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Gender equality at UNDP

**Annual report of the Administrator on the implementation of
the UNDP gender equality strategy in 2018**

Summary

This report summarizes the achievements of UNDP in 2018 towards implementing the gender equality strategy, 2018-2021. The first part of the report summarizes development results under each outcome of the UNDP Strategic Plan, 2018-2021. The second part of the report presents the institutional performance of UNDP to strengthen gender mainstreaming.

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I. Introduction

1. Gender equality is central to UNDP support to countries to implement the 2030 Agenda for Sustainable Development. The 2030 Agenda recognizes that gender equality is a fundamental human right and is critical to achieving progress across all Sustainable Development Goals while ensuring that no one is left behind.
2. The UNDP gender equality strategy, 2018-2021, adopted by the Executive Board at the second regular session 2018, commits to advancing gender equality and women's empowerment in the development work and institutional performance of UNDP. The present report summarizes the work of UNDP in these two areas in 2018.
3. Gender equality is one of the six signature solution identified in the Strategic Plan to provide an integrated response to complex challenges across three outcomes: (a) eradicating poverty in all its forms and dimensions; (b) accelerating structural transformations for sustainable development; and (c) building resilience to crises and shocks. The development results in this report are presented in line with the Strategic Plan's integrated results and resources framework.

Observations from performance in 2018

4. The year 2018 marked the adoption of the third UNDP gender equality strategy, accompanied by important leadership commitments to advancing gender equality within the organization and its work. This was evidenced by advances towards gender parity especially in senior management, the commitment of the Administrator to be an International Gender Champion and initiatives including the establishment of a senior-level task force to improve UNDP policies and procedures to tackle sexual harassment.
5. Improvements were made across all outcome areas and signature solutions to support women as agents of change. This was most notably evidenced through strong results in supporting women's political participation. The year also saw an increase in results to empower women as decision makers in natural resource management, energy and climate risk reduction and adaptation. However, more progress is required to engage women in leadership positions within recovery mechanisms, social dialogue and reconciliation mechanisms.
6. UNDP has done significant work in improving access to jobs, basic services, financial services and non-financial assets, and in addressing unpaid care work, particularly through better access to clean energy. Yet more needs to be done to remove structural barriers to women's economic empowerment and to close gender gaps.
7. Country offices in all contexts and regions are undertaking efforts to prevent and address gender-based violence by strengthening legal frameworks and policies and ensuring access to justice and multisectoral services. In 2018, UNDP joined the United Nations Population Fund (UNFPA) and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as a core agency in the European Union-United Nations Spotlight Initiative to eliminate violence against women and girls.
8. In 2018, UNDP established 58 new partnerships to address discriminatory gender and social norms. UN-Women remains a key partner for UNDP to support structural transformation; 91 country offices collaborated with UN-Women, with most of these partnerships focused on legal and policy reforms to advance gender equality, women's political leadership and economic empowerment. UNDP also expanded its work with international financial institutions and the private sector to transform business practices and help direct capital investments to advance gender equality.
9. UNDP developed innovative solutions to advance gender equality such as crowdfunding platforms to finance shelters for survivors of domestic violence; incubator programmes to identify marketable interventions to address security, employment and political participation of women; and application of behavioural science to inform decision-making.

Box 1. Highlights from 2018

- **UNDP continued to strengthen women's economic empowerment.** Over 4.1 million more women gained access to basic services, financial services and non-financial assets in 2018 with UNDP support.
- **UNDP continues to be a vital actor in supporting women's political participation.** Forty-eight per cent of all voters registered with UNDP support in 39 countries were women, and across all regions special measures were implemented to ensure a conducive environment for women's political participation.
- **UNDP continues to support women in crisis and post-crisis contexts.** Fifty-nine per cent of all beneficiaries of recovery programmes were women.
- **UNDP demonstrated strong performance against the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0,** meeting or exceeding 87.5 per cent of the performance indicators. Notable achievements include: policy and strategic planning; knowledge and communications; inter-agency coordination; and evaluation, for which UNDP exceeded requirements for the first time.
- **UNDP achieved gender parity at senior management level.** The Assistant Secretary-General team is composed of 50 per cent women and 50 per cent men and resident representative appointments comprise 51 per cent women and 49 per cent men.

Gender development landscape: setting the stage

10. The global development landscape in 2018 was shaped by ongoing and emerging trends such as persistent multidimensional poverty and inequalities,¹ increasing global warming,² protracted conflicts and high levels of violence³ and the changing nature of work. All these trends have distinct impacts on women and men due to their different roles, rights and opportunities in society, which are enhanced or constrained by intersecting forms of discrimination.⁴

11. More women participate in paid employment today, particularly in developed countries, where women and men have nearly equal educational achievements.⁵ However, women remain economically disadvantaged, with fewer asset holdings, gender gaps in labour force participation and a concentration in the informal sector which leaves them without social protection. While women's representation in governance structures has been growing, women, on average, account for just 24 per cent of parliamentarians worldwide. Of countries that track gender parity in public administration, only 20 per cent reached gender parity in decision-making positions.⁶ In the private sector, women accounted for only 4.8 per cent of chief executive officers of Fortune 500 companies in 2018.⁷

12. Sexual and gender-based violence is a concern in all regions and contexts as it has significant impacts on women's health, basic rights and opportunities and undermines progress towards gender equality and national development. While there has been more attention to women's active agency in addressing impacts of climate change, women continue to be disproportionately affected by disasters and are insufficiently represented in climate change decision-making processes. The persistence of gender inequalities perpetuated by structural discriminatory practices and social norms has nonetheless spawned global movements that have been taking to the streets, courts and the media to address violence and

¹ Oxford Poverty and Human Development Initiative (2018). *Global Multidimensional Poverty Index 2018: The Most Detailed Picture To Date of the World's Poorest People*, University of Oxford, UK.

² Intergovernmental Panel on Climate Change, 2018. *Global Warming of 1.5 °C*.

