



**SYSTEM-WIDE ACTION PLAN  
FOR IMPLEMENTATION OF THE  
UNITED NATIONS CEB POLICY  
ON GENDER EQUALITY AND  
THE EMPOWERMENT OF WOMEN**

FACILITATED BY UN WOMEN

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## ACRONYMS

<b>CEB</b>	Chief Executives Board for Coordination
<b>ECOSOC</b>	Economic and Social Council
<b>GFP</b>	Gender focal point
<b>HLCP</b>	High Level Committee on Programmes
<b>IANWGE</b>	Inter-Agency Network on Women and Gender Equality
<b>OECD-DAC</b>	Organisation for Economic Cooperation and Development-Development Assistance Committee
<b>RBM</b>	Results Based Management
<b>SWAP</b>	System-wide Action Plan
<b>UNCT</b>	United Nations Country Team

# 1. INTRODUCTION

## 1.1 Background

A UN System-Wide Policy on Gender Equality and the Empowerment of Women was endorsed by the Chief Executives Board for Coordination (CEB) in October 2006, as a means of furthering the goal of gender equality and women's empowerment within the policies and programmes of the UN system, and implementing the ECOSOC agreed conclusions 1997/2.<sup>1</sup> The CEB policy notes: "A United Nations system-wide action plan that includes indicators and timetables, allocation of responsibilities and accountability mechanisms and resources is essential to make the strategy of gender mainstreaming operational." This document responds to the CEB call for a system-wide action plan (SWAP).

The policy commits CEB members to: "accelerating our efforts to advance the agenda for achieving gender equality and the empowerment of women through the practical implementation of the globally agreed commitments contained in the outcomes of global United Nations conferences and summits and their follow-up, in particular the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the internationally agreed development goals, including those contained in the Millennium Declaration, the outcome of the 2005 World Summit and Security Council resolution 1325 (2000)."

The CEB policy further commits members to: "providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programmes." The policy sets out six key elements for promotion of gender equality and women's empowerment:

- Strengthening accountability<sup>2</sup> for gender equality results among staff at all levels in order to close implementation gaps both in policy areas and in the field
- Enhancing results-based management for gender equality by utilizing common-system indicators and measurement protocols
- Establishing oversight through monitoring, evaluation and reporting by utilizing, inter alia, peer reviews, gender audits as well as collecting sex-disaggregated data

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<sup>1</sup> CEB/2006/2: *United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact.* [http://www.un.org/womenwatch/ianwge/gm/UN\\_system\\_wide\\_P\\_S\\_CEB\\_Statement\\_2006.pdf](http://www.un.org/womenwatch/ianwge/gm/UN_system_wide_P_S_CEB_Statement_2006.pdf)  
See Annex 1 for the policy.

<sup>2</sup> A/RES/64/259 defined accountability in its operative paragraph 8 as follows:  
"Accountability is the obligation of the Secretariat and its staff members to be answerable for all decisions made and actions taken by them, and to be responsible for honouring their commitments, without qualification or exception; accountability includes achieving objectives and high-quality results in a timely and cost-effective manner, in fully implementing and delivering on all mandates to the Secretariat approved by the United Nations intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards; truthful, objective, accurate and timely reporting on performance results; responsible stewardship of funds and resources; all aspects of performance, including a clearly defined system of rewards and sanctions; and with due recognition to the important role of the oversight bodies and in full compliance with accepted recommendations." The SWAP has been developed taking into account recent literature on accountability in the UN system, including the 2010 Report of the Secretary-General Towards an accountability system in the United Nations Secretariat (A/64/640), individual UN entity accountability frameworks, and a draft of the Joint Inspection Unit review of accountability mechanisms in the UN system.

