

# UNCT Performance Indicators for Gender Equality and Women's Empowerment

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Armenia

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Consultant's report  
March 2009

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## Methodology

The UNCT performance indicators on gender equality and women's empowerment scorecard was implemented by an international consultant during a 13 day consultancy. The methodology comprised a desk review and a total of 19 interviews and discussions with UN agencies and programmes, government counterparts and representatives from civil society organisations.<sup>1</sup> The implementation of the scorecard was facilitated by the Office of the Resident Coordinator in Armenia. Although the consultant's time in Armenia was limited, the programme was well planned and flexibility on the part of UN staff members made it possible to complete the meetings in just 5 days.

## Findings

### Summary

Although the UNCT in Armenia does not have a Gender Theme Group (GTG), nor a Joint Programme (JP) on gender equality, nor a UN Gender Adviser working across agencies, the UNCT has undertaken several strategic joint initiatives which have earned the UN a reputation among government and civil society groups as a leader on gender equality issues in Armenia.

The UNCT is in the last stages of finalizing the UNDAF 2010-2015. Gender experts, stakeholders and active gender focal points within agencies have participated in the process and the result is a solid UNDAF which mainstreams gender equality considerations. However, the UNDAF for Armenia does not include comprehensive programming on gender equality issues, with the exception of UNFPA's and UNHCR's work on gender based violence. Despite the lack of programming in the area of gender equality it is important that the UN continues to work on gender equality issues in Armenia. In particular, given the UN's comparative advantage as an impartial broker, the UNCT is well placed to coordinate the work of government and civil society groups on gender equality and to provide upstream support on the development of the policy framework for gender equality in the country.

It is also hoped that the UN will be ready to assist the government of Armenia to implement the concluding comments from the CEDAW Committee 2009 and new legislation set to be passed in 2009/10. A critical component of this work will be closer examination of how money is being allocated and spent on gender equality in Armenia and eventually supporting the government to experiment with gender budgeting.

The UNCT in Armenia has achieved an average score of 2.7 out of 5. Table 1. Provides a summary of the scorecard results.

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<sup>1</sup> See Annex 1 for a list of people consulted as part of the process. See Annex 3 for a list of documents reviewed. See Annex 4 for an outline of how the time was allocated for the consultancy.

**Table 1. Summary of scorecard results for Armenia.**

Dimension	Average score
1 Planning	3.4
2 Programming	3.2
3 Partnerships	3
4 Policies and capacities	1.6
5 Decision-making	2
6 Budgeting	1.5
7 Monitoring and evaluation	4
8 Quality control and accountability	3

### **Strengths**

- The quality of the technical work on gender equality in UN in Armenia is of a high standard. In particular, the comments and analysis provided by the UNCT on the PRSP, National Plan for the Advancement of Women, CEDAW Country Report and Law on gender equality are excellent. Although some of this work was outsourced to national consultants, it is apparent that gender expertise does exist within the UNCT, namely the gender focal points and portfolio managers.
- The joint programme (JP) on HIV and AIDS demonstrates good practice in the area of gender mainstreaming. The JP also includes additional activities targeting women as beneficiaries such as women's self help groups. Gender equality was a consideration from the outset and this is reflected in the project document and monitoring framework.
- The UNCT has also worked on a number of joint initiatives on gender equality; most recently the best example of this was the *16 days of activism against gender based violence 25 November – December 10*. As part of this initiative the UNCT organized a range of activities such as a walkathon, public hearing of the draft law on domestic violence, a press conference and public advertisement. This initiative demonstrates the motivation and capacity of the UNCT to pool resources and work together on gender equality. There is also evidence that UN agency specific programmes are working with other UN agencies through specific project activities. For example, the Gender and Politics in Southern Caucasus project provided induction training on gender equality to new staff members and funded round table discussions on gender equality.
- The UNCT in Armenia has a baby room where staff can bring their children to the office. This was a joint initiative of the UNCT and although not every staff member uses the room, it is perceived to be a worthwhile addition to the office.
- The government and civil society groups recognize and promote the role of the UN in coordinating gender equality and playing a critical role in policy development in Armenia. On a less positive note, many stakeholders report that this role was being conducted by UNIFEM but they have since stopped working in Armenia. Some stakeholders referred to the exit of UNIFEM as having a disastrous impact on gender equality work.
- Gender experts participated in the UNDAF process and have been able to locate themselves within the outcomes and outputs of the plan. Despite this, further work is needed to ensure that these same groups participate in the monitoring and evaluation of the plan.

