make up one part of overall UNDAF processes.

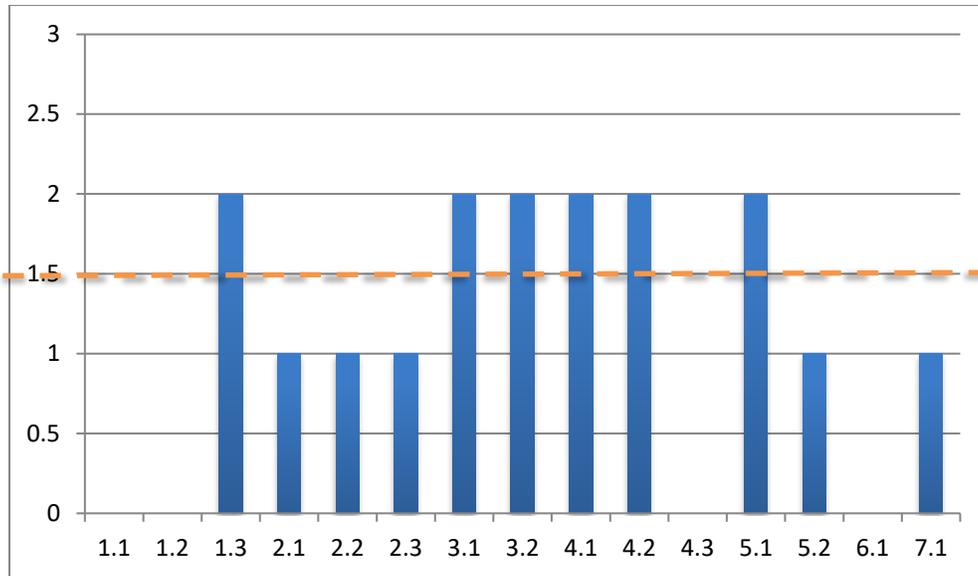
Recommendations:

Suggest that UNCT and M&E staff are more deliberate about ensuring disaggregation and availability of data including in annual reporting.

Overall Conclusion

The UNCT meets the minimum requirements in the indicators of UNDAF Indicators measure change in gender equality (indicator of 1.3), UNCT collaborates and engages with government on GEWE (indicator 3.1), UNCT collaborates and engages with women's/gender equality CSOs (indicator 3.2), UNCT Leadership is committed to championing gender equality (indicator 4.1), Organisational culture fully supports promotion of gender equality and the empowerment of women (indicator 4.2), and Gender coordination mechanism is empowered to influence the UNCT on GEWE (indicator 5.1).

Overall Findings



The UNCT needs to continue to accelerate progress in meeting system wide accountabilities for improving gender equality performance. It has met 6 of 15 indicators. The Resident Coordinator is trusted by 80% of participating staffs of an internal survey as a reliable advocate for gender equality and social inclusion. The Gender Theme Group is active and demonstrates its catalytic roles in facilitating gender equality issues brown back as well as advocacy on the 16 days of campaign to stop violence against women.

It was, however, noted that the process of undertaking the assessment was constrained by the lack of available documentation on certain dimensions -and this in certain cases affected the scoring of indicators.

The assessment brought out strong gender-specific work by individual agencies and through Joint Programs. However, based on a review of the available documentation we found weak overall gender mainstreaming evidenced, beyond initiatives involving UN Women and/or UNFPA. This would suggest that outside of the programs/projects being led or co-facilitated by these two entities, the gender mainstreaming is less clear (again, this may not be the case for individual agencies, but rather speaks to the overall picture).

Discussions with partners (government and civil society) identified that collaboration is mainly bilateral i.e. between individual partners and individual agencies. In the case of government, it may be the same institution, but focused on specific directorates- with specific UN entities. Consulted government partners spoke of the challenges of coordinating different interventions by different agencies, that should ideally be linked- as this results in duplication and inefficiencies (resources and personnel- within government).

The absence of an overall/collective picture of the UN's support on GEWE- that would speak to the government national strategy on gender mainstreaming, was raised. Partners called for more coordinated support on gender-specific and gender mainstreaming initiatives. They also called

for more holistic approaches which reflect the multi-sectoral nature of most of the challenges. They also called for substantive consultations, before projects or programs are developed (they noted that in certain instances they are simply asked to endorse pre-packaged interventions).