³ United Nations; World Bank. 2018. *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, Washington, DC: World Bank. 2018.

⁴ Dugarova, E., *Gender Equality as an Accelerator for Achieving the Sustainable Development Goals*, New York, UNDP and UN-Women, 2018.

⁵ *World Employment and Social Outlook: Trends for Women 2018 – Global snapshot*, Geneva, International Labour Office, 2018.

⁶ UNDP Gender Equality in Public Administration Initiative data, 2019.

⁷ Catalyst, *Pyramid: Women in S&P 500 Companies* (January 16, 2019).

harassment against women. New partners including in the private sector have joined global forces to improve gender equality and call for progress in closing gender gaps and recognizing women's rights.

II. Gender equality results by Strategic Plan outcome

Outcome 1: Eradicating poverty in all its forms and dimensions

13. Gender equality is an imperative for eradicating poverty in all its forms and dimensions. Increasing women's income, providing better training and skills development and improving access to and control over assets and resources have positive effects on women's productivity and their participation in the labour market, strengthening their bargaining power and improving living standards.

14. Under outcome 1, UNDP work on gender equality in 2018 focused on the areas of women's economic empowerment through interventions such as: (a) mainstreaming gender in national planning; (b) improving access to basic services, financial and non-financial assets and jobs; (c) strengthening energy access; (d) reducing unpaid care work; and (e) eliminating gender-based violence.

Gender mainstreaming in national planning

15. Throughout 2018, UNDP ensured that its support for Sustainable Development Goal planning and implementation was gender-responsive, including through the Mainstreaming, Acceleration and Policy Support (MAPS) framework. For example, UNDP supported eight countries in Latin America and the Caribbean to assess and strengthen their development plans and review statistical and financial systems, while contributing to designing road maps and identifying gender-sensitive accelerators. In line with the MAPS approach, gender equality and women's empowerment were identified as a stand-alone accelerator in six countries in Europe and Central Asia.

Box 2. Mainstreaming gender-sensitive development policies in Latin America and the Caribbean

During the IV Ibero-American Summit of Local Gender Agendas, held in Ecuador, more than 100 representatives from local government, the private sector and civil society from 15 countries were trained on gender-sensitive local economic development policies and plans, resulting in an increased awareness and commitment to promote a multidimensional and gender-sensitive approach in the design, implementation and monitoring and evaluation of local plans and policies in over 30 municipalities.

Improving access to basic services, financial and non-financial assets and jobs

16. UNDP actively supported women's access to jobs, livelihoods and basic services. In India, UNDP support benefited more than 450,000 women who participated in training and micro-enterprise development activities. In the Republic of Moldova, more than 165,000 women gained access to better infrastructure with improved social services due to targeted interventions by UNDP in over 100 communities.

17. Globally, 4.1 million more women benefited from UNDP support in 2018 to access basic services (including health services), financial services and non-financial assets. In Fiji, UNDP supported an integrated government service-delivery platform for remote communities that provided nearly 38,000 services, including legal aid, disability benefits and banking services, to 21,587 women. In Cambodia, UNDP together with the Government and civil society helped nearly 3,000 women with disabilities to receive a disability allowance. In Europe and Central Asia, UNDP supported 15,000 women and adolescent girls living with HIV to access services. In Sierra Leone, UNDP assisted in the preparation of the land policy which aims to protect women's rights to inheritance and ownership of land and end constitutionally sanctioned discrimination against women. In the Democratic Republic of Congo, the revised Family Code widened opportunities for women's economic empowerment by eliminating requirements for marital authorization for women to sign labour or commercial banking contracts.

Strengthening women's access to clean energy

18. Achieving gender equality in access to clean, affordable and sustainable energy, including renewable energy, is vital for eradicating poverty. The results of UNDP projects show that gender equality is beneficial for the environment, women's health and the reduction of unpaid work. In 2018, with UNDP support, nearly 612,000 women-headed households benefited from access to clean energy. In Niger, for example, women represented 51 per cent of the population who gained access to modern energy services thanks to the installation of multifunctional platforms. This reduced the time the women spent on domestic work, increased their income and improved nutrition and food security. In Brazil, UNDP supported the construction of ecological stoves which enabled women to save four hours walking to transport 20 kilograms of firewood three times a week. The time saved also allowed the women to make better use of subsistence agriculture and improve their nutrition.

Unpaid care work

19. The recognition, reduction and redistribution of unpaid care and domestic work that women disproportionately perform is critical to achieving gender equality, with significant benefits for economic development and labour market outcomes, improved well-being and poverty reduction. In El Salvador, UNDP supported the Government to develop its national care policy and include gender analysis in the universal social protection system. In Sierra Leone, UNDP supported the creation of new clean water facilities located closer to residential dwellings, resulting in increased children's study time and women's engagement in trading and small businesses. In Timor-Leste, UNDP implemented an extension of new water supply taps, reducing the time spent by women on water collection.

Reinforcing efforts to eliminate gender-based violence

20. Eliminating gender-based violence is crucial for achieving gender equality and eradicating poverty in its multiple forms among women and girls and men and boys. The elimination of gender-based violence contributes to better health and well-being, improves educational outcomes and supports women's rights to decent work and income security. In 2018, UNDP strengthened its work to prevent and respond to gender-based violence through reinforcing legal frameworks and policies; providing comprehensive multisectoral services; improving access to justice for and safety of survivors; and raising awareness and social mobilization. Three notable global initiatives in this regard are: (a) the European Union-United Nations Spotlight Initiative; (b) the new UNDP project on ending gender-based violence and achieving the Sustainable Development Goals (2018-2020) which examines how prevention and response can be integrated within sectoral programming; and (c) the global programme on strengthening the rule of law and human rights for sustaining peace and fostering development (2016-2020), which has addressed sexual and gender-based violence in nearly 40 priority countries affected by crisis, fragility or conflict.

