**UNDP Gender Equality Seal 2018-2019**

**Country Office Action Plan for Improvement Template**

This template is designed to support the formulation of an Action Plan for a period of approximately 12 months. Please ensure that this plan is also incorporated and aligned to the existing Actions Plans and strategies of your Country Office. Find below some recommendations on using this template:

* We suggest formulating the Action Plan collectively and sharing responsibilities between different staff members in implementing this Action Plan, under the lead of the Gender Focal Team.
* We recommend updating column eight “Status / Results” on a bi-monthly basis and finalizing it after six months to track progress.
* Kindly input in the “Score” column below, the “final scoring” assigned by the Gender Equality Seal Team in column six of the “Results of Self-assessment Benchmarking Matrix” that was shared with your country office.

| **Indicator / Benchmarks** | **Actions** | **Deadline** | **Responsible Parties** | **Budget** | | **Status/ Results** |
| --- | --- | --- | --- | --- | --- | --- |
| **1.MANAGEMENT SYSTEMS FOR GENDER MAINSTREAMING** | | | | | | |
| **INDICATOR 1.A MANAGEMENT ACCOUNTABILITY SYSTEMS IN PLACE AND FUNCTIONAL** | | | | | | |
| * 1. **CO Gender Equality Strategy and Action Plan are well aligned with corporate Gender Equality Strategy (GES).**   *Mandatory for Bronze, Silver and to qualify for an assessment mission.* | 1. Appoint a team of three, that will lead an inclusive process of consultation for the creation of a CO Gender Equality Strategy.  2. Open an inclusive process to all staff for consultations and opening discussions on the CO Gender Equality Strategy.  3. Draft and adopt a CO Gender Equality Strategy. | January 2019  May 2019  July 2019 | 3 members of GFT  3 members of GFT  3 members of GFT | None  1.000 USD  None | |  |
| * 1. **Performance reviews of senior managers include at least one key result on gender.** | 1. The PMD of the RR includes at least one key result on gender. | February 2019 | CD/RR and Senior Managers | None | |  |
| **INDICATOR 1.B ACTIVE AND EFFECTIVE GENDER FOCAL TEAM** | | | | | | |
| * 1. **Gender Focal Team in place and meets mandatory quality criteria.**   *Mandatory for Bronze, Silver and to qualify for an assessment mission.* | 1. CD/RR leads the GFT.  2. Create an Action Plan.  3. Update GFT ToR to respond to the role of the team not the individuals. | January 2019  January 2019  February 2019 | CD/RR  GFT  Gender focal point | None  None  None | |  |
| **INDICATOR 1.C ADEQUATE RESOURCES MADE AVAILABLE FOR GENDER MAINSTREAMING** | | | | | | |
| * 1. **At least 50% of the programme expenditure directly contributes to gender equality results.**   *Mandatory for Silver and to qualify for an assessment mission.* | 1. Consult with admin and finance that this benchmark is still on track.  2. Inform all Project Managers and Programme of the importance of this benchmark when developing new programmes. | Quarterly  March 2019 | GFT  GFT (together with managers responsibility for SH) | None  None | |  |
| **2.CAPACITIES** | | | | | | |
| **INDICATOR 2.A STAFF HAVE A BASIC COMMON PERSPECTIVE ON GENDER MAINSTREAMING** | | | | | | |
| * 1. **UNDP’s commitment to gender equality is integrated into induction process for new appointees.**   *Mandatory for Bronze, Silver and to qualify for an assessment mission****.*** | 1. Update check in form to include the gender focal point as well as set up induction on gender with the gender focal point.  2. Give gender training to all staff. | January 2019  February 2019 | HR Unit  Gender focal point | None  None | |  |
| **INDICATOR 2.B CO HAS ADEQUATE TECHNICAL CAPACITY FOR GENDER MAINSTREAMING** | | | | | | |
| * 1. **Dedicated gender specialist/gender advisor in place.** | 2. Incorporate a gender focal point within project (not applicable for our CO) and coordinate with all the projects. | January 2019 | PNTL Project Manager and Gender focal point | TBC | |  |
| * 1. **All managers have basic competencies in gender mainstreaming.** | 1. Schedule mandatory courses on gender for all supervisors.  2. Organize special training for Manager and supervisors. | February 2019  March 2019 | HR/Learning Manager  GFT | None  None | |  |
| **INDICATOR 2.C STRATEGIC ACTIONS TAKEN FOR BUILDING CO GENDER CAPACITY** | | | | | | |