## ***Weaknesses***

- The UNDAF process involved experts and key partners working on gender equality, however stakeholders mentioned that the process was often difficult to participate in due to meetings being conducted in English language and some confusion over the discourse of results based management and logframes. This concern is further highlighted by comments made by stakeholders regarding the monitoring of the UNDAF. Several key partners expressed concern regarding how they would participate in the monitoring of the UNDAF and whether or not there would be a gender review or audit.
- Although gender equality was addressed during the UNDAF process as a cross cutting issue, additional background notes and information were not provided to the participants on gender equality. Further, there was a disconnect between the implementation of the scorecard and the development of the UNDAF itself. Individuals and agencies were not aware that they would be “assessed” on gender equality considerations and therefore gender was included in some outputs and indicators retrospectively.
- The UNCT in Armenia has not had a gender theme group (GTG) since 2004. Without a GTG, gender equality falls off the agenda of Heads of Agency (HOA) meetings and the potential to work together on joint programmes and joint initiatives is not maximized. A more serious repercussion of not having a gender theme group is the outside perception by stakeholders that the UN does not have a coordinating mechanism for gender equality. Further, the lack of a GTG could lead to a breakdown in communication between agencies on what money is available for gender equality, what the key issues on gender equality are and who is working on what issues.<sup>2</sup> A task of the GTG could be to maintain a matrix of what each UN agency is doing on gender equality issues.
- Government partners and civil society groups expressed the need for the UN to provide a coordination role for gender equality work in the country. It is recommended that one staff member be recruited to work on gender equality across the UNCT.<sup>3</sup> This person should be a national and should focus on strategic policy interventions and coordination.
- If there was a coordinating mechanism within the UNCT, capacity on gender equality issues could be built across the country team and not just within one or two agencies. Similarly, there could be more sharing of information and tools on gender equality, such as checklists, training information and TORs for gender focal points.
- Although the UNCT has provide support to government on key policy documents, some of this work was conducted in a reactive way. Instead of the UNCT foreseeing the efforts of government and civil society partners working on gender, it has reacted to the actions of government and then began working on gender. However, the plans and processes for gender equality work in Armenia for the next 5 years are now quite clear, so it would be an ideal time for the UNCT to plot what support will be required and identify ways of achieving this. Again, having a GTG or working group on gender equality would provide a conduit where this information is shared and where solutions for finding a budget are more likely.
- While most agencies report on gender equality within their agencies, the UNCT reporting on gender equality is often brief. Again, if there was a GTG, information on gender equality would be more readily available and work in the area would be more closely monitored.

<sup>2</sup> See Annex 2 for a map of UN agencies and programmes working on gender in Armenia.

<sup>3</sup> Although gender is currently perceived by most agencies as a cross-cutting issue and dealt with by multifunctional teams, the consultant recommends deploying a UNCT gender adviser to bring all of the gender work together under one focus area. Positions of this kind are currently piloted in several countries such as Vietnam, China, Pakistan, Sri Lanka among others.