Overall Recommendations:

There are some recommendations proposed to be discussed with the UNCT. They are to include but not to be limited to:

- RC to release directives for all agencies on integrating gender equality and women empowerment in operations and programming;
- UNRC to assure gender equality and women empowerment is promoted in the CCA's background study, planning and programming, implementation and M&E;
- The GTG to help identifying gender related capacity development needs of the staffs if the UNRC;
- The UNRC to accelerate meeting minimum requirements on some indicators, including 1) UNDAF M&E measures progress against gender equality results; 2) UNCT has adequate capacities developed for gender mainstreaming; 3) Results; 4) gender dimension in Common Country assessment; 5) Gender equality mainstreamed in UNDAF Outcomes; 6) Adequate resources for gender mainstreaming are allocated and tracked'
- The UNRC to accelerate meeting minimum requirements in order to strengthen gender-sensitive UNDAF results matrix;
- The UNRC to provide more attention for integrating gender equality in Outcome 3 Environmental Sustainability and Enhanced Resilience to Shocks as at this stage there is no indicator have GEE;
- The UNRC

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

The UNCT will need to discuss more elaborated action plan with the inputs made by the interagency assessment team and from the consultations and validation processes with the IAT and feedback from the UNCT working groups, and considering the action points, which were presented to the UNCT for a management response. The action plan includes details on responsibility, resources and timing.

Annex A – UNCT SWAP-Scorecard Findings by Indicator

INDICATOR 1.1 COMMON COUNTRY ANALYSIS INTEGRATES GENDER ANALYSIS

Score: Misses Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirement	Exceeds Minimum Requirement
Failure to meet at least two criteria scores.	<p>CCA or equivalent includes:</p> <p>a) Gender analysis across the majority of sectors including underlying causes of gender inequality and discrimination line with SDG priorities including SDG 5;</p> <p>and</p> <p>b) Some sex-disaggregated and gender sensitive data.</p>	<p>CCA or equivalent includes:</p> <p>a) Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; and</p> <p>b) Consistent sex-disaggregated and gender sensitive data.</p>	<p>CCA or equivalent meets minimum requirements and includes:</p> <p>c) Targeted gender analysis of those furthest behind.</p>
<p>Findings and Explanation :</p> <ul style="list-style-type: none"> - Not a full CCA- it was a light CCA which is aligned to the national development plan - Gender not mainstreamed across all sectors. - Gender addressed only in a minority of 6 of 14 sectors, on traditional issues such as gender specific sections, education, HIV/AIDS, maternal mortality, health, and the labour market. <p>There were some use of gender related data (7 out of 15 data points mentioned), but this was in traditional areas such as MMR, HiV, Female Labour Force participation rate, women in leadership, with no gender data cited in non-traditional areas.</p> <p>Action Points: It will be important to ensure that the analysis reflects the gendered dimensions of the issues and where data may be missing to support this, to indicate that this presented a challenge to fully mainstreaming GEWE across all sectors of the CCA. The GTG chairs discussed how best to do this including through provision of technical support and review by the co-chairs.</p>			
<p>Evidence or Means of Verification : Previous CCA document</p>			

INDICATOR 1.2 GENDER EQUALITY MAINSTREAMED IN UNDAF OUTCOMES

Score: Miss Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Failure to approach 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.
<p>Findings and Explanation</p> <p>The UNDAF misses minimum requirements, because gender equality and the empowerment of women not visible in any document, with linkages to SDG 5 throughout, including a number of indicators.</p> <ul style="list-style-type: none"> - There is no explicit mentioned and no dedicated gender-focused UNDAF outcome - There is no outputs included so not possible to assess the outputs. <p>Action Points:</p> <p>Determine how the root causes of inequality (as analyzed in the CCA) will be worked into UNDAF recommendations.</p> <p>The next UNDAF should include a specific outcome on gender inequality.</p>			
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • UNDAF 2015-2019 			