| * 1. **CO has planned and implemented strategic actions for capacity-building on gender.**   *Mandatory for Silver and to qualify for an assessment mission.* | 1. Schedule learning and mandatory course on gender issues.  2. Schedule session on sexual harassment policy in all staff meetings. | February 2019  Every six months | Manager  GFT | None  None | |  |
| * 1. **Recruitment procedures include screening for technical competence on gender.** | 1. Require gender balance in recruitment process. | All recruitment processes | HR/Head of unit/Project Manager | None | | Ongoing |
| **3.ENABLING ENVIRONMENT** | | | | | | |
| **Indicator 3.A CORPORATE POLICIES PREVENTING SEXUAL HARASSMENT AND SEA LOCALIZED AND IMPLEMENTED** | | | | | | |
| * 1. **UNDP personnel and partners have been informed and briefed about corporate SH and SEA policies.**   *Mandatory for Bronze, Silver and to qualify for an assessment mission.* | 1. Share a specific element of the policy on SH and SEA to UNDP personnel via email.  2. Organise awareness raising sessions related to the SH policies for all staff.  3. Include corporate policies on SH and SEA in the induction process during a meeting with the Gender Focal Point, and a formal signature of the policies by all new personnel. | Quarterly  Twice a year  January 2019 | RR and CD  (with GFT support)  GFT (with RR/CD support)  Human Resources and SH Focal Points | None  None  None |  | |
| * 1. **All personnel have completed mandatory online trainings on SH and SEA.**   *Mandatory for Bronze, Silver and to qualify for an assessment mission****.*** | 1. Update List of status of personnel who has not completed the mandatory courses.  2. Organize four awareness raising sessions on the four focus mandatory courses with the specific staff that has not completed the courses.  3. Give information on the mandatory courses to all new personnel at induction.  4. Conduct a session with all managers (senior and project managers) on their responsibilities in cases of SH and SEA | Quarterly  Quarterly  Regularly  March 2019 | Learning Manager  Learning Manager  (with GFT support)  Learning Manager  GFT (with RR/CD support) | None  None  None  None |  | |
| * 1. **All personnel are aware of what to do in response to complaints of sexual harassment.**   *Mandatory for Bronze, Silver and to qualify for an assessment mission.* | 1. Appoint two trusted SH focal points (from each gender), two nationals and two internationals at CO.  2. Develop ToR of SH focal points.  3. Share emails to all staff about who is CO trusted focal point for SH, adding the online resources of UNDP on the issue.  4. Publicly share key contact details of the SH focal points, help-line, counselling and investigation offices.  5. Add information about the trusted focal points on SH in induction to all new staff.  6. Train trusted focal points on SH by the Task Force on SH or other possibilities to deal with the issue. | December 2018  February 2019  December 2018  December 2018  February 2019  December 2019 | RR/CD  CD (with GFT support)  RR/CD (GFT support)  GFT  Human Resources  SH Focal Points | None  None  None  None  None  4.000 |  | |
| * 1. **Accountability mechanisms for prevention of SH and SEA in place.**   *Mandatory for Bronze, Silver and to qualify for an assessment mission****.*** | 1. Ensure senior managers, supervisors and HR manager have SH related PMD goal.  2. Organize session with all managers (senior and project managers) on their responsibilities in cases of SH (together with Action3.2.4).  3. Conduct monitoring of the Action Plan on Sexual Harassment on a quarterly basis. | February 2019  March 2019  Quarterly | RR/CD  GFT (with RR / CD support)  RR / CD together with GFT | None  None  None |  | |
| **INDICATOR 3.B CORPORATE GUIDELINES ON GENDER PARITY LOCALISED AND APPLIED** | | | | | | |
| * 1. **Gender parity targets achieved (40% staff at all levels should be women).** | 1. Monitor gender parity.  2. Strongly encourage women to apply in new advertisement of recruitment.  3. Have gender parity in recruitment panels.  4. Extend the post if no candidate applied from one gender. | Regularly  December 2019  January 2019  January 2019 | GFT with Human Resources  Human Resources  Human Resources  Human Resources | None  None  None  None |  | |