## Follow-up

Suggest an adviser in the UNCT<sup>4</sup>

Dimension	Average numerical rating	Main follow-up issues	Steps to be taken, including technical assistance needed, time-frame, allocation of responsibility, and resources required
Planning	3.4	Tracking gender equality in the UNDAF	Additional effort is needed to ensure that gender equality will be effectively tracked throughout the UNDAF. Reference should be made to a gender audit or review.
Programming	3.2	Lack of joint programming on gender equality	<p>Although there are several programmes and initiatives within the UNCT on gender equality these tend to be clustered in a few agencies. In particular, UNFPA include gender equality as one of their three pillars for programming. As a result, they have projects addressing GBV and reproductive rights.</p> <p>There is further scope to work jointly on gender equality particularly in the area of strengthening / establishing the national machinery, addressing traditional gender equality roles and relationships and improving women's economic and political opportunities and ensuring equality with men in terms of the benefits they enjoy from participating in decision-making roles and leadership.</p> <p>A good start might be to organise a meeting of gender focal points from each agency to discuss the various gender equality issues. Synergies will definitely emerge given that most agencies working on women and gender tend to have one government partner (the department of family, children and women) and there seems to be a great deal of work on violence against women within the UNCT.</p>
Partnerships	3	Strengthen linkages between	Although the UNCT has engaged the

<sup>4</sup> See Annex 6 for a generic TOR for the position of UN Gender Adviser.

		government, civil society and the UNCT	<p>participation of partners in the UNDAF process, there is some confusion among partners as to how they feed into the planning processes of the UN. Opening the UN up to young researchers and strengthening its linkages with civil society through increased participation would improve understanding and relations.</p> <p>A key solution is to establish a gender forum with donors, civil society and government.</p> <p>Another solution may be to explore the potential to work with UNV to recruit national UNVs who are researchers on gender equality or members of civil society groups. Consider recruiting interns to work on gender equality during the semester breaks and summer vacations.</p>
Policies and capacities	1.6	<p>No theme group on gender equality.</p> <p>No training on gender equality.</p> <p>No human resources working on gender equality at the UNCT level.</p> <p>No gender roster.</p>	<p>Gender focal points are not necessarily receiving additional training or opportunities to share information and resources with other gender focal points within other UN agencies.</p> <p>It is recommended that a gender theme group or working group on gender be re-established with a clear TOR and some seed funding to coordinate the agencies working on gender equality around an activity or initiative.</p> <p>Gender focal points should be trained.</p> <p>Conduct a UNCT training on gender equality.</p> <p>Develop a country briefing toolkit on gender equality.</p> <p>Work to harmonize TORs for gender focal points, training materials and tools on gender equality within each agency.</p> <p>Explore the potential to recruit a part time or full time gender adviser to work across the UNCT. This person could be</p>

			<p>managed by the UN GTG Chair. See annex 6 for a TOR.</p> <p>Maintain mapping of gender related activities within the UNCT.</p> <p>Establish and maintain a roster of gender expertise.</p>
Decision-making	2	No gender theme group	<p>Establish a gender theme group Chaired by UNFPA country representative.</p> <p>Ensure that an update from the GTG is included in each HOA meeting.</p>
Budgeting	1.5	No clear tracking system in place for spending on gender equality.	<p>Allocate seed funding to the gender theme group to manage.</p> <p>Work towards an analysis of the UNDAF budget on gender equality spending.</p> <p>Report on the amount of money spent on gender equality.</p>
Monitoring and evaluation	4	No clear reporting or tracking system for gender equality in place.	Consider the inclusion of a gender audit of the UNDAF.
Quality control and accountability	3	<p>Readers' group comments do not address gender equality.</p> <p>Background information and analysis not always made available.</p> <p>Involvement of gender experts was not consistent throughout the process.</p>	<p>Ensure that gender equality is explicitly included in the TOR for the readers' group.</p> <p>Ensure that information and analysis on gender equality issues is available and forms part of the CCA.</p> <p>Involve gender experts during the entire UNDAF process – not just at the end.</p>