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- Allocating sufficient human and financial resources including better utilization of current resources, joint programming, allocation of additional resources where required, alignment of resources with expected outcomes and tracking the utilization of resources
- Developing and/or strengthening staff capacity and competency in gender mainstreaming by adopting both common-system and individual organizations' capacity development approaches
- Ensuring coherence/coordination and knowledge/information management at the global, regional and national levels

## 1.2 Conceptual basis of the SWAP

The SWAP is one of three inter-connecting mechanisms which will establish, in response to the CEB policy, a comprehensive UN accountability framework for gender equality and women's empowerment<sup>3</sup>, as follows:

1. Development of a SWAP at the corporate level. The focus of the SWAP is on corporate processes and institutional arrangements at the individual entity level, to support achievement of gender equality and the empowerment of women. As such, the Performance Indicators in the SWAP are at the process level, rather than at the level of results. Development results are to be covered under the third mechanism of the comprehensive accountability framework, for which see point 3 below.
2. The United Nations Country Teams (UNCT) Performance Indicators for Gender Equality and the Empowerment of Women, introduced in August 2008.<sup>4</sup> The UNCT Performance Indicators focus mainly on joint processes and institutional arrangements within the UNCT that will lead to gender equality and the empowerment of women (e.g. the gender-sensitivity of the UN Development Assistance Framework, and joint programmes). The Performance Indicators in the SWAP have been aligned with the UNCT Performance Indicators, with use of the same language where there is overlap in measures (i.e. reflection of gender in the central planning document; training; and use of sex-disaggregated data).

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<sup>3</sup> UN Women's mandate requires it to "lead coordinate and promote accountability of the work of the UN system on gender equality and the empowerment of women." This includes both gender mainstreaming and the equal representation of women. For a glossary of key terms, see the Technical Notes accompanying this document.

<sup>4</sup> See <http://www.undg.org/index.cfm?P=222> for details.

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3. Accountability for the United Nations system's contributions to gender equality development results at country and normative levels, plans for which are proposed in Section 3. Whereas the SWAP and UNCT Performance Indicators focus mainly on processes, this mechanism will focus on actual development results to which the UN system contributes at country and normative levels. To ensure that the accountability framework is holistic, connections will need to be made between the first two mechanisms on process, and the third on development results, as the latter is developed.

To be successful leaders on gender equality and women's empowerment senior managers need clear guidelines as to what they are accountable for, aspirational indicators towards which to strive, and adequate resources and capacity in their entities. The accountability framework will support this by establishing a common understanding of as well as minimum requirements and aspirational guides for gender equality and women's empowerment. This in turn will facilitate an analysis of strengths and weaknesses across the UN system across the six CEB elements noted above, and identify the resources and capacity needed to build on strengths and fill gaps.

By establishing this common understanding of gender equality and women's empowerment, the accountability framework will increase coherence across the UN system, as requested by the CEB. Planning, monitoring, evaluation and reporting will be based on a common set of Performance Indicators, which individual entities can use and adapt to meet their own mandates on gender equality and women's empowerment.

Following the CEB policy, the SWAP includes both human resources and substantive elements. Human resources includes internal functions such as: performance appraisal for staff, compacts and any other accountability mechanisms for senior managers; UN staff capacity development; and the equal representation of women. Substantive elements include: strategic planning; programme review; evaluation; monitoring and reporting; and knowledge generation and management.

The SWAP provides an overarching framework for the UN system. It has been developed respecting the work of individual entities, which should continue to develop their own policies and plans on gender equality and women's empowerment; in fact, this is one of the requirements of the SWAP. Entity-specific policies and plans can draw on and adapt the SWAP dependent on their individual mandates. However, all entities will be expected to report on the SWAP Performance Indicators.

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## 1.3 Process of developing the SWAP

The development of the SWAP involved an extensive consultative process between July 2011 and February 2012 involving over 50 entities, Secretariat Departments, and inter-agency coordination bodies, facilitated by UN Women. A list of those consulted can be found in Annex 2. Meetings and conference calls were first held with gender focal points or their equivalent, followed by consultations within entities with relevant departments and units, led by the gender focal point or equivalent, followed by debriefing sessions with UN Women. UN Women consolidated comments on the various SWAP drafts and responded to each comment individually.