| * 1. **Work/life policy and family friendly policy notified and implemented.** | 1. Share the CO notification of work/life and family friendly policies (e.g. paternity/maternity leaves).  2. Provide UNDP personnel with information on Flexible Working Arrangements and Time Off for Breastfeeding.  3. Provide a nursing room for breastfeeding and praying room. | February 2019  February 2019  November 2019 | Human Resources  Human Resources  Operations Manager (OM) and RR/CD | None  None  None |  | |
| **INDICATOR 3. OPEN AND PARTICIPATORY PROCESSES** | | | | | | |
| * 1. **At least 70% of staff feels empowered to express their views in the office.** | 1. Open discussions about empowerment of staff during all Staff meetings and Retreats.  2. Invite guest speakers to provide new skills and knowledge to UNDP staff. | All Staff meetings and Retreats  Quarterly | RR / CD  Human Resources (with GFT support) | None  None |  | |
| * 1. **At least 70% of staff feels that the CO management team listens to their ideas, suggestions and concerns.** | 1. Respond to all recommendations before and after the Staff Retreat and consider comments. | All Staff meetings and Retreats | RR / CD | None |  | |
| * 1. **CO senior managers have addressed GSS results and implemented measures in response to GSS findings on participation and transparency.** | 1. Analyze the result of GSS 2018 and make action points for improvement  2. Implement related actions with the support of CO senior managers. | February 2019  February 2019 | Staff Association (with RR / CD support)  OM, RR / CD (with GFT support) | None  None |  | |
| * 1. **CO has taken innovative steps to promote an organizational culture of gender equality.** | 1. Create a place to talk (e.g. lunch, group session) and raise issues of sensitive topics including gender norms, sexism, homophobia, racism and ageism.  2. Organize inspiring sessions (film, photo, readings etc.) to sensitize gender equality and/or discrimination.  3. Recognize individuals who contributed to taking actions for changing organizational culture of gender equality.  4. Support the events by promoting communication work. | Once every six months  Quarterly  December 2019  Regularly | GFT (with RR / CD support)  GFT (with RR / CD support)  RR / CD  UNDP Communication Analyst | None  None  None  None |  | |
| **4.COMMUNICATION AND KNOWLEDGE MANAGEMENT** | | | | | | |
| **INDICATOR 4.A KNOWLEDGE PRODUCTS ON GENDER EQUALITY AND WOMEN’S EMPOWERMENT DEVELOPED AND DISSEMINATED** | | | | | | |
| * 1. **CO has produced at least two gender-related knowledge products in the last 12 months.** | 1. Task each project to develop knowledge product related to women from their project perspective for the International Women’s Month.  2. Share all knowledge products on social media and UNDP website. | March 2019  Regularly | GFT with Project Managers  Project Managers with Comms | None  None |  | |
| **INDICATOR 4.B CO COMMUNICATION PLAN AND MATERIALS REFLECT COMMITMENT TO GENDER EQUALITY AND WOMEN EMPOWERMENT** | | | | | | |
| * 1. **CO communications strategy adequately integrates gender equality concerns.** | 1. Review the proposed communication strategy through gender lens.  2. Adopt communication strategy on CO level and share with all staff. | February 2019  March 2019 | Communication Analyst  UNCT | None  None |  | |
| * 1. **CO website reflects organizational commitment to gender equality.**   *Mandatory to qualify for an assessment mission.* | 1. Update the website in the categories: our focus; a specific section on gender equality; and in about Timor Leste. | July 2019 | Communication Analyst | None |  | |
| **5.PROGRAMMES/PROJECTS** | | | | | | |
| **INDICATOR 5.A GENDER MAINSTREAMING IN PROGRAMMES IS GUIDED BY GLOBAL GENDER STRATEGIES AND FRAMEWORKS** | | | | | | |
| * 1. **Country Programme Document integrates gender concerns.** | 1. Develop a rationale identifying the CPD’s gender gaps, addressing how the office can fill in the gaps and produce gender transformative results.  2. Develop a gender analysis that could be used for the development of the future CPD. | May 2019  September 2019 | GFT to follow with CD/RR  Regional Gender Advisor | None  5.000 USD |  | |
| **INDICATOR 5.B SYSTEMS IN PLACE FOR INTEGRATION OF GENDER COONCERNS INTO THE PROGRAMME/PROJECT CYCLE** | | | | | | |