**Annex 1: List of people consulted**

1.	Meeting with Babar Sobhan, UNDAF Consultant	UN House
2.	Meeting with Consuelo Vidal, UN RC/UNDP RR and Ms. Anoush Avanesyan, Coordination Analyst	UN House, 3 <sup>rd</sup> floor, RC Office, Room 300
3.	Meeting with Laylee Moshiri, UNICEF Representative, and Sona Karapetyan, UNICEF Gender Focal Point	UN House, 4 <sup>th</sup> floor
4.	Meeting with Astghik Martirosyan, UNDP/RC Unit M&E Specialist	UN House, 4 <sup>th</sup> floor
5.	Meeting with Bushra Halepota, UNHCR Representative	UN House, 4 <sup>th</sup> floor
6.	Meeting with Garik Hayrapetyan, UNFPA Assistant Representative, and Jina Sargizova, UNFPA Project Coordinator, Aida Ghazaryan, National Programme Officer	UN House, 3 <sup>rd</sup> floor
7.	Meeting with Narine Sahakyan, UNDP ARR and Armine Hovhannisyan, UNDP Gender Focal Point	UN House, 3 <sup>rd</sup> floor
8.	Meeting with Karine Saribekyan, Head of Department of Mother and Child Health, Ministry of Health	UN House, 3 <sup>rd</sup> floor
9.	Meeting with Henrik Khachatryan, WHO MCH Programme Coordinator	AUA Business Centre, 211
10.	Meeting with Alla Bakunts, Democratic Governance Portfolio Manager	UN House, 3 <sup>rd</sup> floor
11.	Meeting with Vladimir Osipov, CEDAW consultant, member of the Association of Women with University Education	UN House
12.	Meeting with Naira Sargsyan, UNAIDS OIC	UN House, 1 <sup>st</sup> floor
13.	Meeting with Dr. Jemma Hasratyan, President of the Association of Women with University Education	Saryan 22, 13 floor
14.	Meeting with Anahit Martirosyan, Head of International Relations department, and Lala Ghazaryan, Head of Family, Children and Women Issues department, Ministry of Labour and Social Affairs	NSS
15.	Meeting with Gayane Tovmasyan, HIV/AIDS Project Coordinator	UN House, 1 <sup>st</sup> floor
16.	Meeting with Ilona Ter-Minasyan, IOM Head of Office and Kristina Galstyan, Head of Project Development and Gender Focal Point, IOM	UN House, 1 <sup>st</sup> floor
17.	Meeting with Gevorkyan Gagik, Board Member, National Statistical Service	NSS
18.	Conference call with the UNDP regional office gender adviser	UN House, 4 <sup>th</sup> floor
19.	Meeting with Sara Sangoi, UNV Programme Officer	UN House, 4 <sup>th</sup> floor

**Annex 2. Map of UN agencies and programmes in Armenia working on gender equality**

Note: This matrix is current as of January 2009. It should be maintained and updated frequently. The matrix may also be expanded to include work of non-UN agencies.

Agency / Programme	Key partners	Geography area of work	Staff working on gender equality / Gender focal point	Activities on gender	Budget allocation for gender	Gender equality issues
UNDP	MLSA Ministry for territorial administration Communities in Armenia Institutes and Universities Research institutes National Statistics office (previously) National assembly	All areas	GFP – Armine Hovhannisyan  Gender team formed in 2008 comprising: Armine Hovhannisyan, GFP and Programme Associate Astghik Manukyan, M&E specialist Alla Bakunts, DG Portfolio Manager	Project on gender and politics completed in 2008  Gender mainstreaming in all project particular activities on gender equality within trafficking and human rights projects.	Allocation for 2004-2008 was \$1.2million (total for 2008 was \$463 777).  No separate budgets	Political participation Trafficking Violence Mainstreaming
UNICEF	MOES MLSA MOH MOJ National Statistics service NGOs	All areas	GFP, Sona Karapetyan	Gender mainstreaming Child friendly schools		Violence Education Reproductive health HIV