1.3 UNDAF INDICATORS MEASURE CHANGES IN GENDER EQUALITY

Score: Meets Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Failure to meet at least two Fail to meet the criteria	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.
<p>Findings and Explanation</p> <p>UNDAF Indicators measure change in gender equality - There are gender-sensitive indicators but no specific gender indicators – 9/18 indicators (47%) reference to gender issues/differences which are impacting on the identified development challenges (2)</p> <ol style="list-style-type: none"> 1. UNDAF Outcome 1: Seven out of eight indicators can be defined as tracking progress of GEWE. 4 out of 10 indicators with GEWE 2. UNDAF Outcome 2: 14 out of 15 indicators can be defined as tracking progress of GEWE. 10 out of 18 indicators with GEWE 3. UNDAF Outcome 3: Three out of four indicators can be defined as tracking progress of GEWE. None of the 5 indicators are with GEWE 4. UNDAF Outcome 4: Four out of five indicators can be defined as tracking progress of GEWE. 5 out of 7 are with GEWE indicators. <p>In total, 47.5% or 19/40 indicators are with GEWE</p> <p>However, as no GEWE outputs included in the UNDAF, it is not possible to assess the output indicators.</p> <p>Points of Actions: As the new guidance on the UNSCDF calls for the development of outputs, to support this effort it may be strategic to have a mini-training on HRBA and GEWE responsive approaches to RBM before the development of the Results Framework.</p> <p>Through the majority of UNDAF indicators can be disaggregated and can track progress towards GEWE, the required level of data disaggregation has not been sufficiently articulated in the UNDAF results matrix.</p> <p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • UNDAF 2015-2019 			

INDICATOR 2.1 JOINT PROGRAMS CONTRIBUTE TO REDUCING GENDER INEQUALITIES

Score: Approaches Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Failure to meet one out of two the requirements	<p>a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.</p> <p>or</p> <p>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.</p>	<p>a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment.</p> <p>and</p> <p>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.</p>	<p>Meets minimum requirements and</p> <p>c) A system is in place to ensure gender mainstreaming in JPs.</p>
<p>Findings and Explanation</p> <p>- Gender specific JPs are in place including Berani, P4P and Safe and Fair which were niche/focused on traditional gender-specific challenges.</p> <p>- Other JPs reviewed did not mainstream gender or include gender analysis or activities and the ILO-UNHCR JP reviewed was gender blind.</p> <p>Recommendation: establish a system of review of JPs to ensure gender mainstreaming - under the PMT, with support from the GTG. Also useful to have a depository of JPs which can be accessed with ease.</p>			
<p>Evidence or Means of Verification</p> <p>Project documents for:</p> <ul style="list-style-type: none"> • BERANI Prodoc • • 			

INDICATOR 2.2 COMMUNICATION AND ADVOCACY ADDRESS AREAS OF GENDER INEQUALITY

Score: Approaches Minimum Requirements

	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Failure to meet the minimum requirement	a) The UNCT has contributed collaboratively to at least one joint <u>communication activity</u> on GEEW during the past year.	b) The UNCT has contributed collaboratively to at least one joint <u>advocacy campaign</u> on GEEW during the past year. And c) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy.	Meets minimum requirements and d) The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.
Findings and Explanation			
<p>While the RC speeches show commitment to gender equality and women's empowerment, they relate to one off activities rather than a sustained joint communications campaign by the UNCT. There is a joint UN campaign from 2017 for 16 days but as this did not take place in the last 12 months, it is not within the rating period so it cannot be considered.</p> <p>- UNCG communications has undertaken gender related activities including for 16 days and IWD but there is no evidence of joint campaigns.</p> <p>- RCAR identifies 3-4 communications activity, such as the op ed IWD, 2019, but again these are activities and not campaigns.</p> <p>- Speeches and social media show that the RC is consistently addressing gender issues.</p>			
Evidence or Means of Verification			
<ul style="list-style-type: none"> • Website/social media links of news and reports published covering the joint events • Minutes of UNCG meetings 			