Box 3. The European Union-United Nations Spotlight Initiative to eliminate violence against women and girls

UNDP joined UNFPA and UN-Women as a core agency of the Spotlight Initiative, devoting considerable effort in 2018 to the development of portfolios in Africa and Latin America. As a result, UNDP has eight country programmes in Africa and five in Latin America along with two region-wide initiatives. In Africa, the Spotlight Initiative will focus on sexual and gender-based violence, including harmful practices and sexual and reproductive human rights, and in Latin America the focus will be on femicide. In addition, the programme has been supporting the role of civil society networks to fight violence against women and undertaking awareness-raising campaigns to change social norms and behaviours. Spotlight is expected to reach more than 170 million beneficiaries.

21. In all regions, UNDP works with Governments to adopt critical legal and policy reforms to combat violence against women and eliminate all forms of discrimination. In Albania, UNDP supported the improvement and alignment of national legislation with the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence, including the criminal procedural code

and by-law on domestic violence. In Peru, UNDP supported the implementation of the National Plan on Violence Against Women, and the law that established the National System for the Prevention, Sanction and Eradication of Violence Against Women and Family Members at the local level.

22. UNDP has been supporting Governments to generate evidence and data to better understand the root causes of gender-based violence as in Argentina, Costa Rica, El Salvador, Guyana and Honduras. In collaboration with the University of the West Indies and civil society organizations, UNDP undertook studies in Barbados, El Salvador, Haiti and Trinidad and Tobago to examine the nature of violence experienced by key populations affected by HIV.

Box 4. Gender justice in the Arab States

In the Arab States region, UNDP, in collaboration with UN-Women, UNFPA, the Economic and Social Commission for Western Asia (ESCWA) and national partners, produced and disseminated 18 country reports on gender justice and the law which identify gaps for protection against violence and gender inequalities in penal codes and personal status and labour laws. These reports are being used to generate an evidence-based debate across the region on the need for legal reforms to advance gender equality. The reports also provide a solid baseline to measure progress on gender equality within the 2030 Agenda.

23. In 11 countries, UNDP supported women and girls to gain access to justice for crimes of sexual and gender-based violence; 47 per cent of gender-based violence cases which were reported to authorities received judgement in the formal justice system. One vital aspect of UNDP work to combat violence against women is support for national capacities to offer multisectoral services for survivors. In Burundi, UNDP supported the provision of multisectoral services to assist survivors along with prevention, awareness, medical care and legal aid. In Nigeria, UNDP supported the Government in expanding access to justice and facilities to document sexual and gender-based violence, providing post-violence care services and safe homes to survivors and facilitating community dialogues on local justice and security issues. In Sri Lanka, UNDP partnered with civil society to offer shelter, legal aid, court representation and counselling to over 26,000 survivors of sexual and gender-based violence, of whom 78 per cent were women.

24. UNDP supported awareness-raising campaigns to change social norms and behaviours. This included #HearMeToo, the annual campaign of 16 days of activism to end violence against women, and participation in the Secretary-General's UNiTE to End Violence against Women campaign. For example, in Central Asia, UNDP designed advocacy campaigns giving voice to survivors and activists working to end violence against women and girls.

Outcome 2: Accelerating structural transformation for sustainable development

25. Gender inequalities are among major barriers that must be addressed to accelerate structural transformations for sustainable development. Overcoming these barriers requires advancing women's political participation and mainstreaming gender equality in addressing the impacts of climate change and natural resource management, including through the adoption of legal, policy and institutional reforms.

Enhancing women's political participation

26. UNDP continues to be one of the largest actors supporting women's political participation. Forty-eight per cent of all registered voters supported through UNDP electoral assistance programmes were women. In Pakistan, with UNDP support, a nationwide campaign on women's national identity card and voter registration helped to bridge the gap between female and male voters with a total of 4.3 million women obtaining their identity cards to be able to vote.

27. Various initiatives supporting parliaments, legal reforms or other measures to build a conducive environment for women's political participation were reported across all regions. This continues to be

one of the strongest UNDP policy offers on gender equality. In Guinea-Bissau, UNDP supported the parliamentary commission for women's affairs which led to a 36 per cent quota for women. In the Solomon Islands, UNDP supported the establishment of the women support network, which assists aspiring women candidates in elections. In Colombia, UNDP supported the Congress Law on Gender Parity and provided training to 2,280 women on community leadership and political campaigns.

28. UNDP support for women's political participation includes strengthening women's capacities once in public office and the promotion of gender equality in the work of parliaments. In Montenegro, UNDP supported the creation of a cross-party Women's Political Network which advocated reforms to electoral laws, initiated amendments to laws dealing with violence against women, and promoted increased budget allocations to support women's entrepreneurship. In the United Republic of Tanzania, UNDP supported the Women's Parliamentary Group which launched debates on women's rights and gender equality. In Afghanistan, UNDP supported the Women's Committee of Parliament to hold the first ever-televised oversight committee hearings on the involvement of women in the peace process and the status of the anti-harassment law. The broadcast proceedings provided an opportunity to showcase women's leadership.

Box 5. Parliaments as partners for women, peace and security

UNDP has been working to strengthen parliamentary engagement on the women, peace and security agenda. Since 2018, the global project on the role of parliaments as partners for women, peace and security has been piloted in four countries (Jordan, Kyrgyzstan, Sierra Leone and Sri Lanka). The project assesses the challenges and opportunities that shape women's participation and representation in peace and security, while encouraging both female and male parliamentarians to advance the implementation of Security Council resolution 1325 (2000) and related commitments.

29. UNDP advances women's leadership and participation in the justice and security sectors. UNDP supports the development of the methodology on measuring representation of women in the judiciary to support national statistics offices. In partnership with the International Association of Women Judges and the Commonwealth Secretariat, UNDP promotes gender diversity and women's leadership in judicial decision-making. In Afghanistan, UNDP trained 242 new women police officers and built 17 facilities for policewomen in eight provinces. In Pakistan, UNDP helped to develop a training programme for female police officers and to create female dormitories.