| * 1. **Prodoc appraisal process includes mandatory gender screening.**   *Mandatory for Bronze, Silver and to qualify for an assessment mission****.*** | 1. Create a Gender Mainstreaming Template for all projects and programmes to undergo gender screening.  2. Include gender screening within the ProDoc appraisal process as part of the procedures.  3. Have the new procedures widely distributed by senior managers to all staff. | April 2019  April 2019  May 2019 | GFT  Senior Management with GFT support  Senior Management with GFT support | None  None  None |  | |
| * 1. **Programme portfolio regularly reviewed and actions taken to strengthen gender mainstreaming where needed.** | 1. External gender review to be completed to all running projects  2. Actions to be taken to implement recommendations from the gender review | July 2019  December 2019 | Gender Advisor and Project Managers  Project Managers | None  None |  | |
| * 1. **All project documents incorporate substantive gender analysis.** | 1. Create a Gender Mainstreaming Checklist for all projects and programmes to undergo gender screening.  2. Include gender screening within the ProDoc appraisal process as part of the procedures.  3. Widely distribute the new procedures to all staff. | April 2019  April 2019  May 2019 | GFT  Senior Management with GFT support  Senior Management with GFT support | None  None  None |  | |
| * 1. **CO M&E plan integrates tracking of gender commitments in the CPD and CO gender strategy.** | 1. Develop a gender mainstreaming logframe for the CO M&E plan.  2. Monitor and track gender commitments with the gender mainstreaming logframe as part of the CO M&E. | April 2019  Quarterly | CO Data Analyst with GFT support  CO Data Analyst | None  None |  | |
| **6.PARTNERSHIPS** | | | | | | |
| **INDICATOR 6.A COLLABORATIONS WITH KEY NATIONAL ACTORS AROUND GENDER EQUALITY GOALS** | | | | | | |
| * 1. **CO has collaborated with the national gender machinery on a substantive gender issue at least once in the current CP.** | 1. Work on including the collaboration with SEII with specific running projects.  2. Include SEII collaboration in future project developed with strong gender focus. | April 2019  December 2019 | GFT with Project Managers  Programme and Project Managers | None  None |  | |
| * 1. **CO has collaborated with a key line Ministry (other than the women's machinery) on a substantive gender issue at least once in the current CP.** | 1. Invite and strengthen collaboration with key line Ministries in activities related to gender. | December 2019 | Programme and Project Managers | None |  | |
| * 1. **CO has collaborated with a women's organization at least once in the current CP has collaborated with a women's organisation at least once in the current CP.** | 1. Invite and strengthen collaboration with CSOs in activities related to gender. | December 2019 | Programme and Project Managers | None |  | |
| **INDICATOR 6.B ACTIVE PARTICIPATION IN INTER-AGENCY COORDINATION MECHANISMS FOR GENDER EQUALITY AND WOMEN'S EMPOWERMENT** | | | | | | |
| * 1. **UNDP has made at least one substantive contribution[[1]](#footnote-1) to the IA-GTG in the last 12 months.** | 1. Continue to participate in the GTG.  2. Contribute to the Action Plan for 2019 for the GTG. | December 2019  December 2019 | Gender focal point  Gender focal point with all staff | None  None |  | |
| **7.RESULTS AND IMPACT** | | | | | | |
| **INDICATOR 7.A UNDP PROGRAMMES MAKE SIGNIFICANT CONTRIBUTIONS TO GENDER EQUALITY** | | | | | | |
| * 1. **Progress on gender equality reported under all ROAR outcomes.**   *Mandatory for Silver and to qualify assessment mission****.*** | 1. Develop CO Gender Equality Strategy which aligns with ROAR outcomes.  2. Monitor the progress on the Strategy and the CO indicators through ROAR.  3. Organize gender and result based management and M&E workshop to increase the capacity of staff. | July 2019  Regularly  Once a year / December 2019 | 3 members of GFT  M&E Data Analyst  Data Analyst with support from Bangkok Regional Hub | None  None  None |  | |
| * 1. **CO has made at least one substantive contribution towards addressing gender inequalities that keep women in poverty in the country over the last three years.**   *Mandatory to qualify for an assessment mission.[[2]](#footnote-2)* | 1. Follow recommendations from the gender review to the poverty related projects  2. Gather project result contributing to gender equality related to poverty in the country.  3. Create a note by summarizing the results. | June 2019  October 2019  November 2019 | Regional Gender Advisor with Project Managers  GFT  Project Managers | None  None  None |  | |
