**MANAGEMENT RESPONSE to RECOMMENDATIONS of GENDER EVALUATION**

**2019-2020**

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| **Evaluation recommendation 1.**  Intensify efforts to contribute to macro-level policymaking by developing models in areas of particular strength, at the intersection of governance, private sector, environment and gender equality, building on strong connections with government counterparts. | | | | |
| **Management response: CO will take necessary actions in a comprehensive manner and use all these recommendations as critical inputs for the upcoming country programme document (CPD) preparations.** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 1.1 Upcoming CPD will be prepared in a comprehensive manner to highlight interlinkages between all programmatic areas and will integrate gender as an embedded crosscutting action. | February 2020 | All Programme Units |  | Not initiated |
| 1.2 Gender seal in private sector will be scaled up within private sector. | December 2024 (completion of next CPD cycle) | Inclusive and Sustainable Growth Portfolio, Democratic Governance Portfolio |  | Not initiated |
| 1.3 Gender seal process both in private sector and government will be positioned as a policy tool for GoT and formulation will be initiated in the coming CPD period | December 2022 | Inclusive and Sustainable Growth Portfolio, Inclusive and Democratic Governance Portfolio |  | Not initiated |

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| **Evaluation recommendation 2.**  As a ‘convening power’, having capacity to influence macro-level policies, and a horizontal approach in gender issues, look for ways for mobilizing UN agencies and counterparts to create a ‘gender coalition.’ | | | | |
| **Management response: With the UN Reform a better coordination mechanism will be in place among all UN Agencies and UNDP will contribute and support all relevant joint efforts. Reformulation of UNDCS will be used as a leverage.** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 2.1 Participation and contribution to UNDC Gender Result Group | December 2024 (end of next UNDCS period) | Inclusive and Democratic Governance |  | Initiated |
| 2.2 Leading the coordination for one UN approach for private sector gender mainstreaming efforts among all UN Agencies | December 2022 | Inclusive and Sustainable Growth Portfolio, Inclusive and Democratic Governance Portfolio |  | Not initiated |
| 2.3 Business for Goals platform will be mobilized for joint advocacy and policy making efforts | December 2022 | Private Sector Portfolio |  | Not initiated |
| 2.4 Advisory workshops with government partners and NGO partners will be held annually | December 2024 | All programme units |  | Not initiated |

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| **Evaluation recommendation 3.**  In the next CP, consider integrating gender across all outcomes as a cross-cutting issue with specific targets and indicators, in line with the new UNDP approach, rather than as a separate section. | | | | |
| **Management response: A more comprehensive and inclusive approach will be adopted and indicators will be selected in line with this approach** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 3.1 Upcoming CPD will be prepared in a comprehensive manner to highlight interlinkages between all programmatic areas and will integrate gender as an embedded crosscutting action. | February 2020 | All Programme Units |  | Initiated |
| 3.2 Gender consultant will be mobilized to support CPD preparations | December 2019 | ARR-P, Gender Advisor, Gender Focal Point |  | Initiated |
| 3.3 Gender Seal process for upgrading the certification will be completed | August 2019 | Gender Equality Seal Focal Team |  | completed |

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| **Evaluation recommendation 4.**  Efforts should be made to develop more gender-focused projects, which is an issue that was high on the political agenda in the past, but now needs a new impetus in the current political context of Turkey. | | | | |
| **Management response: CO is well aware of the recent context and will take necessary measures to ensure better programing and better coordination.** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 4.1 Advisory workshops with government partners and NGO partners will be held annually | December 2024 | All Programme Units |  | Not initiated |
| 4.2 Gender mainstreaming efforts of UNDP will be advocated and promoted among NGOs | December 2024 | All Programme Units |  | Not initiated |