Gender mainstreaming in addressing impacts of climate change and natural resource management

30. UNDP has intensified efforts to address the gendered impacts of climate change, proving that investments in gender-responsive climate action positively impact multiple Sustainable Development Goals. In Eritrea, UNDP supported the conservation management of 26,500 hectares of land through adopting climate-resilient agricultural practices. The programme benefited 54,720 individuals of rural farming communities, 48 per cent of them women, through cash-for-work interventions and increased crop and livestock productivity. In Jamaica, more than 50,000 women gained direct benefits from improved climate-resilient irrigation systems and capacity-building training, which enhanced their climate-change adaptation techniques and earning potential.

31. The nationally determined contribution (NDC) support programme assists 15 countries in integrating gender equality in their climate actions and strategies. It ensures that women's active contribution to the Paris Agreement on Climate Change is factored into the governance, planning and climate policy instruments of the NDC planning and implementation process. In the Philippines, a memorandum of understanding signed between the Climate Change Commission and the Philippines Commission on Women will ensure collaboration on NDC implementation.

32. UNDP is reporting more results in its work to empower women as decision makers in natural resource management. In the Seychelles, UNDP supported the establishment of five gender-balanced watershed committees under the ecosystem-based adaptation approach which increased the participation

of women in communities and their leadership in the effective management of water resources. In Belize, the process of transforming biodiversity management included, for the first time, an assessment of gender-responsive strategies and actions that highlight women's role in conservation and biodiversity.

33. In total, 73 countries worked to ensure women's leadership and decision-making in environmental management through projects financed by the Global Environment Facility (GEF). In 2018, 34 per cent of 3,000 community-driven initiatives to address global environmental and sustainable development issues financed by the UNDP-implemented GEF Small Grants Programme were led by women, up from 29 per cent in 2017. Five UNDP-supported projects approved by the Green Climate Fund Board are expected to benefit over 10 million women in the coming years.

Box 6. Enhancing women's participation in decision-making in the mining sector

UNDP, together with Governments, human rights commissions, civil society and women's organizations, seeks to strengthen women's participation in decision-making around mining. In 2018, UNDP organized a training session at the annual session of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development on how to consider gender impacts, gaps and policy responses to support progress on the Sustainable Development Goals. It sought the experiences and contributions of delegates from ministries of mining from more than 40 countries towards developing a gender-responsive governance diagnostic and a best practice guide. At the country level, UNDP is training local women leaders to conduct community-based water monitoring, for example in a pilot project in Mozambique, and has worked with UN-Women to develop a compendium of good practices for women and mining.

Outcome 3: Building resilience to shocks and crises

34. Gender equality is integral to building individual, institutional and societal resilience. When crisis prevention, preparedness and recovery processes meet the needs of women and men and advance gender equality, communities build back better and become more resilient. Under outcome 3, UNDP work on gender equality focused on improving livelihoods in crisis and post-crisis settings and on increasing women's participation and leadership in prevention and recovery processes and in social dialogue and reconciliation mechanisms.

35. In 2018, 59 per cent of the beneficiaries of UNDP recovery work were women, and nearly 1.3 million women benefited from jobs and improved livelihoods in 25 crisis and post-crisis countries. One of the largest UNDP recovery programmes is in Ukraine, where the rehabilitation of infrastructure facilities benefited more than 4 million people (54 per cent women). This included the rehabilitation of water pumping stations, hospitals, schools and social service centres. Over 7,000 women received new jobs and livelihood opportunities; more than 100,000 women received administrative services; and over 60,000 women received free and quality legal aid services. In addition, seven local gender coordination councils were established to ensure that gender is mainstreamed into local programmes. In Iraq, more than 3.5 million women benefited from UNDP support to stabilization programming. Women-headed households also received direct assistance from cash-for-work programming and participated in decision-making processes for physical reconstruction.

36. UNDP supports crisis and post-crisis countries to better integrate gender equality in their policies and budgets. In Afghanistan, together with UN-Women, UNDP supported the Office of the President to recruit and train 40 female gender-responsive budget officers serving 12 line ministries. Technical assistance was provided to the Policy Committee of the Ministry of Women's Affairs to produce the Inheritance Policy, the Election Policy and the Policy of Protection of Women in War and Emergency Situations.

37. Re-establishing the rule of law in conflict-affected countries forms the core of UNDP work in promoting gender equality, preventing relapse into conflict and achieving sustainable peace. Through the UNDP global rule of law and human rights programme, countries were supported to protect the rights of women and girls by putting in place non-discriminatory laws and policies, promoting their access to

justice and enhancing their security, ensuring that they lead and participate in rule-of-law institutions and processes, and supporting accountability for conflict-related sexual and gender-based violence. In the Gambia, UNDP and other partners advocated for women's representation in transitional justice structures and provided gender-sensitive trainings to key institutions, including the Truth, Reconciliation and Reparations Commission.

38. Concerted efforts have been made to mainstream gender in UNDP work to prevent violent extremism. The Asia-Pacific regional programme on prevention of violent extremism mainstreamed gender in building national capacity through national action plans, research on the root causes of violent extremism and strengthening community resilience. UNDP developed a new global research initiative, "Frontlines", on young people's role in addressing and preventing violent extremism through case studies with young women and men.

Box 7. Reintegration and rehabilitation of women

A global study by UNDP and the International Civil Society Action Network, *Invisible Women: Gendered Dimensions of Return, Reintegration and Rehabilitation from Violent Extremism*, responds to a pressing need for action-oriented research that improves understanding of women's roles in reintegration and rehabilitation processes, and the work of women-led organizations in supporting these processes. The report expands the evidence base on the reintegration of violent extremists and provides policy recommendations to support gender-responsive national plans of action for prevention of violent extremism.