A key element in the consultative process was piloting of the SWAP by eight entities – ESCWA, IAEA, IOM, OHCHR, UNAIDS, UNDP, UNFPA, and UNICEF – from November 2011 to February 2012. Piloting entities included a representative sample from the UN system. Piloting entities tested the SWAP reporting framework (which can be found below) and validated the SWAP Performance Indicators. The process of completing the SWAP narrative framework was considered after the piloting to be manageable in most parts of the UN system, and technical support will be provided where this is not the case (see the roll-out strategy in Section 4).

The SWAP was also formulated based on a review of the large number of gender equality and women’s empowerment policies and plans developed, as well as evaluations, audits and reviews carried out, inside and outside the UN system over the last 15 years. It also involved a review of accountability, oversight and results based management experience and literature inside and outside the UN. For further details see the Background Paper to the consultations.<sup>5</sup>

Overall the process of development and refinement of the SWAP constitutes one of the most comprehensive consultations of its kind carried out on gender equality and the empowerment of women in the UN system.

## 1.4 Outline of the SWAP

This document outlines in Section 2: a matrix of Performance Indicators that set out minimum requirements for UN entities on gender equality and women’s empowerment; reporting requirements by entities and for the system as a whole, including timelines for reporting and by when the minimum requirements need to be met; and details on the main responsibilities and accountabilities and resources related to the SWAP. Section 3 proposes a plan of action for finalizing the third mechanism in the accountability framework, for gender equality development results at country level. Section 4 outlines the roll-out strategy for the SWAP.

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<sup>5</sup> UN Women (2011) “System-wide Action Plan for Implementation of the CEB policy on gender equality and the empowerment of women. Background paper for consultations.” Mimeo. Available on request. For a listing of current gender equality and women’s empowerment policies and plans, go to <http://www.un.org/womenwatch/ianwge/repository/>

# 2. SWAP REPORTING FRAMEWORK

This Section covers the SWAP reporting framework, including Performance Indicators and rating, timelines, responsibility, and resources required. Two types of timelines are discussed, timelines for reporting, and timelines for improving performance. The reporting framework is set out in Figure 1. The components of the reporting framework are explained in this Section.

**Figure 1: SWAP reporting framework**

6 elements of the CEB policy	Performance Indicators	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
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The 6 elements of the CEB policy in Figure 1 refer to the CEB policy areas as set out in Section 1 of this report. UN Women will provide the reporting framework to entities in a web based format.

## 2.1 SWAP matrix of Performance Indicators

Table 1 sets out the matrix of Performance Indicators agreed across the system for reporting on gender equality and women’s empowerment at the corporate level. Meeting these Performance Indicators across the UN system will be central to ensuring accountability and leadership.

The matrix includes a five level rating system:

- Missing
- Approaches requirements
- Meets requirements
- Exceeds requirements
- Not applicable

The ‘meets requirements’ rating is set as a minimum for UN entity performance, based on UN inter-governmental mandates on gender equality and women’s empowerment. To achieve a particular rating the entity must meet all of the Performance Indicators. For example, under the element: “Strategic planning” in Table 1 there are two Performance Indicators to meet requirements; the entity would have to be considered adequate on both of these Performance Indicators to meet requirements. Because of challenges of assigning weights to different Performance Indicators, ratings will not be aggregated by entity into a composite rating. Rather, ratings will be aggregated across the UN system by Performance Indicator. When completing the reporting framework, entities should include in the third column a brief note on why the chosen rating has been given, including any data sources.

## 2. SWAP REPORTING FRAMEWORK

If an entity does not meet the “approaching requirement” rating, it should be rated as “missing”. If a Performance Indicator is not relevant for an entity, this should be rated as “not applicable” (e.g. where there is no central strategic planning document).

Technical Notes for each Performance Indicator are provided as a separate document, and set out: links to the relevant UN inter-governmental mandate; what the Performance Indicator means; how to complete the rating; and current practice and examples. These Technical Notes are a “living document” and will be updated periodically.