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| **Evaluation recommendation 5.**  More emphasis should be placed on continuously assessing the progress of interventions against the established targets and objectives, against the Gender Marker that was originally assigned, and more focus should be given at the implementation level, as many gender implications emerge at this stage. | | | | |
| **Management response: CO is in a stronger position with established units and responsible focal points to undertake continuous monitoring and evaluation actions where and when necessary. Indeed regular controls and updates will be made and recorded.** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 5.1 Continuous evaluation on gender marker status will be ensured | December 2024 | Gender Advisor, Gender Focal Point and All Programmatic Units |  | Initiated |
| 5.2 Continuous gender screening sessions will be held both for Gender Equality Seal process and as a regular programming exercise | December 2024 | Gender Advisor, Gender Focal Point and All Programmatic Units |  | Initiated |

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| **Evaluation recommendation 6.**  Place more emphasis on the collection of sex-disaggregated data through individual interventions, preferably by integrating such objectives at the design stage. | | | | |
| **Management response: Upcoming CPD preparations will give utmost importance to identify, select and keep updated data for measuring the success and especially impact** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 6.1 Continuous follow up on the progress and regular updates on indicators | December 2024 | M&E analyst with support of other existing M&E and gender staff |  | Not initiated |
| 6.2 Planning for internal capacity building events | December 2024 | ARR-P, M&E Analysts |  | Not initiated |

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| **Evaluation recommendation 7.**  Develop questions to be put in regular reports to assess progress through narrative, qualitative accounts. | | | | |
| **Management response: Regular progress on each initiative is being already assessed with Quality Assurance mechanism. These reports are also evaluated by programme units and approved by M&E expert** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 7.1 Regular updates and controls over QA procedures | No due date, continuous throughout the life cycle of projects | All Programme Units and M&E Analyst |  | Initiated |

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| **Evaluation recommendation 8.**  Consider new ways of overcoming the resistance of (particularly government) counterparts, through long-term strategies, approaching them in several ways, developing tailor-made measures, insisting on objectives by using alternative communication strategies, and developing ways to involve them in the process. | | | | |
| **Management response: UNDP CO has good working relationships with Government counterparts. Both this strategic positioning as well as advisory workshops planned ahead of our new CPD will provide important entry points to achieve buy-in from the government and other counterparts (including private sector) on the issue of gender equality.** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 8.1 Gender equality frame fo UN and UNDP as well as Gender mainstreaming efforts of UNDP Turkey CO will be advocated and promoted among government partners | December 2024 | ARR/P and Senior Management |  | Not initiated |
| 8.2 Advisory workshops with government partners | December 2024 | ARR/P and Senior Management |  | Not initiated |

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| **Evaluation recommendation 9.**  In the next CP, more collaboration with civil society actors is needed to revive the connections with women’s movement and NGOs, as well as to empower civil society in the current socio-political context of Turkey. | | | | |
| **Management response: CO is well aware of this situation and already developed actions within GES processes. However CO is also understand that this will require long term dedication and commitment and ready to undertake supporting actions** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 9.1 Gender mainstreaming efforts of UNDP will be advocated and promoted among NGOs | December 2024 | All Programme Units |  | Not initiated |

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| **Evaluation recommendation 10.**  More emphasis should also be placed on private sector projects, as a particular strength of the UNDP, which would increase the visibility of the activities. Direct implementation modalities should be considered in this respect, particularly through smaller projects that would provide faster steps towards perception change. | | | | |
| **Management response: CO is in a good place to replicate and scale up private sector experience and already plans for sustainability measures. More integrated approach will help to leverage synergies and improve impact on this area.** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 10.1 Leading the coordination for one UN approach for private sector gender mainstreaming efforts among all UN Agencies | December 2022 | Inclusive and Sustainable Growth Portfolio, Inclusive and Democratic Governance Portfolio |  | Not initiated |
| 10.2 Business for Goals platform will be mobilized for joint advocacy and policy making efforts | December 2023 | Private Sector and Partnerships |  | Not initiated |
| 10.3 Gender Equality Seal in Private Sector will be scaled up | December 2022 | Inclusive and Sustainable Growth |  | Not initiated |

