**Gender Scorecard**

**Developed by the United Nations Development Group on Gender Equality**

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1. **Background**

At the 59th Session of the UN General Assembly in 2005, Member States called on all UN organizations to mainstream gender and to pursue gender equality in their country programmes, planning instruments and sector-wide programmes in accordance with national priorities. A scorecard was then developed by the United Nations Development Group (UNDG) Task Team on Gender Equality, the use of which was endorsed in 2008. The Scorecard has been formulated to assess UN Country Team’s Performance on Gender Equality and Women’s Empowerment.

1. **Framework**

The scorecard focuses on eight dimensions: Planning, Programming, Partnerships, UN Country Team (UNCT) Capacities, Decision Making, Budgeting, Monitoring and Evaluation, and Quality Control and Accountability. Each dimension normally has sub-dimensions.

Using critieria developed by the UNDG Task Team on Gender Equality (Summarised in Annex 1)[[1]](#endnote-1), the integration of gender equality and women’s empowerment (GEWE) into each of the eights dimension is rated by an Independent Consultant on a scale of 0 to 5. The Consultant reviews relevant documents and interviews key stakeholders within UN system, relevant government departments and civil society actors in the country[[2]](#endnote-2).

The explanation of the rating is as follows:

* 0-Not Applicable
* 1-Missing
* 2. Inadequate
* 3-Needs Improvement
* 4-Meeting requirements
* 5-Exceeding requirements

Integration of GEEW into each sub dimension is rated (which cannot be in decimals), and then for each dimension (which can be in decimal). The scoring gives an idea of which dimension is the country meeting or exceeding requirements (and lessons that can be learnt) and on which it is not meeting requirements (and the actions required for futures). Areas for strengthening, recommendations to address the gaps, identification of who is accountable and required budget follows.

**3.0 Application**

Reports on the Gender Scorecard of UNCTs are online for 25 countries as of 15th March, 2014[[3]](#endnote-3). One assessment, yet to be uploaded, showed that the UNCT was meeting requirements on 6 out of the 8 dimensions, other than gender-budgeting and putting in place systems to strengthen capacities. Action is now being taken to redress this gap.

1. **Why its feminist ?**

The Gender Scorecard Assessment is feminist in three respects. Firstly, it recognises women’s oppression and examines how far GEWE concerns are integration into each of the 8 dimensions. That is it examines whether processes are in place for fostering GEWE. Secondly, it examines how far what is planned through UNCTs are in keeping with the CEDAW and follow up Concluding Comments in the country. A third factor, is that the Gender Scorecard raises the issue of whether planning and monitoring is carried out in consultation with marginalised women and men in the country, showing accountability to women with marginal identities.