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

Score: Meets Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Failure to meet one of the 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.
Findings and Explanation <p>- Lack of clear tracking of sex dis-aggregated indicators relative to gender-specific indicators in the UNPDF which are a clear priority (see above).</p> <p>-- 2016-2017 annual report was the source for this assessment, as the draft 2018 report was available but not yet validated (so there is potential to already address this - this could affect the rating)</p> <p>- Examples of past JP evaluations, or other annual review reports (other than in 2016-2017) were not provided.</p> <p>Actions to Plan: Need for consistency in the tracking of all gender-specific and sex-disaggregated indicators. GTG can support the review of the annual report to ensure disaggregation. Revise GTG TOR to reflect this responsibility. Clear methodology for reporting is required, to be developed by the M&E WG.</p>			
Evidence or Means of Verification <ul style="list-style-type: none"> • UNDAF 2015-2019 • UNDAF Monitoring and Evaluation Strategy as of • The global online platform for UNDAF planning, monitoring and reporting https://npl.uninfo.org/ 			

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

Score: Meets Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
Failure to approach minimum requirements	a) The UNCT has collaborated with at least one government agency on joint initiative that fosters	Meets two of the following: b) The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle c) National women' machineries participate in UNDAF consultations: country analysis, strategic prioritization, implementation and M&E. d) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDG's localization and/or implementation.	Meets all of the following: a) The UNCT has collaborated with at least two government agencies on a joint initiative that fosters gender equality within the current UNDAF cycle b) National women' machineries participate in UNDAF consultations: country analysis, strategic prioritization, implementation and M&E c) The UNCT has made at least one contribution to substantively strengthen Government participation and engagement in gender related SDG's localization and/or implementation.
<p>Findings and Explanation</p> <p>a) - Criteria a and c were met - there are joint initiatives in place with government, and the UNCT has engaged strongly with government on SDG localisation including on gender equality/SDG 5.</p> <p>- However, please see the summary of findings on concerns about how the government partners are engaged. If more evidence becomes available the rating can change.</p> <p>Recommendation: See in summary of findings. Suggest the need to have more coordinated approach to engaging partners- across all sectors as it will ease the burden on both government and UN. Also, if the documentation of processes were to be enhanced, it would help better visibilize the efforts of the UNCT.</p>			

Evidence or Means of Verification

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

3.2 UNCT COLLABORATES AND ENGAGES WOMEN’S/GENDER EQUALITY CSOS

Score: Meets Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a)	b) The UNCT has collaborated with GEEW CSO and women’s rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle	<p>Meets two of the following:</p> <p>a) The UNCT has collaborated with GEEW CSO and women’s rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle</p> <p>b) GEEW CSO participates in UNDAF consultation: country analysis, strategic prioritization, implementation, M&E</p> <p>c) The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation</p>	<p>Meets all of the following:</p> <p>a) The UNCT has collaborated with GEEW CSO and women’s rights advocates on at least two joint initiatives that foster gender equality and empowerment of women within the current UNDAF cycle</p> <p>b) GEEW CSO participates in UNDAF consultation: country analysis, strategic prioritization, implementation, M&E</p> <p>c) The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs localization and/or implementation</p>
<p>Findings and Explanation</p> <p>Criteria a and b were met - the UN is collaborating with CSOs on gender equality, and there is evidence that CSOs were engaged in the last UNDAF process (CCA workshops).</p>			

On the planning/CCA development, CSOs confirmed that they were consulted, but they also stated that they did not see the finalized product. For both groups of stakeholders, they could not confirm being engaged in the monitoring/reviews.

Also, for CSOs there was a lack of understanding of the process and work of the UN overall – namely because they had not seen the finalized UNPDF or been engaged in the reviews, but also because they tended to be engaged bilaterally on project level basis. It was recorded that no evidence that CSOs have been engaged in SDG localization.

Recommendation: Prepare stakeholder consultation appropriately to enable their effective engagement in stakeholder consultations on the CCA and UNSDCF development. Additionally, document the participation of stakeholders in CCA and UNDAF processes.

Evidence or Means of Verification

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

4.1 UNCT LEADERSHIP IS COMMITTED TO CHAMPIONING GENDER EQUALITY

Score: Meets Minimum Requirements

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

	<p>d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.</p>	<p>d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.</p>	<p>d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs during the last 12 months.</p>
<p>Findings and Explanation</p> <ul style="list-style-type: none"> - Evidence that gender is a priority for the UNCT - evidence from minutes of UNCT meetings (my notes say 9 meetings). - RC speeches show consistent support to gender equality and women's empowerment - HOA are seen by 80% of staff in the survey as committed (80% responded that they either 'agree' or strongly agree'), noting variations between national and international, and male and female staff. 			
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> • List and review of UNCT minutes • List and review of RC speeches and interviews • UN staff survey on organizational culture • ARC assessment criteria for UNCT for 2018 			