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| **Evaluation recommendation 11.**  Consider ways to increase outreach to the media, particularly at the local level, so as to address problems of disinformation and misinformation, hate speech and other challenges relating to freedom of expression in Turkey, as well as to increase the visibility of the UNDP. | | | | |
| **Management response: We reject this recommendation due to reasons explained under key actions** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| We do not agree with this recommendation since issues related to disinformation, misinformation and hate speech are broader issues on human rights rather than gender equality per se and that requires concerted efforts of all UN agencies rather than the sole mobilization of UNDP. |  |  |  | Rejected |

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| **Evaluation recommendation 12.**  Increase the visibility of UNDP Turkey CO’s commitment to GEWE and the implications of the GES process towards outside partners and stakeholders, including other UN Agencies, to enhance the external capacity of UNDP in GEWE | | | | |
| **Management response: CO will be enriching communication efforts to reflect GES process as an advocacy tool both benefiting from CPD preparations as well as updating communication strategy** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 12.1 Leading the coordination for one UN approach for private sector gender mainstreaming efforts among all UN Agencies | December 2022 | Inclusive and Sustainable Growth Portfolio, Inclusive and Democratic Governance Portfolio |  | Not initiated |
| 12.2 Business for Goals platform will be mobilized for joint advocacy and policy making efforts | December 2023 | Private Sector and Partnerships |  | Not initiated |
| 12.3 Communication strategy will be updated with a stronger lens on gender empowerment | No due date, continuous throughout all CPD cycles | Communications team |  | Initiated |

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| **Evaluation recommendation 13.**   * 1. In the next CPD, build on non-traditional and innovative areas of success obtained through this programming period, which constitute the particular strength of the UNDP, including:   2. a. those related to CCE in areas such as forestry, fisheries and chemicals   3. b. legal aid practices and access to justice   4. c. inclusive business models for women in industry and women in the private sector   5. d. gender-sensitive humanitarian response   6. e. private sector initiatives, including a focus on SMEs | | | | |
| **Management response: UNDP will identify niche and innovative areas to engage with gender equality agenda for the upcoming CPD period** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 13.1 A gender analysis is being conducted on possible project ideas on above-mentioned topics and UNDP CO will hold a workshop on the basis of the findings of this gender analysis | November 2020 | M&E Analyst and ARR/P |  | Initiated |

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| **Evaluation recommendation 14.**  Promote crosscutting work on gender at the inter-portfolio/programme level, to highlight the interlinkages between different areas of development work, and to promote grassroots best practices. | | | | |
| **Management response: GES process led to best practice examples and CO targets to increase this number. CO already has an enabling environment for interlinkages and will target to increase best practices via better coordination and collaboration** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 14.1 Upcoming CPD will be prepared in a comprehensive manner to highlight interlinkages between all programmatic areas and will integrate gender as an embedded crosscutting action. Internal workshops/focus group meetings will be held ahead of the CPD preparations | January 2020 | All Programmatic Units |  | Not initiated |
| 14.2 Knowledge and experience will be shared among different portfolios on gender related work and results achieved on GEWE as a regular part of programme meetings and planning | December 2019 | GES focal team and all programmatic units |  | Initiated |

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| **Evaluation recommendation 15.**  UNDP’s leading role in the initiative on GES for the private sector and 3RP process should be developed as a model for joint action on gender at the inter-Agency level, and strategic areas of partnership with UN Women should be identified so as to promote inter-Agency collaboration and to project the services provided by each Agency on a joint platform. | | | | |
| **Management response: UNDP already started an interagency collaboration task force on private sector actions. In addition, GES in private sector pilot results are being shared by UN partners. 3RP coordination is also managed by Syria Response Team and responsible gender advisor** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 15.1 Continuous collaboration with UN agencies on private sector actions with concrete action plan | January 2021 | Gender Advisor, Inclusive and Sustainable Growth Portfolio |  | Initiated |
| 15.2 Continuous feedback for 3RP by UNDP | Ongoing until end of next programme period December 2024 | Syria Response Programme Team and Gender expert |  | Initiated |

