**Annex II: Institutional Effectiveness Monitoring Matrix**

|  |  |  |  |
| --- | --- | --- | --- |
| **Policy, Planning and Reporting** | **SWAP Requirement** | **Timeframe/Targets** | **Progress** |
| UNDP Adopts a Gender Policy/Strategy | YES | Q1 2014 | Completed |
| Gender is integrated into  i. Annual Business Plans  ii. Country Programme Documents | YES | Ongoing | i) Completed for 2014  ii) In progress  (*Of the 15 Country Programme Documents approved in 2014, 8 out of 15 include specific measures to address gender inequalities and 12 have gender (and sex) disaggregated indicators*. *Improvements should be done for 2015 CPDs)* |
| Appraisal of CPDs programmes/projects includes a gender screening | YES | Ongoing | Completed  *There is now a mandatory gender screening for all UNDP projects and CPDs at the stage of design, monitoring and closure, which is integrated in the new project quality assurance tool.* |
| Environmental and Social Screening Procedure integrates gender concerns |  | Q1 2014 | Completed  *The UNDP social and* *environmental screening procedure requires all projects to address specific questions related to the project’s gender equality impact and ensure engagement with women prior to their approval.* |
| Percentage of programmes/projects designed with significant gender component (SP/Ind.8) |  | 2015 (GEN3+GEN2) 35%  2017 (GEN3+GEN2) 50% | Approaching Target  *GEN2+GEN3 represented 30% of global expenditures in 2013, while in 2014, GEN2+GEN3 both represent* ***34% of global expenditures.*** |
| **Accountability and Oversight** | **SWAP Requirement** | **Timeframe/Targets** |  |
| GSIC meetings convened |  | Annually | Completed 8-9 April 2015 |
| Annual Report presented to Executive Board |  | Annually | Completed June 2015 |
| The Gender Equality Seal Certification Process undertaken |  | i. 32 certified COs in 2014  ii.50 certified COs in 2016  iii.70 certified COs in 2017 | i. Approaching target  *In 2014,* ***25 country offices*** *out of 30 applicants were awarded and certified.* |
| **Gender Architecture** | **SWAP Requirement** | **Timeframe/Targets** |  |
| A core team of no less than fifteen (15) gender policy advisors posted at Headquarters, in Global Policy Centers and Regional Service Centres, as part of the Bureau for Policy and Programme Support |  | 2014 | Exceeded  *(8 HQ gender policy advisors; and 14 in Regional Centers)* |
| Regional Program to recruit at least (1) gender advisor each (total 5) |  | 2014 | See above |
| COs with more than $25 million annual budget appoint a total of 40 gender senior advisers or their equivalent |  | 15 by 2014;  40 by 2015; | Approaching target  *25% of the target is achieved (9 COs out of 40 with more than $25 million annual budget have appointed gender senior advisers)*. *The list of COs without gender advisors are being discussed in the GSIC and actions will be taken to address the remaining COs.* |
| COs, RSC and RBx put in place Gender Focal Teams with written TORs | YES | 2015 | In progress |
| Regional Bureaus, Central Bureaus, Global Policy Centers and major departments/professional clusters appoint gender focal points at P4 and higher | YES | 2014 | In progress |
| **Gender Parity** | **SWAP Requirement** | **Timeframe/Targets** |  |
| Percentage of staff who are female:  i. At all levels  ii. D1 and above | YES | 2017  i.42%  ii.48% | Approaching target  *i. At all level: 42% of female*  *ii.D1 and above:*  *D1 36%; P6/P7 and D2 25-28%; RCs 41%, RC/HC/RR 22%, DSRSG/ESRSG 17%.*  *The list of Bureaus that fall short of the targets are being discussed by the GSIC. Recruitments will be reviewed at the initial stages and at the final stages in the CRB for Bureaus who don’t show a positive trend overcoming gender disparity.* |
| **Performance Incentives** | **SWAP Requirement** | **Timeframe/Targets** |  |
| The Performance Management and Development (PMD) guidelines are revised to ensure that all staff are assessed on their performance in achieving gender equality results | YES | Q1 2014 | Completed in 2015  *Performance Management and Development (PMD) guidelines have been revised and tools developed to ensure that all staff are assessed on their performance in achieving gender equality results.* |
| Global, regional and country offices invest 10 percent of the learning budgets for gender-related learning |  | 2015 40% of COs  2017 75% of COs | Approaching Target  *In 2014, a total of 15 country offices invested at least 10% of learning budgets for gender activities* |
| **Financial resources** | **SWAP Requirement** | **Timeframe/Targets** |  |
| 15% of the resources/expenditures of the organization are allocated to gender equality. | YES | 2014 8% GEN3  2015 11% GEN3  2017 15 % GEN3 | Approaching target  *In 2014, 6% of UNDP resources/expenditures were allocated to gender equality* |
| Flexible Trust Fund is launched and resources mobilized |  | 2014 US$ 10 million  2015 US$ 25 million  2016 US$ 40 million  2017 US$ 50 million | *This provision has been subsumed in the new Funding Windows architecture and in the obligation of all Trust Funds to dedicate and report against a 15% minimum allocation to gender equality and the empowerment of women components and programmes of what they fund.* |
| **Partnerships** | **SWAP Requirement** | **Timeframe/Targets** |  |
| Document clarifying UN Women/UNDP complementarities and joint initiatives |  | Q1 2015 | Completed  *The UNDP Gender Equality Strategy describes and clarifies complementarities and joint initiatives* |