**Annex 1**

**Summary of Criteria to be used**

**UNCT Performance Indicators for Gender Equality and Women’s Empowerment**

| **Dimensions** | **Definition** |
| --- | --- |
| 1. **PLANNING** |  |
| **1.a - Adequate UNCT review of country context related to gender equality and women’s empowerment** | **Exceeds minimum standards**   * Includes an in-depth evidence-based analysis of the ways in which gender inequality is reproduced * The analysis notes links to national legal frameworks relevant to GEWE and specific measures for follow up to CEDAW Committee concluding comments. * All data is sex-disaggregated, or there is a specific reason noted for non-disaggregation * Critical capacity gaps are identified in the area of the promotion of gender equality.   **Meets minimum standards**   * Includes an analysis of the ways in which gender inequality is reproduced * The analysis notes links to national legal frameworks relevant to GEWE and includes reference to CEDAW reports and concluding comments. * All data is sex-disaggregated, or there is a specific reason noted for non-disaggregation   **Needs improvement**  Any two of the above three areas (under *Meets minimum standards*) are met.  **Inadequate**  Any one of the above three areas (under *Meets minimum standards*) is met.  **Missing**  **Not applicable** |
| **1.b - Gender equality and women’s empowerment in UNDAF outcomes** | **Exceeds minimum standard**  More than one outcome clearly articulates how GEWE will be promoted.  **Meets minimum standard**  One outcome clearly articulates how GEWE will be promoted.  **Needs improvement**  One outcome includes reference to gender, but does not clearly articulate how gender equality will be promoted.  **Inadequate**  Gender equality or women’s empowerment are given ‘token’ or minimal attention.  **Missing**  **Not applicable** |
| **1.c - Gender equality and women’s empowerment in UNDAF outputs** | **Exceeds minimum standard**  At least half of outputs clearly articulate tangible changes which will lead to GEWE.  **Meets minimum standard**  Between one third and one half of outputs clearly articulate tangible changes which will lead to GEWE  **Needs improvement**  Less than one third of outputs articulate tangible changes which will lead to GE WE  **Inadequate**  Outputs refer to gender equality or women in passing, but with no logical connection to changes in gender equality.  **Missing**  **Not applicable** |
| **1.d - Indicators to track UNDAF (United Nations Development Assistance Framework) results are gender-sensitive** | **Exceeds minimum standard**  At least one indicator at outcome level, and one half of indicators at output level, are gender sensitive  **Meets minimum standard**  At least one indicator at outcome level, and between one third and one half of indicators at output level are gender sensitive  **Needs improvement**  No gender-sensitive indicators at outcome level, and less thanone third of indicators at output level are gender sensitive.  **Inadequate**  Token reference to gender equality or women in indicators.  **Missing**  **Not applicable** |
| **1.e - Baselines are gender-sensitive** | **Meets minimum standard[[4]](#footnote-1)**  All data is sex-disaggregated, or there is a specific reason noted for non-disaggregation  **Needs improvement**  Some data is sex-disaggregated but sex-disaggregation is not systematic.  **Inadequate**  There is token sex-disaggregation of data.  **Missing**  **Not applicable** |
| **2. PROGRAMMING** |  |
| **2.a - Gender perspectives are adequately reflected in joint programming[[5]](#footnote-2)** | **Exceeds minimum standard**   * Promoting GEWE is reflected in long-term programming consistent with the in the UNCT’s background analysis of gender inequality and women’s rights situation * UNCT joint initiative(s)[[6]](#footnote-3)) in support of GEWE exist.   **Meets minimum standard**   * There are detailed, practical and adequately funded programmes addressing the problems and challenges identified in the background analysis * UNCT joint initiative(s) in support of gender equality exist.   **Needs improvement**  Meets either one of the two areas above (under *Meets minimum standard*).  **Inadequate**  Token reference to gender equality in programming.  **Missing**  **Not applicable** |
| **2.b – Joint programmes[[7]](#footnote-4)** | **Exceeds minimum standard**  Key national GEWE priorities are being addressed through a Joint Programme on GE and through mainstreaming GE into other Joint Programmes.  **Meets minimum standard**  A Joint Programme on promoting GEWE is in place, and work is in progress to mainstream gender into other Joint Programmes.  **Needs improvement**  Joint Programme on promoting GEWE being formulated, and limited mainstreaming in other Joint Programmes.  **Inadequate**  No Joint Programme on promoting GEWE being formulated, and limited attention to gender in Joint Programmes  **Missing**  **Not applicable** |
| **2.c - UNCT support for national priorities related to gender equality and women’s empowerment** | **Exceeds minimum standard**  UNDAF budgetary allocations support implementation of GE policy and legal frameworks, including :  - National Plan of Action on Gender Equality and Women’s Empowerment.  - implementation of CEDAW, and follow-up to CEDAW Committee concluding comments.  - collection and analysis of sex-disaggregated data at the national level.  - gender mainstreaming in ministries other than the women’s machinery.  **Meets minimum standard**  Meets any three of the above.  **Needs improvement**  Meets any two of the above.  **Inadequate**  Meets one of the above**.**  **Missing**  **Not applicable** |
