**Annex 1. Institutional Effectiveness Monitoring Matrix**

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| **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 | *Out of 28 CPDs approved in 2015, 24 have specific measures to address gender inequalities (85%), an increase from 53% of CPDs approved in 2014; 27 have gender- (and sex-) disaggregated indicators (96%), an increase from 80% in 2014.* |
| Appraisal of CPDs programmes/projects includes a gender screening | YES | Ongoing | *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 |  | 2015 (GEN3+GEN2) 35%  2017 (GEN3+GEN2) 50% | Met Target  *2015 - GEN2+GEN3 = 35%*  *2014 – GEN2+GEN3 = 34%* |
| **Accountability and Oversight** | **SWAP Requirement** | **Timeframe/Targets** |  |
| GSIC meetings convened |  | Annually | Completed 5-6 May 2016 |
| Annual Report presented to Executive Board |  | Annually | Completed June 2016 |
| 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  *2015 – 28 new country offices enrolled*  *2014 – 25 country offices 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 20 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  *2015 – 11 country offices*  *2014 – 9 country offices* |
| COs, RSC and RBx put in place Gender Focal Teams with written TORs | YES | 2015 | In progress  *In 2015, 67 per cent of country offices (90) reported having multidisciplinary gender focal teams led by senior management with written terms of reference, an increase from 45 per cent of country offices in 2014.* |
| Regional Bureaus, Central Bureaus, Global Policy Centers and major departments/professional clusters appoint gender focal points at P4 and higher | YES | 2014 | In progress  *In 2015, there are 32 national and international gender advisers (P4 and equivalent and above) in country offices (24%).*  *To compensate for the shortcomings of capacities at national level, UNDP has been promoting through the Gender Equality Seal the adoption of multidisciplinary focal teams headed by senior managers in country offices to advance gender equality and women’s empowerment. 67% of COs has multidisciplinary gender focal teams led by senior management, an increase from 45% in 2014.* |
| **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: 50%*  *ii.D1 and above: 38%* |
| **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 | Exceeded Target  *2015 - 44% of COs*  *2014 – 15% of COs* |
| **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  *2015 – 4% GEN3*  *2014 – 5% GEN3* |
| Flexible Trust Fund is launched and resources mobilized |  | 2014 US$ 10 million  2015 US$ 25 million  2016 US$ 40 million  2017 US$ 50 million | In progress  *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* |