39. UNDP has supported Governments and displaced communities to develop innovative interventions that build resilience to climate related crises. In Viet Nam, the country's first Green Climate Fund-financed project worked with the 14 million-member Viet Nam Women's Union to integrate gender into community-based disaster risk assessment and management plans and engage women in a resilient housing programme. In 2018, women also made up 35 per cent of decision-making positions in community-based disaster risk management advisory groups convened across seven provinces covering 100 communes. In the Caribbean, technical support was provided to include a gender-transformative approach to integrated early warning systems for more effective disaster risk reduction (Antigua and Barbuda, Dominica, Dominican Republic, Saint Lucia and Saint Vincent and the Grenadines).

40. Despite the excellent progress, more effort is needed to engage women in leadership positions in crisis and post-crisis settings. In 2018, women accounted for only 12 per cent of leadership positions within prevention and recovery mechanisms and 30 per cent of leadership positions within social dialogue and reconciliation mechanisms.

Box 8. UNDP guidance package: *Advancing Gender Equality and Women's Empowerment in Crisis and Recovery Settings*

To promote transformative recovery and resilience programming in fragile and crises-affected settings, UNDP developed a comprehensive guidance package, *Advancing Gender Equality and Women's Empowerment in Crisis and Recovery Settings*. It consists of seven guidance notes covering the following areas:

1. Prevent and respond to gender-based violence
2. Promote transformative livelihoods and economic recovery and resilience to advance gender equality
3. Promote the participation and leadership of women and women's organizations in crisis and recovery
4. Ensure women's access to justice, security and human rights
5. Enhance women's agency in peace processes and political institutions

6. Ensure that gender equality is at the core of disaster risk reduction, recovery and resilience-building
7. Transform Governments to deliver equally for all

Enhancing partnerships to advance gender equality

41. Effective partnerships are critical to raise awareness of discriminatory gender and social norms. In 2018, 58 new partnerships to address discriminatory gender and social norms were reported.

42. In line with the common chapter of the strategic plans of UNDP, UNFPA, the United Nations Children's Fund (UNICEF) and UN-Women, UNDP strengthened partnerships with United Nations agencies in 2018. Examples are provided throughout this report. Notably, UNDP worked closely with United Nations partners to advance gender equality by engaging systematically in global and regional inter-agency task forces and working groups on gender equality. In 2018, UNDP signed a memorandum of understanding with UN-Women, which highlights legal and policy reforms to advance gender equality; gender-based violence; crisis/post-crisis response and early recovery; women's political leadership; mobilizing the private sector to advance gender equality; economic empowerment; and energy. As a founding co-sponsor of the Joint United Nations Programme on HIV/AIDS, UNDP has promoted leadership of women living with HIV and their participation in policymaking and decision-making related to HIV.

43. At the regional level, UNDP collaborates closely with the regional commissions. Flagship initiatives included the work on gender justice in the Arab States region with UN-Women and ESCWA; collaboration in Central Asia with UNFPA, UNICEF and UN-Women to urge regional decision makers to implement policies on eliminating gender-based violence; working with UN-Women and the Economic Commission for Africa to support the African Union in hosting a ministerial summit in advance of the session of the Commission on the Status of Women; and in Latin America, collaboration with the Inter-American Commission of Women of the Organization of American States, UN-Women, the Economic Commission for Latin America and the Caribbean, Inter-American Development Bank, Pan American Health Organization, ParlAmericas and the Government of Canada to establish a regional task force which advocates for policy reforms to ensure the participation of more women in politics.

44. UNDP expanded its work with international financial institutions over 2018 to both influence and leverage bank investment to advance gender equality. The partnership with the Development Bank of Latin America resulted in the development of the gender-based-violence prevention and response mechanism in Argentina, Ecuador and Peru. UNDP is working with the European Investment Bank to prepare for an upcoming summit on business for gender equality.

45. Across all regions, UNDP has strengthened its advocacy and engagement with the private sector to transform business practices to advance gender equality. With the International Labour Organization (ILO) and UN-Women, UNDP convenes the annual Global Forum on Business for Gender Equality which brings together leading businesses, Governments and experts to discuss research trends, best practices and policy options to advance gender in business. The forum builds on UNDP expertise implementing the Gender Equality Seal for private and public companies to implement reforms in human resource policies, infrastructure design, communication and advertising.

46. The UNDP Gender Equality Seal for the Private Sector has been operating in 14 countries in Africa, Eastern Europe, Asia-Pacific and the Middle East, impacting 600 companies with 1.5 million workers and influencing gender-sensitive business policies. Its application has contributed through gender-sensitive business policies, the reduction of gender gaps and the advancement of women workers.

47. In Asia-Pacific, UNDP has worked with Governments and the private sector to introduce policies that integrate gender equality in business operations. A regional consultation on the use of the gender lens when implementing the United Nations Guiding Principles on Business and Human Rights was organized in Delhi. In Thailand, the draft National Action Plan on Business and Human Rights, drafted with UNDP support, contains specific requirements for companies to produce and publicly publish policies to prevent discrimination by gender.

Box 9. Fourth Global Forum on Business for Gender Equality

In 2018, together with ILO, UN-Women and the Government of Chile, UNDP organized the Fourth Global Forum on Business for Gender Equality: The Future of Work and the 2030 Agenda. The forum convened more than 530 business leaders, government officials, trade union representatives and global thinkers from 36 countries to discuss leading research and best practices to advance gender equality in the workplace. The forum resulted in the implementation of various policies and measures by participating companies to address gender disparities and promote women's empowerment in the workplace. These policies include the incorporation of women in the technology sector through special inclusion training programmes, creation of paternity leaves and breastfeeding rooms for mothers, and opening hotlines and other mechanisms to tackle sexual harassment in the workplace.

Innovative solutions to eliminate gender inequality

48. In 2018, UNDP work focused on identifying more effective solutions to address complex gender inequality challenges. The new approaches included redesigning gender-responsive service delivery, exploring alternative resources of financing for gender equality or using behavioural insights to end violence against women. In Chile, the behavioural insights help to prototype efficient psychological support and legal counselling to ensure that survivors of domestic violence will not abandon the legal processes they initiated. In the Republic of Moldova, crowdfunding is helping to finance the local shelter for survivors of domestic violence.