UNFPA	MLSA MOH National statistics office National Assembly Ministry of Sport and Youth Affairs, Ministry of Finance, Ministry of Justice, Ministry of Defense, State Migration Agency, Institutes and Universities Pan-Armenian Association (PAFHA), Scientific Association of Medical Students of Armenia (SAMSA), International Center for Human Development (ICHD), Armenian Association of Women with University Education (AAWUE), National Center for AIDS Prevention, PLHIV NGO "Real World Real People".	All areas	Jina Sargisova, Project Coordinator, "Combating Gender Based Violence in the South Caucasus", 9 Alek Manukyan str., Yerevan, Armenia 0010, Tel: (+37410) 51 20 38, Cell: (+37491) 41 54 20, email: sargizova@unfpa.org	Gender equality is one of the three focus areas of UNFPA. EU financed three- year regional project on "Combating Gender Based Violence in the South Caucasus" (CGBV). The project works on both policy making and grass-root levels to empower women, inter alia, through improvement of policies; capacity development on GBV among a wide range of target groups; increasing capacity of the national gender machineries; and building networks and strengthening partnerships on the local and regional levels.	GBV regional project total budget- 822,500 USD for three years.	Sexual and Reproductive health Violence HIV
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UNAIDS	National Aids Council	Civil society groups and NGOs working on HIV/AIDS	No designated focal point	Some activities focused on women careers as part of the 2008-2009 JP on HIV. Training for women		HIV PLWHA Careers Services
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UNHCR	State Migration Agency of the Ministry of Territorial Administration; Mission Armenia Charitable NGO; Armenian Red Cross Society; Armenian Centre of Health and Education NGO	All marzes	GFP (currently not filled) part of the protection unit. GFP is part of a ToR.	<p>Report on the Analysis of Gaps in the Protection of Refugees and Asylum Seekers was updated. Gaps concerning gender issues identified served as a basis for two days National Consultations organized by UNHCR in 2008. Consultations gathered together stakeholders and one of the working groups' discussion was related to gaps identifies in gender issues. Interested stakeholders will develop concrete project proposals and action plan to remedy gaps.</p> <p>Separate bathrooms built for women in asylum reception centres. Meetings with refugee women and local communities organized.</p> <p>Survey on HIV/AIDS identified lack of awareness of the population of concern to UNHCR of HIV. UNHCR will continue to participate in the working group on HIV/AIDS and where possible to have the population of concern included into other agencies' programmes/projects. Input into the gender working group.</p> <p>Vocational and language trainings organized for the population of concern to UNHCR. Most participants are women.</p> <p>In 2008 60 apartments were provided to the most vulnerable refugees from Iraq including women-headed families and single elderly women.</p> <p>Survey on SGBV among refugee/asylum seeker/TA status holder population conducted in October 2008. Round Table organized in December 2008. Recommendations for improving overall condition of female refugee. Psychosocial counseling refugees, from Azerbaijan and Iraq, 50%+ of beneficiaries are women. Programmes and planning based on Age Gender Diversity – Participatory Assessment exercise. Gender issue is an integral part of COP discussed in multi-functional team.</p>	44,000 USD	Violence Employment Services HIV/AIDS
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WHO	MOH	Yerevan	Contact point Henrik Khachatryan, MD, MPH Program Coordinator for Policies and Health Systems/Family and Community Health World Health Organization Country Office for Armenia 9, Alek Manukyan Street, 0070 Yerevan, Armenia Tel: +374 10 51 20 54 +374 91 49 49 34 (mobile) Fax: +374 10 51 20 13 E-mail: hkhachatryan@w ho.am URL: <a href="http://www.euro.who.int">http://www.euro.who.int</a>	Gender mainstreaming, Integration of GE into the national strategy for child and adolescent health and development for 2009-2015.	No separate budgets	Reproductive health Adolescent health
WFP	Regional and town/village administrations, community unions	Shirak, Lori, Tavush and Gegharkunik provinces and Yerevan	Contact point: Liana Kharatian, e-mail: Liana.Kharatian@wfp.org phone#: 091 40 78 34	Gender mainstreaming Women as beneficiaries	N/A	Relief food Food for education Food for work Food for training