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

Score: Meets Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
	Survey of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-64 per cent.	Survey of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 per cent.	Survey of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 per cent.
<p>Findings and Explanation</p> <p>The survey was sent to all personnel and the result scored an overall positive rating of 76 per cent (17% neutral, 6% negative). The minimum requirement (65%) is met as an average across the 11 questions. Moreover, the minimum requirements were met individually for 7/12 questions with only one result on work-life balance falling just below the 65 per cent threshold, thus requiring close attention in the future. It is worth adding that 4/12 questions have a result of exceeding minimum requirements with a threshold of 80 per cent. Respondents were aware of the UNCT systems in place to prevent sexual harassment and abuse of authority. It is also worth mentioning that the respondents found that the UNCT has demonstrated leadership and commitment to gender equality in the workplace (82 %). Work-life balance scores were slightly lower than the other dimensions; though 65 per cent of respondents were satisfied with their work-life balance and only 10 per cent expressed dissatisfaction (26% neutral).</p> <p>The analysis of the survey however, shows differentials in the responses of women and men, with women expressing neutrality at significant levels (over 20%) for most of the questions in contrast to men who expressed similar levels of neutrality for only 3 questions. The men were generally more unequivocal in their perception that the UN was making progress in advancing gender equality.</p> <p>- 80% of survey respondents perceive a supportive environment for promoting gender equality is in place.</p>			
<p>Evidence or Means of Verification</p> <ul style="list-style-type: none"> Internal organizations survey results 			

4.3 GENDER PARITY IN STAFFING IS ACHIEVED

Score: Missing Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
a) Failure to approach 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.
<p>Findings and Explanation</p> <p>- While data was available by sex for all agencies, it was not available by level/grade so it was not possible to assess this indicator and it was not clear if this data relates to staff versus ‘personnel’.</p> <p>- Recommendation: Suggest that the UNCT’s OMT review the data annually and share the status of gender parity with the UNCT, and identify ways in which the HR leads in the agencies can share best practices on ways of enhancing (and sustaining) gender parity.</p>			
<p>Evidence or Means of Verification</p> <p>BOS (Business Operation Standards) for UNCT Indonesia</p>			

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

Score: Meets Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
	<p>Meets 2 of the following</p> <p>a) A coordination mechanism for gender equality is chaired by a HOA;</p> <p>b) The group has a TOR and an approved annual work plan;</p> <p>c) Members include at least 50% senior staff (P4 and above; NOC and above);</p> <p>d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.</p>	<p>Meets 3 of the following</p> <p>a) A coordination mechanism for gender equality is chaired by a HOA</p> <p>b) The group has a TOR and an approved annual work plan;</p> <p>c) Members include at least 50% senior staff (P4 and above; NOC and above);</p> <p>d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.</p>	<p>Meets all 4 of the following</p> <p>a) A coordination mechanism for gender equality is chaired by a HOA</p> <p>b) The group has a TOR and an approved annual work plan;</p> <p>c) Members include at least 50% senior staff (P4 and above; NOC and above);</p> <p>d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.</p>
Meets Minimum Requirements			
<p>Findings and Explanation</p> <ul style="list-style-type: none"> - Coordination mechanism is in place and chaired at senior level; evidence of decision of UNCT to have GTG chaired by HOA - No AWP for 2018 available, but the TORs were available - Participation in meetings includes senior staff as evidenced by minutes of meetings. - GTG has been engaged in SDG mapping and localisation, including for Goal 5, and M&E <p>Recommendation: Ensure GTG has an annual workplan and budget in place with distributed roles (to encourage collective ownership of results) - and a reporting back mechanism to the UNCT on agreed priorities.</p>			

Evidence or Means of Verification

- GTG List of Members and Contact List
- GTG Minutes 2016 (March 3), GTG Minutes 2017 (Jan 30, May 31, Aug 17), GTG Minutes 2018 (Jan 24, April 24)
- GTG UNDAF Evaluation Attendance Sheet 28 July 2016
- GTG Annual Work Plan 2017 and 2018