Box 10. Using behavioural science to eliminate domestic violence in Georgia

In Georgia, UNDP, together with the Behavioural Insights Team, UN-Women and local partners ServiceLab and Forset, piloted an initiative to understand what prevents survivors of intimate partner violence from seeking help and bystanders from helping them. The research, covering 6,006 women and 1,601 men and an online study reaching 150,000 respondents, revealed that survivors of violence did not speak up fearing they will damage the family reputation and need more information on available support, including local crisis centres, counselling and shelters. These findings help UNDP to support service providers to shape public communication targeting bystanders and using evidence-based behavioural approaches to existing support.

49. UNDP also supports young people to develop innovative solutions to advance gender equality. UNDP teamed up with UN-Women and Accenture to conduct an open innovation challenge through its “YAS! Youth for Africa and SDGs” online platform. It called for young African entrepreneurs, particularly women, to support the implementation of the 2030 Agenda in the areas of sustainable livelihoods, governance, leadership and prevention of violence and other harmful practices. Most of the selected winners were women who will be accompanied throughout their entrepreneurial journeys and receive dedicated support. In Kyrgyzstan, UNDP launched a low-value grants mechanism to promote youth-led start-ups with a focus on young women and/or to support existing small enterprises with focus of the most vulnerable women and men. In Bosnia and Herzegovina, UNDP provided high-skill vocational and information technology training to girls and young women and supported the first women computer numerical control operators to help break the gender stereotype in a male-dominated automotive industry.

Thought leadership to promote gender equality and women's empowerment

50. As a thought leader, UNDP worked with United Nations agencies, academia and think tanks across the world to produce evidence-based research and policy guidance on gender equality. UNDP, in partnership with UN-Women, produced an evidence-based discussion paper, “Gender Equality as an Accelerator for Achieving the Sustainable Development Goals” and a “Workshop Guide for Facilitators on Gender and Disaster Risk Reduction in Europe and Central Asia” to bridge the policy implementation gap by providing practical guidance.

51. In Asia and the Pacific, UNDP partnered with ILO to bridge data gaps and collect statistics on unpaid care work. In collaboration with ILO and UN-Women, UNDP produced policy briefs and reports to guide government investments and policy actions to address unpaid care work in Asia and the Pacific and also in Latin America, in partnership with the Inter-American Development Bank. The national Human Development Report in the Dominican Republic provided important evidence to support the national plan for the prevention of teenage pregnancy.

52. UNDP, UN-Women, the United Nations Office on Drugs and Crime and the Office of the United Nations High Commissioner for Human Rights (OHCHR) launched a practitioners' toolkit on women's access to justice. The toolkit provides evidence-based guidance for a policy and programming approach to overcoming the barriers that women face in accessing justice.

53. UNDP supported a number of thematic papers such as "Women as Environmental Stewards" featuring women's activism in community-led initiatives under the UNDP-implemented GEF Small Grants Programme.

III. Institutional results

54. This section presents progress by UNDP in strengthening its institutional framework to achieve gender equality results. This includes ensuring compliance with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, improving policy and planning, deepening accountability, financing for gender equality, tracking and monitoring investments and achieving gender parity.

55. **Performance against the System-wide Action Plan 2.0.** In 2018, UNDP met/exceeded 87.5 per cent of the requirements for the performance indicators of the System-wide Action Plan, making it one of the highest performers within the United Nations system. Notable achievements include: policy and strategic planning; knowledge and communications; inter-agency coordination; and evaluation, an area for which UNDP for the first time exceeded requirements. Resource allocation remains a weak area of performance across United Nations entities and a key area requiring improvement.

56. **Leadership for gender equality.** The Administrator demonstrated commitment to gender equality by joining the International Gender Champions; and ensuring gender parity at the level of Assistant Secretary-General (50 per cent women and 50 per cent men) and resident representative appointments (51 per cent women and 49 per cent men).⁸ The Administrator assumed the chair of the Gender Steering and Implementation Committee, calling for it to meet twice annually, instead of once. In January 2018, he established the first UNDP task force on sexual harassment and sexual exploitation and abuse.

57. **Accountability and oversight.** The UNDP chain of accountability begins in the Office of the Administrator with the Gender Steering and Implementation Committee. The committee convened for the first time in July 2018, with the participation of all bureau directors, to review and approve the final gender equality strategy and agreed to actions to accelerate and monitor progress on gender parity. The committee agreed to strengthen performance monitoring to hold managers accountable to implement the gender equality strategy; and improve programming and resource allocations in crises and fragile countries for gender equality.

58. **Gender-responsive staff performance management.** Implementation of the gender equality strategy, including progress on gender parity, has been adopted as a key performance measure in the performance review of all resident representatives.

59. **UNDP corporate monitoring system.** The UNDP reporting tools (results-oriented annual report and Strategic Plan integrated results and resources framework) have integrated the corporate commitments on gender equality and the empowerment of women in line with the gender equality strategy.

⁸ As of March 2019.

60. Auditing and evaluation. In 2018, the Office of Audit and Investigations redoubled efforts to integrate gender concerns into audits, including developing a questionnaire on gender to use in 2019 in country office audits and to sensitize auditors on the gender strategy. In 2018, for the first time UNDP exceeded the evaluation indicators of the System-wide Action Plan. To support decentralized evaluation, the Independent Evaluation Office developed new evaluation guidelines which integrate guidance on gender considerations.

61. Resource tracking. UNDP has a specific budget allocation, the Gender Mainstreaming Initiative, which supports UNDP gender mainstreaming initiatives to meet commitments under the System-Wide Action Plan such as the Gender Equality Seal and UNDP participation in inter-agency and global initiatives. In 2018, the total allocation was \$1,054,000.