| **2.d - UNCT support to gender mainstreaming in programme based approaches** | **Exceeds minimum standard**   * Capacity development for mainstreaming gender in Poverty Reduction Strategy Papers (PRSPs) * Capacity development for mainstreaming gender in General Budget Support (GBS) programming. * Capacity development provided for mainstreaming gender in Sector Wide Approaches (SWAPs) and/or National Development Plans.   **Meets minimum standard**  Meets any two of the above.  **Needs improvement**  Meets any one of the above.  **Inadequate**  Token attention to gender mainstreaming in programme based approaches.  **Missing**  **Not applicable** |
| **2.e - UNCT support to gender mainstreaming in aid effectiveness processes** | **Exceeds minimum standard**   * Gender-responsive budgeting (GRB) is promoted in the Ministry of Finance and other key ministries. * UNCT takes lead role in strengthening the Government’s ability to coordinate donor support to promote gender equality. * UNCT supports monitoring and evaluation of gender mainstreaming in National Development Plans, PRSPs, GBS, SWAPs   **Meets minimum standard**  Meets any two of the above.  **Needs improvement**  Meets one of the above.  **Inadequate**  Token attention to gender mainstreaming in aid effectiveness processes.  **Missing**  **Not applicable** |
| **3. PARTNERSHIPS** |  |
| **3.a - Involvement of National Machineries for Women / Gender Equality and women’s departments at the sub-national level** | **Exceeds minimum standard**  Women’s machinery/department participates fully (including in decision making):   * Consultations about Common Country Assistance (CCA)/UNDAF planning * Development of UNDAF outcomes, outputs and indicators. * As key informants/stakeholders in the monitoring and evaluation of UNDAF results.   Role of women’s machinery in supporting achievement of UNDAF outcomes clearly defined.  **Meets minimum standard**   * Women’s machinery/department participates fully in CCA/UNDAF consultations. * Role of women’s machinery/department in supporting achievement of UNDAF outcomes clearly defined.   **Needs improvement**   * Women’s machinery/department participates fully in one of the above (under *Meets minimum standard*).   **Inadequate**  Token participation by women’s machinery/department.  **Missing**  **Not applicable** |
| **3.b - Involvement of women’s NGOs and networks[[8]](#footnote-5)** | **Exceeds minimum standard**  Women’s NGOs and networks participate fully in:   * Consultations around CCA/UNDAF planning * Development of UNDAF outcomes, outputs and indicators. * Monitoring and evaluation of UNDAF results.   Role of women’s NGOs and networks in supporting achievement of UNDAF outcomes clearly defined.  **Meets minimum standard**   * Women’s NGOs and networks participate fully in CCA/UNDAF consultations. * Role of women’s NGOs and networks in supporting achievement of UNDAF outcomes clearly defined.   **Needs improvement**   * Women’s NGOs and networks participate fully in one of the above (*minimum standard*)   **Inadequate**  Token participation by women’s NGOs and networks.  **Missing**  **Not applicable** |
| **3.c - Women from excluded groups included as programme partners and beneficiaries in key UNCT initiatives** | **Exceeds minimum standard**   * Women from excluded groups and their capacities and livelihoods strategies, clearly identified in UNCT country level analysis. * UNCT involves women from excluded groups in planning, implementation& monitoring * Women from excluded groups are participants in key UNCT initiatives   **Meets minimum standard**   * Women from excluded groups clearly identified in UNCT country level analysis. * Women from excluded groups are participants in key UNCT activities   **Needs improvement**  Meets one of the above (under *Meets minimum standard*).  **Inadequate**  Token involvement of women from excluded groups.  **Missing**  **Not applicable** |
| **4. UNCT CAPACITIES** |  |
| **4.a - Multi-stakeholder Gender Theme Group is effective** | **Exceeds minimum standard**   * Gender Theme Group adequately and equally resourced as other theme groups * All key stakeholders participate in the Gender Theme Group * Gender Theme Group recommendations taken into account in preparing CCA/UNDAF. * Gender Theme Group has a clear terms of reference with membership of staff at decision making levels and clear accountability as a group.   **Meets minimum standard**   * Gender Theme Group adequately resourced. * Gender Theme Group recommendations taken into account in preparing CCA/UNDAF. * Gender Theme Group has a clear terms of reference.   **Needs improvement**  Meets any two of the above (under *Meets minimum standard*).  **Inadequate**  Meets any one of the above (under *Meets minimum standard*).  **Missing**  **Not applicable** |
| **4.b - Capacity assessment and development of UNCTs in gender equality and women’s empowerment programming** | **Exceeds minimum standard**   * Resident Coordinator systematically promotes, monitors and reports on capacity assessment and development activities related to GEWE * Regular review of capacity of UNCT to undertake gender mainstreaming * The impact of the gender component of training programmes reviewed, and revised * Training on gender mainstreaming takes place for all UNCT * Gender specialists/focal points receive training every year on GEWE programming   **Meets minimum standard**   * Resident Coordinator systematically promotes, monitors and reports on capacity development activities related to GEW * Regular review of capacity of UNCT to undertake gender mainstreaming * Training on gender mainstreaming takes place for all UNCT staff * Gender specialists/focal points receive training every year on GEWE programming   **Needs improvement**  Any two of the above (under *Meets minimum standard*) are met.  **Inadequate**  Token attention to capacity development of UNCTs in gender mainstreaming.  **Missing**  **Not applicable** |