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| **Evaluation recommendation 16.**  Regularly update the Gender Equality Academy and ensure the participation of all CO staff, also placing more emphasis on existing UNDP tools and mechanisms, and including modules on programming, implementation, project design, indicator design and best practices. | | | | |
| **Management response: This will be ensured as a critical success factor for GES process as well as HR action** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 16.1 Regularly review training needs and update and reorganize Gender Academy as necessary | Ongoing each year until end of next programming cycle | ARR-P, HR Unit, Gender Advisor, Gender Focal Point |  | Initiated |

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| **Evaluation recommendation 17.**  Consider more innovative and experimental formats for trainings, involving interactive workshops and labs, or new and more participatory training approaches such as online gaming, to enhance a dynamic learning environment. | | | | |
| **Management response: More participatory and innovative approaches have already been utilized by the Gender Equality Academy but this needs to become a standard at UNDP CO** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 17.1 More participatory and novel approaches to trainings on GEWE will be adopted to avoid training fatigue among UNDP CO staff. | December 2024 | Learning Committee, Gender Equality Academy and HR |  | Initiated |

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| **Evaluation recommendation 18.**  Provide comprehensive gender-focused trainings for counterparts and other stakeholders in all interventions, preferably at the kick-off stage, focusing on practical issues, fieldwork and best practices from other country contexts. | | | | |
| **Management response: This action has already become an integral element of Project Initiation Stage of the new SOP adopted by UNDP CO** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 18.1 Brief counterparts on UNDP procedures in line with the requirements of the Project including gender mainstreaming aspects | Ongoing until the end of next programming cycle | All Program Units |  | Initiated |

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| **Evaluation recommendation 19.**  Consider establishing Portfolio and project-based GES targets at a more micro level | | | | |
| **Management response: This will be taken into account during the preparations for new CPD. Each portfolio already responds corporate reporting procedures like IRRF, ROAR, strategic note and annual reporting as well as QA mechanisms and all have gender focus and follow up measures** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 19.1 Create portfolio level activity plan to better implement the Gender Equality Strategy of UNDP | Annually until the end of next CPD | ARR-P, all programme units |  | Not initiated |

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| **Evaluation recommendation 20.**  More efforts are needed in developing gender-sensitive communication within the CO, through collaboration between the GEA and the Communications unit. | | | | |
| **Management response: Throughout the GES process all relevant tools are updated and reprinted and continuous follow up will be done through HR and communication plans.** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 20.1 Communication strategy will be updated along with CPD | January 2020 | ARR-P and communications unit |  | Not initiated |
| 20.2 En-Gendering Communications booklet will be updated and reprinted | October 2019 | GES Team and Communications Team |  | Initiated |

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| **Evaluation recommendation 21.**  Ensure that gender-focused performance criteria are applied at all levels of staff | | | | |
| **Management response: Already embedded in performance evaluations since 2017, follow up will be ensured** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 21.1 Performance evaluations are integrating gender results | Annual, ongoing | All Programme units and HR Unit |  | Initiated |

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| **Evaluation recommendation 22.**  UNDP, through its strong commitment to the GES process, should take the lead in attaining highest standards in work-life balance policies and promoting a UN system-wide work-life balance policy of highest standards and quality, rather than lowest common denominator solutions. | | | | |
| **Management response: People 2030 strategy already responds this recommendation from the corporate perspective and necessary actions are being formulated in CO as well** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 22.1 People 2030 working group is active and will develop actionable strategies | June 2020 | Senior Management and Working Group |  | Initiated |