UNIDO			Contact point: Anahit Simonyan, e-mail: a.simonyan@unid o.org phone#: 091400836	Gender mainstreaming Women in economics	N/A	Employment Women in industry
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**Annex 3. List of documents reviewed**

1. Association of Women with a University Education *Alternative report to the CEDAW committee 2007*
2. Association of Women with a University Education *Political Participation in the transition society: Gender Equality Dimension*, Yerevan 2006
3. IOM *Review of Migration Management in the Republic of Armenia* 2008
4. Ministry of Labour Social Affairs *2004-2010 Republic of Armenia National Action Plan on Improving the Status of Women and Enhancing Their Role in Society*
5. National Statistics *Men and Women in Armenia* 2008
6. Oral submission to the CEDAW Committee in Geneva on behalf of Armenia Association of Women with University education (NGO) made by Dr. Jemma Hasratyan, AAWUE President 2009
7. Office of the Resident Coordinator 2008 Letter to the Secretary General
8. RC Work plan 2008
9. UN Armenia Joint Programme of Support HIV 2008-2009
10. UNCT Armenia Draft MDG Progress Report 2009
11. UNCT Armenia Theme Groups in 2008 Lessons Learned
12. UNCT *Report to CEDAW 2007*
13. UNCT *Country Assessment to Prepare MDG National Progress Report and Develop MDG Regional Frameworks for Yerevan and Each of Marzes (Regions)* 2008
14. UNCT *Results Table Completed 2008 / 9*
15. UNDP *Fact sheet Gender and politics in Southern Caucasus* 2007
16. UNDAF *Annual Report* 2008
17. UNDAF *draft narrative* 2009
18. UNDAF *draft results matrix* 2009
19. UNDAF *draft Monitoring and Evaluation Framework* 2009
20. UNDAF *readers' comments* 2009
21. UNDP *Annual Report Country Office Gender Success Story* 2008
22. UNDP *Armenia Country Office Gender Mainstreaming Checklist* 2008
23. UNDP *Armenia Programme Gender Screening Report* 2008
24. UNFPA *Fact sheet Combating Gender based Violence in the South Caucasus /Armenia 2008-2011*
25. UNFPA *project chronicles 16 Days to end violence against women in Armenia* 2008
26. WHO/HSBC *Social Cohesion for mental Well being among adolescents* 2008
27. UNHCR *Armenia Analysis of Gap in the Protection of Refugees and Asylum Seekers* 2008
28. UNHCR *Report on survey findings: Sexual and gender based-violence against female refugees and asylum seekers in Armenia* 2008

**Annex 4. Timeframe for scorecard consultancy**

<b>Activity</b>	<b>Number of days</b>
Background document review: <ul style="list-style-type: none"> <li>➤ Scorecard and Users' Guide</li> <li>➤ CCA and UNDAF</li> <li>➤ UNDG. Common Country Assessment and United Nations Development Assistance Framework. Guidelines for UN Country Teams on Preparing a CCA and UNDAF.</li> <li>➤ UNCT planning and programming documents.</li> <li>➤ National Plan of Action on Gender Equality and/or Women's Empowerment, CEDAW related documents, PRSPs or their equivalent, UNCT joint programmes</li> <li>➤ UNCT budgets, Joint Programme budgets</li> <li>➤ Readers' Group comments, 180 degree assessment materials</li> </ul>	<b>4</b>
Interviews: <ul style="list-style-type: none"> <li>➤ Resident Coordinator</li> <li>➤ Gender Theme Group</li> <li>➤ Monitoring and Evaluation Theme Group</li> <li>➤ Other UN staff</li> <li>➤ Regional Director Team</li> <li>➤ Counterparts, including women's machinery, other government ministries (eg planning), and civil society</li> </ul> Approximately 15-20 interviews	<b>5</b>
Completion of draft Scorecard and narrative report	<b>3</b>
Verbal debriefing with RC/UNCT, completion of final Scorecard, narrative report and follow-up matrix, and debrief with UNDG Task Team	<b>1</b>
<b>Total</b>	<b>13</b>

## Annex 5. Comments on the scorecard tool

The implementation of the scorecard on gender follows a relatively straight forward process. However, discussion with the UNCT in Armenia highlighted several shortcomings of the tool itself.