5.2 UNCT HAS ADEQUATE CAPACITIES DEVELOPED FOR GENDER MAINSTREAMING

Score: Meets Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
	<p>a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p>	<p>Meets 2 of the following 3:</p> <p>a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p>b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.</p> <p>c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country</p>	<p>Meets all of the following:</p> <p>a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p>b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.</p> <p>c) UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country.</p>
Meets Minimum Requirements			
<p>Findings and Explanation</p> <p>Substantive capacity building has been undertaken for UN personnel (UN Cares, Brown Bag Lunches ect)</p> <p>- No capacity development plan available</p>			

- No UNCT induction material or process available at this time for personnel.
Recommendation: Conduct capacity/training needs assessment on gender to inform development of joint UN capacity development plan (and an inter-agency team that can develop an induction package on HRBA and GEWE which can be rolled out annually)
Evidence or Means of Verification
<ul style="list-style-type: none"> GTG Minutes

6.1 ADEQUATE RESOURCES FOR GENDER MAINSTREAMING ARE ALLOCATED AND TRACKED

Score: Missing Minimum Requirements

Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
	a) The UNCT has carried out at least one capacity building event on the gender marker over the current UNDAF cycle.	Approaches minimum requirements and b) The UNCT has established and met a financial target for program allocation for 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.
	Exceeds Minimum Requirements		
Findings and Explanation			
<p>No UNCT capacity building on the gender marker. Individual agencies have undertaken gender marker training but this has not been undertaken by the collective UN as a joint effort</p> <p>- No resource framework in the UNPDF, no common budgetary framework, or reporting on expenditure in the Annual Report. So there is no mechanism in place for tracking GEWE-related expenditures.</p> <p>Recommendation: for the new UNSDCF, recommend UNCT run the gender marker exercise once the UNSDCF draft is available, and set a target for expenditure.</p>			
Evidence or Means of Verification			
<ul style="list-style-type: none"> 2016-2020 UNDAF 			

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

Score: Meets Minimum Requirements

Missing Minimum Requirements	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.
<p>Findings and Explanation</p> <ul style="list-style-type: none"> - Outcome One - 4/10 - Outcome Two 7/10 - Outcome Three - zero Outcome Four - five <p>16/31 overall -therefore the UNCT is reporting on and on track to meet some gender results.</p> <p>(See attached PPT).</p> <p>Recommendations: suggest that UNCT and M&E staff are more deliberate about ensuring disaggregation and availability of data including in annual reporting.</p>			

Evidence or Means of Verification

- 2016-2020 (UNDAF Outcomes and UNDAF results framework)
- UNCT-SWAP gender equality scorecard findings of indicator:
 - Indicator 1.2 Gender Equality Mainstreamed in UNDAF Outcomes
 - Indicator 1.3 UNDAF Indicators Measure Changes on Gender Equality
 - Indicator 2.1 Joint Programs contribute to reducing gender inequalities
 - Indicator 2.2 Communications and Advocacy Address Area of Gender Inequality
 - Indicator 2.3 UNDAF Monitoring and Evaluation Measures Progress Against Planned Gender Equality Results

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Annex B – Organisational Culture Survey

The survey was conducted online between (duration). Three hundred and ten staff and team members responded.

Gender		
Female	62.6%	194
Male	37.4%	116
Other		
		310

	(F)	(M)
International	15.5%	85.5%
National	15.5%	85.5%
Answered	194.0%	166.0%

	(F)	(M)
Job includes personnel supervisory function	43.8%	47.4%
Job doesn't include personnel supervisory function	56.2%	52.6%
Answered	194	166

1. I believe the UN in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels.

	(F)	(M)
Strongly agree	13.9%	23.3%
Agree	58.8%	51.8%
Neutral	22.7%	24.2%
Disagree	4.6%	0.9%
Strongly disagree	0.0%	0.0%
Answered	194	116

2. Heads of agencies in this UNCT are committed to gender equality in the workplace

	(F)	(M)
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Strongly agree	14.90%	26.70%
Agree	62.90%	56.90%
Neutral	19.10%	15.50%
Disagree	3.10%	0.90%
Strongly disagree	0.00%	0.00%
Answered	194	116