62. Gender marker. The most comprehensive indicator of the extent to which UNDP expenditures contribute to gender equality and women's empowerment is the gender marker, which rates projects on a four-point scale indicating the degree to which a project has contributed to the achievement of gender equality. As table 1 demonstrates, UNDP has been increasing expenditures on projects that contribute to gender equality. In 2018, 48.7 per cent of UNDPs funds were disbursed to projects with a significant contribution to gender equality (GEN2), up from 43.52 per cent in 2017. For projects with a principal contribution to gender equality (GEN3), a four-year flat trend is finally tracking up in 2018, from 4.19 per cent in 2017 to 6.72 per cent in 2018. The combined financial resources allocated for GEN2 and GEN3 projects accounted for 55.42 per cent of total expenditures in 2018, which is above 50 per cent for the first time since the gender marker was launched in 2010.

Table 1. UNDP total expenditures for 2017 and 2018 by gender marker*

Rating	2017	2018
GEN0: No noticeable contribution to gender equality	7.52%	5.20%
GEN1: Some contributions to gender equality	44.78%	39.38%
GEN2: Significant contributions to gender equality	43.52%	48.70%
GEN3: Gender equality is a principal objective	4.19%	6.72%
GEN0 + GEN1	52.30%	44.58%
GEN2 + GEN3	47.70%	55.42%

*Does not include projects not linked or unmatched with the Strategic Plan, 2018-2021

63. At the end of 2018, the Secretary-General established a High-Level Task Force on Financing for Gender Equality and Women's Empowerment to review United Nations budgets/expenditures across the system and make recommendations on how to increase financing for gender equality. UNDP co-chairs one technical subgroup. During 2019, UNDP will review its financial tracking mechanisms, targets and overall efforts on investments for gender equality and women's empowerment according to the recommendations of the task force.

64. Policy, planning and programmes. The UNDP quality assurance tools for projects and country programmes integrate a set of questions to guide offices and ensure the full integration of gender concerns throughout the programming cycle. In 2018, of 28 country programme documents reviewed by the headquarters Performance Appraisal Committee, 82 per cent were found to be satisfactory, 4 per cent were less than satisfactory and 11 per cent exceeded expectations. The four countries that exceeded expectations were Burundi, Cambodia, Niger and Somalia.

Gender Equality Seal as an innovation for organizational change

65. The Gender Equality Seal is a corporate quality assurance mechanism that measures and certifies the achievements and competence of country offices in advancing gender equality and women's rights by measuring performance across 39 benchmarks. These include: how gender is integrated into country programming; how the office addresses the enabling work environment; how the office addresses gender in communications; and partnerships for gender equality. The Gender Equality Seal has three levels of certification (gold, silver and bronze) and country offices are awarded a certain level of certification according to their gender equality accomplishments.

66. In 2018, the third round of the Gender Equality Seal (2018-2019) was launched with 25 new applicants and 11 reapplicants, bringing the total number of country offices certified the Gender Seal to 74 by 2020.

67. In 2018, UNDP supported OHCHR to adapt the Gender Equality Seal and is supporting government partners to develop a gender equality seal for the public sector.

Box 11. The Gender Equality Seal for the public sector

Building on its successful internal Gender Equality Seal, UNDP is now supporting government partners to pilot a Gender Equality Seal award for public institutions. By successfully completing the certification process, public institutions will be awarded a Gender Equality Award that officially recognizes their achievement on gender equality. The public sector Gender Equality Seal examines progress in areas such as gender parity, eradicating sexual harassment and integrating gender into planning and programmes. One interesting aspect of the Gender Equality Seal for the public sector is that it builds partnerships with many central line ministries to bring about transformative change for gender equality. For example, in Republic of Moldova, the partners are the Ministry of Interior and six municipalities; in Democratic Republic of the Congo, partners include the Ministry of Gender, Child and Family and the Ministry of Planning; in El Salvador, they include the Ministry of Foreign Affairs and the National Commission for Small and Medium Enterprises; and in Egypt they are the National Council for Women and the Agency for Small and Medium Enterprises. Other pilot countries are Benin, Dominican Republic, Iraq, Panama and Tunisia.

Gender capacities

68. The UNDP gender architecture and capacities are aligned to the requirements of the System-wide Action Plan.

69. The gender team, housed within the Bureau for Policy and Programme Support, continues to be the backbone of the UNDP gender architecture. As shown in table 2 below, in 2018 the gender team consisted of five full-time staff members at headquarters and 10 in the regional service centres.

Table 2. Gender capacities at the global and regional levels (as of December 2018)

Location	Staff
New York	5
Addis Ababa	3
Amman	1
Bangkok	1
Istanbul	2
Panama	3
Total	15

70. The gender equality strategy 2018-2021 recommends that country offices have dedicated gender specialists who can provide technical backstopping. In 2018, 72 country offices reported having a total of 126 gender advisers and/or gender specialists. Of these, 77 were dedicated full-time to gender equality work (61 per cent) and 49 devoted part of their time to their gender advisory work (39 per cent). In 2019, UNDP will invest in better understanding contractual modalities linked to country office expertise, with special attention to crisis countries.

71. In addition, UNDP requires all country offices to have multidisciplinary gender focal teams led by senior management (deputy resident representative/country director). In 2018, 93 of 127 country offices (73 per cent) reported having a multidisciplinary gender focal team led by a senior manager. Of these, 89 offices had clear terms of reference, 84 offices had a clear action plan and 49 offices had specific resources allocated to support the gender focal team. UNDP has registered steady progress; multidisciplinary teams prove to be an effective mechanism to promote integration, improve vertical and horizontal coordination, and connect organizational internal structures to UNDP programmes/impact and results on the ground. Other organizations and United Nations entities are adopting the UNDP gender architecture.

Building gender capacities

72. **Mandatory online courses.** In 2018, there were five mandatory online courses, one of which is the “Gender Journey” course. This course underwent review in 2018 and is a mandatory training for all UNDP staff which explains the connection between gender equality and the goals of UNDP.