**UNDAF process:** *Although the scorecard on gender is meant to be a part of the UNDAF process, the UNDAF guidelines do not mention the scorecard and consultants working on the UNDAF development, including the readers' group were not aware of the tool and therefore could not promote its application and provide guidance.*

Without necessary interaction between individuals working on the UNDAF and the processes designed to facilitate the development of the UNDAF each methodology cannot reinforce one another. For example, had the UNDAF consultants been aware that country teams would be assessed on the number and quality of gender outputs, indicators and outcomes they could have provided additional support to the UNCT.

While many of the indicators in the scorecard are sound, a number of the quantitative indicators do not provide a real sense of the actual experience in the country. For example, points are allocated for numbers of outputs in the UNDAF. In Armenia for example, the UNDAF includes an outcome on the environment which has very little to do with gender equality. Similarly, the UNDAF in Armenia includes a great deal on human rights, and while gender equality and women's rights are key considerations in this area, there is also a risk that gender equality will not be adequately addressed by human rights initiatives. In such a case, should outputs and outcomes on human rights also be counted as addressing gender equality, even when we cannot be sure that gender equality will be at the fore of this approach? Or do we not count them and then run the risk of glossing over some critical work in the area of gender equality.

**Gender Theme Groups:** A number of questions were raised in regard to theme groups. Although theme groups are a guaranteed way of ensuring that gender equality is on the agenda of the UNCT and HOA meetings and RC reporting, is it better to have a non-functioning theme group than an active informal network of Gender Focal Points? Obviously, the answer is why not have both, however, there may be some resistance by management to be involved in theme groups at the institutional level and individuals could find it easier to work together on gender equality at the agency level. Where is there scope to assess these "informal" networks comprised of gender focal points?

**Joint programmes:** The scorecard places a high value on UNCT offices working on joint programmes. Under the area of programming, a UNCT can only achieve a score of 5 if they have a joint programme on gender equality. In Armenia, as I am sure in many other countries, Joint Programmes are in their infancy. There is still a great deal of work to be done before UNCTs have several joint programmes up and running. More realistic perhaps is the inclusion of gender equality mainstreaming in joint programming, which is mentioned but is only considered to meet minimum standards.

Further, given that the Joint Programme guidelines encourage UNCTs to develop ideas for joint programmes by analyzing their UNDAFs to identify synergies, it is unlikely that gender will leap out as a priority area for joint programmes. This is further accentuated by the lack of external

funding in some countries (such as Armenia). It is also a concern that countries who were not eligible for the Spanish MDG funding on gender (an opportunity which saw the development of a great number of joint programmes on gender) will receive a lower score purely because of circumstances beyond their control.

**Stakeholders' perceptions of the UN:** During the interviews with key stakeholder it was possible to get a sense of their expectations of the UN and their perceptions of what the UN should / should not be doing on gender equality. This is vital information for the UNCT. Perhaps the scorecard could be revised to include indicators on perception of staff and whether or not the perceptions match the reality. For example, in Armenia, NGOs and governments had strong opinions that the UN needs to work on coordination and there was a perception that this was not occurring. Although this message can be conveyed in the narrative report, it would have more weight if it was included as an indicator.

**Bench marking:** While undergoing the review I was puzzled about the limited scope to draw comparisons across countries and regions on gender equality work. It was also difficult not to look at the work of the UNCT in years past and compare with the current UNDAF period. Perhaps the scorecard could be developed to include a few questions which situate the work on gender equality within the geographical and political context of the country and the previous UNDAF period.