| * 1. **CO has made at least one substantive contribution to addressing structural inequalities in order to accelerate transformations for sustainable development in the country over the last three years.**   *Mandatory to qualify for an assessment mission.*[[3]](#footnote-3) | 1. Follow recommendations from the gender review to the sustainable development related projects  2. Gather project result contributing to gender equality related to sustainable development in the country.  3. Create a note by summarizing the results. | June 2019  October 2019  November 2019 | Regional Gender Advisor with Project Managers  GFT  Project Managers | None  None  None |  | |
| * 1. **CO has made at least one substantive contribution to build resilience of women and reduce structural vulnerabilities to shocks and crisis in the country over the last three years.**   *Mandatory to qualify for an assessment mission.*[[4]](#footnote-4) | 1. Follow recommendations from the gender review to the vulnerabilities to early warning and early response related projects  2. Gather project result contributing to gender equality related to vulnerabilities to early warning and early response in the country.  3. Create a note by summarizing the results. | June 2019  October 2019  November 2019 | Regional Gender Advisor with Project Managers  GFT  Project Managers | None  None  None |  | |
| * 1. **Co has made significant contributions to engendering national policy dialogues across sectors.** | 1. Provide reports of UNDP projects contributing to engendering national policy dialogue.  2. Create a note on involvement of UNDP senior management in the government dialogue for gender-based violence action plan and 1325 action plan. | December 2019  December 2019 | GFT with M&E support  GFT | None  None |  | |
| * 1. **National Human Development Report[[5]](#footnote-5) includes substantive gender analysis and data on gender inequalities.** | 1. Add the need for gender analysis in the future ToR for the NHDR 2022. | December 2019 | CD / RR | None |  | |
| **INDICATOR 7.B CO HAS CONTRIBUTED SIGNIFICANTLY TO PUBLIC ADVOCACY ON GENDER EQUALITY** | | | | | | |
| * 1. **At least one advocacy initiative on a gender issue undertaken during current CP.** | 1. Engage and promote advocacy initiatives on gender related issues such as Gender based violence and Participation of women in elections through projects.  2. Partner with media to cover the nationally relevant gender issues and increase the visibility.  3. Strengthen the partnership with civil society actors and government counterparts to address the gender issues. | December 2019  December 2019  December 2019 | Project Managers  Project Managers | None  None  None |  | |
| * 1. **Senior leaders speak out for gender equality on public platforms.**   *Mandatory to qualify for an assessment mission.* | 1. Make public speeches or statement/public blog to sensitize people with gender equality on International Women's Day (8th Mar), National Day for Women (03rd of November), International Day for the Elimination of Violence against Women (25th Nov), 16 days of activism to end violence against women and girls.  2. Advocate and reallocate internal funds to prioritize the achievement of gender equity and empowerment of women. | December 2019  December 2019 | RR / CD (with GFT support)  RR / CD (with GFT support) | None  None |  | |

1. Examples include mobilising funds for a GTG activity, lead in implementing an activity under the GTG work plan, organising learning/capacity-building event for/on behalf of the GTG, undertaking knowledge management for/on behalf of the GTG [↑](#footnote-ref-1)
2. To access qualify for an assessment mission it is mandatory to meet 2 benchmarks out of the 7.2, 7.3 and 7.4 benchmarks. [↑](#footnote-ref-2)
3. To access qualify for an assessment mission it is mandatory to meet 2 benchmarks out of the 7.2, 7.3 and 7.4 benchmarks. [↑](#footnote-ref-3)
4. To access qualify for an assessment mission it is mandatory to meet 2 benchmarks out of the 7.2, 7.3 and 7.4 benchmarks. [↑](#footnote-ref-4)
5. Countries where an HDR is not produced, other national reports of equivalent standing (e.g. national poverty reports) may be cited. [↑](#footnote-ref-5)