| **4.c - Gender expert roster with national, regional and international expertise used by UNCT members[[9]](#footnote-6)** | **Exceeds minimum standard**   * Gender expert roster exists, is updated and includes national and international experts. * Experts participate in key UNCT activities. * Roster used on a regular basis by UN agencies   **Meets minimum standard**   * Gender expert roster exists. * Roster used on a regular basis by some UN agencies (   **Needs improvement**  Roster in place but not updated or utilised.  **Inadequate**  No roster exists.  **Missing**  **Not applicable** |
| **5 DECISION MAKING** |  |
| **5.a - Gender Theme Group coordinator is part of UNCT Heads of Agency group** | Yes/No |
| **5.b - UNCT Heads of Agency meetings regularly take up gender equality programming and support issues** | **Exceeds minimum standard**   * GE programming and support issues included in 75% of Heads of Agency meetings. * Decisions related to GE programming and support issues are followed through.   **Meets minimum standard**   * GE programming and support issues included in 50% of Heads of Agency meetings. * Decisions related to GE programming and support issues are followed through.   **Needs improvement**  Heads of Agency meetings occasionally include gender equality programming on their agenda.  **Inadequate**  Token attention to gender equality programming and support issues.  **Missing**  **Not applicable** |
| **6 BUDGETING** |  |
| **6.a - UNCT Gender responsive budgeting system instituted** | **Exceeds minimum standard**  The UNCT has implemented a budgeting system which tracks UNCT expenditures for GE programming, as a means of ensuring adequate resource allocation for promoting GE  **Meets minimum standard**  The UNCT has clear plans for implementing a budgeting system to track UNCT expenditures for gender equality programming, with timelines for completion of the plan noted.  **Needs improvement**  Discussions ongoing on a budgeting system to track UNCT expenditures for GE programming  **Inadequate**  The issue of implementing a budgeting system to track UNCT expenditures for gender equality programming has been raised, but a decision was taken not to proceed with this.  **Missing**  **Not applicable** |
| **6.b - Specific budgets allocated to stimulate stronger programming on gender equality and women’s empowerment** | **Exceeds minimum standard**  Specific budgets to strengthen UNCT support for GEWE allocated for:   * Capacity development and training of UNCT members. * Gender equality pilot projects. * Support to national women’s machinery. * Support to women’s NGOs and networks. * Maintenance of experts’ roster. * Gender mainstreaming in CCA/ UNDAF exercises   **Meets minimum standard**  Specific budgets allocated for any four of the above.  **Needs improvement**  Specific budgets allocated for any three of the above.  **Inadequate**  Specific budget allocated for one or two of the above.  **Missing**  **Not applicable** |
| **7 MONITORING AND EVAUATION** |  |
| **7.a - Monitoring and evaluation (M and E) includes adequate attention to gender mainstreaming and the promotion of gender equality and women’s empowerment** | **Exceeds minimum standard**   * A dedicated gender equality evaluation is carried out once during the UNDAF period. * Gender audit undertaken once during UNDAF period. * The UNDAF’s M and E Framework measures gender-related outcome and output * Data for gender-sensitive indicators in the UNDAF Results Matrix is gathered as planned. * All M and E data is sex-disaggregated, or there is a specific reason its absence * The UNDAF Annual Review reports on the main gender-related expected results. * Resident Coordinator reporting covers the main gender-related expected results. * Gaps against planned results are rectified at an early stage.   **Meets minimum standard**   * The UNDAF’s M and E Framework measures gender-related outcome and output * Data for gender-sensitive indicators in the UNDAF Results Matrix is gathered as planned. * All M and E data is sex-disaggregated, or there is a specific reason its absence * The UNDAF/Consolidated Appeal Process Annual Review reports on GE results * Resident Coordinator reporting covers the main gender-related expected results.   **Needs improvement**  Any four of the above (under *Meets minimum standard*) are achieved.  **Inadequate**  Less than four of the above (under *Meets minimum standard*) are achieved.  **Missing**  **Not applicable** |
| **8.a - CCA/UNDAF quality control[[10]](#footnote-7)** | **Exceeds minimum standards**   * Gender experts involved in all aspects of CCA/UNDAF preparation. * Readers’ Group comments refer specifically to gender equality and empowerment of women. * Evidence of changes based on Readers’ Group comments concerning gender equality and empowerment of women. * Relevant assessment on gender equality and empowerment of women from the CCA quality review template taken into account in revising the CCA/. * Relevant assessment on gender equality and empowerment of women from the UNDAF quality review template taken into account in revising the UNDAF.   **Meets minimum standard**   * Gender experts involved in all aspects of CCA/UNDAF preparation. * Relevant assessment on gender equality and empowerment of women from the CCA quality review template taken into account in revising the CCA. * Relevant assessment on gender equality and empowerment of women from the UNDAF quality review template taken into account in revising the UNDAF.   **Needs improvement**  Meets only one or two of the above (under *Meets minimum standard*).  **Inadequate**  Token attention to gender equality during review and quality control exercises.  **Missing**  **Not applicable** |