## Annex 6. Terms of Reference for a UN Gender Adviser

Type of Appointment / contract:

Duration of assignment: 1 year extendable

Organizational Unit: UN Resident Coordination Unit Armenia

Duty Station: Yerevan, Armenia

### Organisational Setting:

Supervisor's Title: Chair of the UN Gender Theme Group and UN Resident Coordinator

### Background:

UN Agencies in Armenia conduct a wide range of activities focused on gender issues, in addition to the efforts to make gender cross-cutting issue through UN programming. Placing the National Gender Advisor will facilitate the forthcoming gender-dimensional review of UNDAF, will strengthen gender mainstreaming into UN Theme Groups work, will capitalise upon past activities on engendering policies and plans in Armenia and build capacity of UN staff.

The National Gender Advisor, based in Yerevan, will be responsible for providing technical assistance to the UNRC, UNCT, the government and civil society partners in the area of promoting gender issues within policy and public agenda.

The National Gender Advisor will work under the overall supervision of the Chair of the UN Gender theme group and the UN Resident Coordinator in Armenia. S/he will specifically support the implementation of the complex activities in Armenia, and will receive technical guidance regional offices and headquarters. The Advisor will work in regular consultation with the UNCT and the UN Gender Theme Group.

### The Gender Advisor will:

1. Assist the UN Resident Coordinator in formulating gender sensitive strategies for the UN Country Team; ensure gender priorities are addressed in the UN wide strategic planning and management tools in Armenia (UN Development Assistance Framework).
2. Provide substantive conceptual, policy and operational inputs and support to national level activities with particular focus on the work carried out in Armenia on:
  - a. Engendering the MDG-ised PRSP;
  - b. Strengthening capacity of national stakeholders to actively prioritize, plan, and monitor implementation of government commitments to gender equality and women's human rights.;
3. Provide guidance and support to UN staff and it's national partners on governance and gender issues in general and by strategically linking to CEDAW, MDGs, PRSPs, BPFA;
4. Supporting the UNRC by working closely with the UN Country Team
5. Build strategic partnerships with a view to implementation of planned activities and additional resource mobilization by identifying opportunities, key entry points, partners and approaches for mainstreaming gender issues in governance by liaising with other UN agencies (UNDAF, CCA), European intergovernmental organizations (OSCE, EU, Council of Europe), and donors;

6. Identify, analyze and synthesize lessons learned and best practices from country experience;
7. Support the effective implementation of the Resident Coordinator's workplan in close consultation with UN Agencies.
8. Undertake other duties as required.

#### Deliverables

1. Support the UN Resident Coordinator and UNCT in implementing and monitoring the UNDAF from a gender perspective,
2. Support the development and implementation of efficient, harmonized and coordinated joint UN initiatives to promote gender equality in Armenia;
3. Support the preparation and conducting the set of training/workshops to UN staff members as well as members of UNCT;
4. Support the UNCT and government in developing and reviewing gender responsive policies and plans;
5. Support the preparation of the analytical/statistical materials on gender aspects in relevant sectors, reviewed and amended by sectoral ministries, gender experts, academia;

## V. QUALIFICATIONS AND SKILLS

### **Qualifications**

*Academic Background:* Graduate/Post graduate degree in social sciences, international law, development studies, and/or gender studies, or similar.

*Technical expertise:* Development and gender mainstreaming

*Relevant work experience:* At least five years of relevant professional experience with gender, development issues and/or human rights work;  
Experience in gender work, initiative and sound judgment, dedication to the UN principles and demonstrated ability to work harmoniously with persons of different nationalities and cultural background is required;  
Experience of working with governmental bodies as well as civil society organizations on the advancement of women and equal rights issues;  
Experience of training designing and conducting.

*Personal qualities:* Leadership and motivation skills, Initiative and sound judgment, Problem solving skills;  
Ability to work harmoniously with persons of different nationalities and cultural background issues;

#### *Other skills*

Good communication and presentation skills, Fluency in English, Armenian and Russian is required  
Strong analytical, writing and communication skills is required

Good computer skills in Windows environment, knowledge of Internet communications and command of MS Office applications (Word, Excel, Power Point) is required