3. UN personnel in this country are committed to gender equality in the workplace

	(F)	(M)
Strongly agree	13.9%	21.6%
Agree	59.8%	59.5%
Neutral	23.2%	13.8%
Disagree	3.1%	3.4%
Strongly disagree	0.0%	0.0%
Answered	194	116

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

	(F)	(M)
Strongly agree	13.4%	13.4%
Agree	58.2%	58.2%
Neutral	13.8%	20.1%
Disagree	4.3%	7.2%
Strongly disagree	0.0%	0.0%
Answered	194	116

5. The UNCT in this country has adequate procedures in places to prevent and address sexual harassment

	(F)	(M)
Strongly agree	6.7%	19.8%
Agree	61.9%	50.9%
Neutral	21.6%	23.3%
Disagree	9.3%	3.4%
Strongly disagree	0.0%	0.0%
Answered	194	116

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

	(F)	(M)
Strongly agree	11.9%	21.6%
Agree	58.8%	57.8%
Neutral	22.2%	16.4%
Disagree	6.7%	3.4%
Strongly disagree	0.0%	0.0%
Answered	194	116

7. The UNCT in this country adequately facilitates the equal participation of both women and men at all levels of the organization

	(F)	(M)
Strongly agree	17.0%	18.1%
Agree	59.8%	64.7%
Neutral	18.6%	13.8%
Disagree	4.6%	2.6%
Strongly disagree	0.0%	0.0%
Answered	194	116

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

	(F)	(M)
Strongly agree	18.8%	20.7%
Agree	55.2%	60.3%
Disagree	6.7%	3.4%

Strongly disagree	0.0%	0.0%
Answered	194	116

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

	(F)	(M)
Strongly agree	17.5%	14.7%
Agree	52.6%	68.1%
Neutral	20.1%	13.8%
Disagree	7.7%	3.4%
Strongly disagree	0.0%	0.0%
Answered	194	116

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

	(F)	(M)
Strongly agree	19.6%	27.6%
Agree	50.0%	56.0%
Neutral	23.7%	12.1%
Disagree	5.7%	2.6%
Strongly disagree	0.0%	0.0%
Answered	194	116

Main recommendations for Action Plan

Gender responsive and transformative programming under UNDAF

- Carry out gender analyses for the CCA and identify appropriate gender integration into the UNDAF 2020-2024
- Develop a gender mainstreaming strategy for UNDAF 2020-2024
- Mark UNDAF Outcome indicators, for which gender disaggregated data will be collected.
- Identify strategically joint programming efforts on GEWE , particularly on emerging gender issues and harmful practices in Indonesia
- Optimize the work of the UN system coordination on gender equality
 - Develop Work Plan of Gender Theme Group (GTG) Strategy 2020-2024 based on the recommendations of the UNCT-SWAP Scorecard Exercise to support the UN System in Indonesia on gender responsive implementation of the UNDAF in line with Agenda 2030.
 - Identify and establish pooled funds for the GTG in line with its AWP for each year
- Carry out, with the support of the GTG, an in-depth assessment of those furthest behind, taking into consideration multiple forms of discrimination, to inform new joint programmes and programming initiatives.

Capacity development, norm change and prevention of sexual harassment within the UN System

- Follow up analyses on the internal survey responses in the organizational culture survey carried out as part of the gender scorecard and assess the need for facilitating women only focused group discussion on sexual harassment and gender-based discrimination within the UN system in Indonesia.
- Consider having a series of discussions/dialogues with personnel regarding gender discriminatory social norms and practices. Consider including family members in discussions.
- Carry out a gender capacity assessment across the UN System in Indonesia to inform the GTG's capacity development plan and roll-out of tailored gender training.
- Schedule a series of discussion in the UNCT on the Secretary General's Gender Parity Strategy, including UN agencies sharing best practices on recruitment and retention policies, which promote gender parity and staff diversity and inclusion

Joint Communication and Advocacy

- Explore discussions for with the UN Communications Group on gender sensitive communication and formulation of gender responsive AWP with the support of UN Women Indonesia and Regional Office expertise
- Explore how the GTG and UNCG support/collaborate on the public communication (speeches, opening remarks, op-eds), UN representatives including HoAs should draw attention to gender dimensions across sectors (e.g. environment, climate change, health, education, food security)

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