**Source:**

Condensed from UNDG Task Team on Gender Equality, n.d, UNCT Performance Indicators for

Gender Equality and Women’s Empowerment, UNDG Task team on Gender Equality, New York [UNCT Gender Performance Indicators](http://www.undg.org/docs/7694/UNCT-Performance-Indicators(FINAL)_sent13Aug08.DOC)  (Last accessed 15th March, 2014)

**Endnotes**

1. UNDG Task Team on Gender Equality, n.d, UNCT Performance Indicators for

   Gender Equality and Women’s Empowerment, UNDG Task team on Gender Equality, New York [UNCT Gender Performance Indicators](http://www.undg.org/docs/7694/UNCT-Performance-Indicators(FINAL)_sent13Aug08.DOC)  (Last accessed 15th March, 2014) [↑](#endnote-ref-1)
2. UNDG Task Team on Gender Equality, n.d, UNCT Performance Indicators for Gender Equality: User’s Guide, UNDG Task Team on Gender Equality, New York. [UNCT Gender Performance Indicators - Users' Guide](http://www.undg.org/docs/7694/UNCT-Performance-Indicators-Users'-Guide(FINAL_sent13Aug08).doc)  (Last accessed 15th March, 2014). [↑](#endnote-ref-2)
3. For Completed Scorecards see the following web-link <http://www.undg.org/content/programming_reference_guide_(undaf)/un_country_programming_principles/gender_equality> (Last accessed 15th March, 2014) [↑](#endnote-ref-3)
4. It is not possible to exceed the minimum standard in this case, because the indicator refers to an absolute value (all data). [↑](#footnote-ref-1)
5. Joint programming captures much of what is described in the [CCA-UNDAF guidelines](http://www.undg.org/docs/6860/2007%20CCA%20and%20UNDAF%20Guidelines%20FINAL.doc) – the UNCT working together with partners to: strengthen country analysis; influence national priorities; and respond to those priorities as one system (UNDP, n.d Joint Programme Overview, http://www.undg.org/index.cfm?P=237) [↑](#footnote-ref-2)
6. Joint initiatives include advocacy and other initiatives wherein different UN agencies come together. However there is no formal work plan and budget that is signed and agreed upon. [↑](#footnote-ref-3)
7. A joint programme or project is a next possible step. It should happen where UN agencies, with national partners and donors, see clear gains in effectiveness and efficiency from combining their efforts and resources in a common work plan and budget. The work plan and budget forms part of a joint programme document, which also provides details about roles and responsibilities of partners in coordinating and managing the joint activities (UNDP, n.d Joint Programme Overview, http://www.undg.org/index.cfm?P=237) [↑](#footnote-ref-4)
8. To be completed once during the CCA/UNDAF process. [↑](#footnote-ref-5)
9. The roster can be maintained at national or regional levels. [↑](#footnote-ref-6)
10. To be completed once during the CCA/UNDAF process. [↑](#footnote-ref-7)