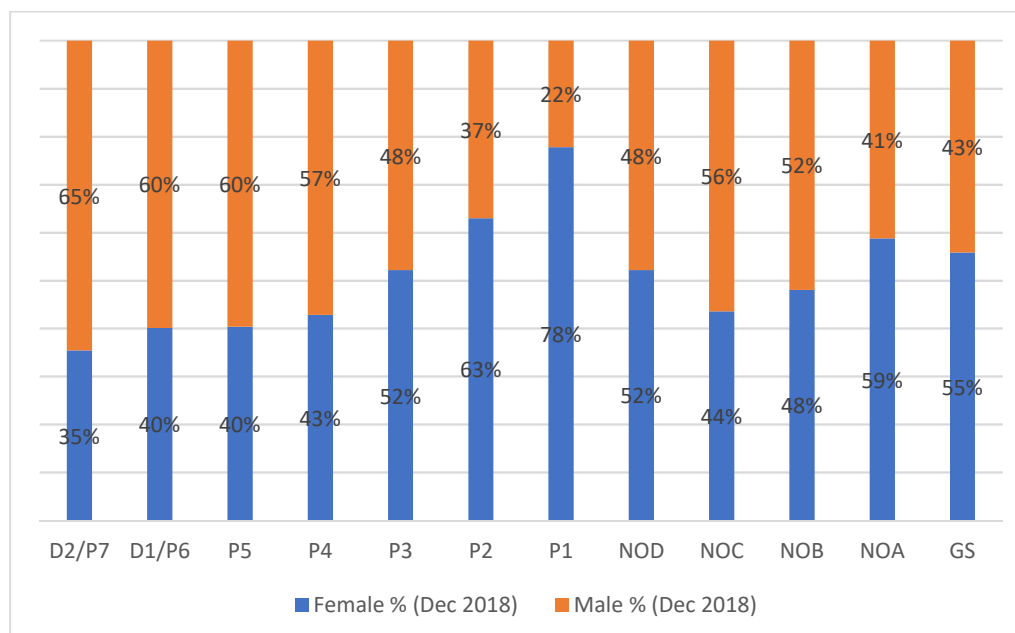
73. **Training.** UNDP continued implementing gender equality in crisis training as part of the preparedness training for staff on the Surge roster – a rapid response deployment roster when a disaster/crisis occurs – as well as staff deployed as early recovery advisers.

74. **Community of practice.** In 2018, the gender team continued to facilitate a vibrant and active community of practice, now with over 1,000 members and 2,300 website visits. The community of practice offers services such as consultations with over 700 UNDP gender experts across thematic areas, skills and locations; more than 15 active discussion boards; and access to the latest toolkits and knowledge resources on gender equality. It also provides learning plans with capacity-building exercises and webinars on leadership, gender-based violence, prevention of sexual harassment and abuse, and climate change.

Gender parity

75. The new UNDP gender parity strategy 2018-2021 sets forth an ambitious agenda which aims to make UNDP a gender-balanced and inclusive organization whereby all its personnel have equal opportunities to grow, progress in their careers and make a difference in an atmosphere of respect, free from bias, discrimination and harassment. In line with this vision, UNDP gender parity objectives include both attaining parity in representation numbers and reaching a marked improvement in the quality of the working environment.

76. As of the end of 2018, UNDP maintained full parity among staff. The proportion of women among the total workforce, including service contract holders and United Nations Volunteers, is 45 per cent. UNDP has achieved full parity among its executive leadership team and resident representatives. The organization is on track to parity among its deputy resident representatives. Purposeful efforts to bring qualified women into more senior roles allowed UNDP to notably increase the share of women at the Director level. Women remain underrepresented among middle-to-senior staff at the P4 and P5 levels.

Figure. Proportion of female and male staff at all levels, 2018

77. With regard to the working environment, based on the results of the 2018 Global Staff Survey, many UNDP personnel remain highly engaged, are inspired by their work and are proud to work for UNDP. At the same time, a gap in the experiences of men and women in the UNDP workplace persists and will be the main focus of action going forward.

Prevention of sexual harassment and sexual exploitation and abuse

78. UNDP has zero tolerance for sexual exploitation and abuse and sexual harassment in the workplace. In 2018, UNDP enhanced its commitment to eradicate sexual exploitation and abuse and sexual harassment in the organization by strengthening policies and reporting mechanisms, fostering a culture of responsibility and awareness and providing a safe space for personnel to report allegations and have necessary protection and support.

79. Notably, in 2018 UNDP established a senior-level task force on the prevention of sexual harassment led by the Office of the Administrator. As the first outcome of its work, the policy on harassment, sexual harassment, discrimination and abuse of authority was revised in line with guidance from the Secretary-General's high-level task force on addressing sexual harassment. The revised policy strengthens the process and tools for reporting such wrongdoing effectively and ensures that all UNDP personnel are aware of their roles and responsibilities in maintaining a workplace environment free from any form of prohibited conduct.

80. Several critical initiatives to prevent and tackle sexual harassment were introduced in 2018. These include: (a) an independent, free and externally managed 24-hour helpline in more than 250 languages for reporting sexual harassment; (b) counselling services are available to UNDP personnel experiencing sexual harassment through an independent team of counsellors; (c) the removal of any time limit for reporting sexual harassment; (d) increased capacity to investigate cases and legal action: a female investigator specializing in sexual harassment started in August 2018 and two additional lawyers have been recruited. All cases of sexual exploitation and abuse and sexual harassment are automatically prioritized. The objective is to complete the process in less than six months (currently, it takes about six months on average); and (v) wider coverage of the policy for all UNDP personnel.

81. Starting from 2018, all directors and heads of office are required to provide the Administrator with an annual certificate confirming that they have fulfilled their responsibilities under the revised policy on harassment, sexual harassment, discrimination and abuse of authority, including putting in place an action plan for prevention of sexual harassment and sexual exploitation and abuse. In addition, monthly monitoring of all cases of sexual harassment and sexual exploitation and abuse by the Executive Office was introduced to ensure stronger oversight of progress on these cases.