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| **Evaluation recommendation 23.**  Ensure a homogenous, standard approach all throughout the CO, by disseminating the GES process across all levels of staff, encouraging a bottom-up process, but also focusing on programmatic level. | | | | |
| **Management response: GES as well as People 2030 actions are targeting to achieve this recommendation** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 23.1 People 2030 working group is active and will develop actionable strategies in collaboration with the gender team | June 2020 | Senior Management and Working Group |  | Initiated |

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| **Evaluation recommendation 24.**  Institutionalize regular and more frequent meetings between the GEA, GFP and project managers at the different stages of all projects. | | | | |
| **Management response: Gender screening exercise could be used as a tool as well as joint programme meetings which are being held regularly** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 24.1 Regular programme meetings at the Design Stage and before or after Project Board meetings held annually |  | Gender Focal Point, all programme units |  | Initiated |
| 24.2 QA process | Throughout the life cycle of projects | All programme units and M&E Unit |  |  |
| 24.3 Gender Screening within GES | Throughout the life cycle of projects | GEFT, Gender Advisor |  | Initiated |

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| **Evaluation recommendation 25.**  Improve in-house gender expertise and capacity by ensuring a more secure and in-house contract type to the GEA (or Gender Equality Specialist), placing the position as a strategic one within the senior level management, and involving more gender experts and advisors within the CO to share the workload in terms of gender-related coordination and programming. | | | | |
| **Management response: CO will be mobilizing a fixed term gender equality specialist to join programme team as well as continuing engagement of experienced senior consultants and advisors.** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 25.1 Programme team strengthened with Gender Expert | June 2020 | Senior Management and HR and Finance Units |  | Not initiated |

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| **Evaluation recommendation 26.**  Following the SRR modality, promote the recruitment of ‘Portfolio Gender Associates’, to be placed between the GEA and Portfolio Managers, having experience and knowhow on both gender issues and the specialization areas of the portfolios | | | | |
| **Management response: This recommendation will be depending on the resource allocation of the relevant portfolio and can be decided along with relevant implementing partners** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 26.1 Internal assessments for operationalization of a stronger expert presence for gender expert positions | November 2019 | ARR-P, HR, All Programme Units |  | Not initiated |

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| **Evaluation recommendation 27.**  To promote institutionalization, consider establishing a crosscutting Gender Equality Programme, as a priority outcome in the current CPD on an equal status with the three Portfolios, to be led by a senior Programme Management position, and consisting of the Gender Associates / Experts of all Portfolios and Programmes. | | | | |
| **Management response: This recommendation conflicts with the previous recommendation on embedding gender into CPD in an integrator function. This needs to be evaluated by the senior management in the run up to the adoption of new CPD** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 27.1 Internal assessments for operationalization of a stronger expert presence for gender expert positions and undertaking more gender mainstreaming within portfolios | December 2019 | ARR-P, HR, All Programme Units |  | Not initiated |

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| **Evaluation recommendation 28.**  Extend the GES process beyond its lifetime by ensuring continuous and consistent commitment of the CO. | | | | |
| **Management response: GES in principles changes the way of working and brings a constant change. This experience will be reflected to new stakeholders as well as old implementing partners throughout the implementation** | | | | |
| **Key Action** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| 28.1 Follow up the results of GES | December 2019 | ARR-P, Gender Advisor, Gender Focal Point |  | Initiated |
| 28.2 Advocate GES in public and private sector | Continuous until end of next programming cycle | ARR-P, Gender Advisor, Gender Focal Point |  | Not initiated |
| 28.3 Ensure GEFT is in place and active | Continuous until end of next programming cycle | GEFT members  ARR-P, Gender Advisor, Gender Focal Point |  | Not initiated |
| 28.4 Annually monitor the implementation of the CO Gender Equality Strategy with regard to the activity plan. | Continuous until end of next programming cycle | ARR-P, Gender Advisor, Gender Focal Point |  | Not initiated |