The Performance Indicators are intended to be a mutually reinforcing set of measures. For example: a competency on gender equality and the empowerment of women will support capacity assessment and development; tracking resource allocation will help ensure that adequate resources are allocated to capacity development; and gender-responsive auditing will ensure that entities have the capacity to fulfil their gender equality and women’s empowerment mandate.



Table 1: Matrix of Performance Indicators

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
A. ACCOUNTABILITY	1. POLICY AND PLAN	MISSING OR N/A	APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
			1a. Gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans in the process of being developed <sup>6</sup>	1b. Up to date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented	1ci. Up to date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented  and  1cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women
	2. GENDER RESPONSIVE PERFORMANCE MANAGEMENT		2a. Core values and/or competencies being revised to include assessment of gender equality and the empowerment of women	2b. Assessment of gender equality and the empowerment of women integrated into core values and/ or competencies for all staff, with a particular focus on levels P4 or equivalent and above	2ci. Assessment of gender equality and the empowerment of women integrated into core values and/ or competencies for all staff, with a particular focus on levels P4 or equivalent and above including decision making positions in all Committees, Missions and Advisory Bodies  and  2cii. System of recognition in place for excellent work promoting gender equality and women's empowerment

<sup>6</sup> 6 References to gender equality and the empowerment of women in this document refer both to gender mainstreaming and the equal representation of women.

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
B. RESULTS	3. STRATEGIC PLANNING	MISSING OR N/A	APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
			3a. Gender analysis in the central strategic planning document and main country programme documents  or  3a The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment	3bi. Gender analysis in the central strategic planning document and main country programme documents  and  3bii. The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment	3ci Gender analysis in the central strategic planning document and main country programme documents  and  3cii. The central strategic planning document includes more than one specific outcome/expected accomplishment and more than one specific indicator on gender equality and women's empowerment
	4. MONITORING AND REPORTING		4a. Reporting on gender equality and women's empowerment results in relation to the central strategic planning document  or  4b. All key entity data is sexdisaggregated, or there is a specific reason noted for not disaggregating data by sex	4bi. Reporting on gender equality and women's empowerment results in relation to the central strategic planning document  and  4bii. All key entity data is sexdisaggregated, or there is a specific reason noted for not disaggregating data by sex	4ci. Reporting on gender equality and women's empowerment results in relation to the central strategic planning document  and  4cii. All key entity data is sexdisaggregated, or there is a specific reason noted for not disaggregating data by sex  and  4ciii. Entity RBM guidance mainstreams gender equality and the empowerment of women

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
C. OVERSIGHT	5. EVALUATION	MISSING OR N/A	APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
			5a. Meets some of the UNEG gender-related norms and standards	5b. Meets the UNEG gender-related norms and standards	5ci. Meets the UNEG gender-related norms and standards and 5cii. Demonstrates effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective
	6. GENDER RESPONSIVE AUDITING		6a. Entity audit office partly resourced to assess progress in promotion of gender equality and the empowerment of women	6b. Entity audit office fully resourced to assess progress in promotion of gender equality and the empowerment of women every five years	6ci. Entity audit office fully resourced to assess progress in promotion of gender equality and the empowerment of women every three years and 6cii. ILO Participatory Gender Audit or equivalent carried out at least every five years
	7. PROGRAMME REVIEW		7a. Programme quality control systems partly integrate gender analysis	7b. Programme quality control systems fully integrate gender analysis	7ci. Programme quality control systems fully integrate gender analysis and 7cii. Recognition in place for programmes that excel on gender equality and women's empowerment

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
		MISSING OR N/A	APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
D. HUMAN AND FINANCIAL RESOURCES	8. FINANCIAL RESOURCE TRACKING		8a. Working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women's empowerment	8b. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment	8c. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment and 8ci. Results of financial resource tracking influences central strategic planning concerning budget allocation
	9. FINANCIAL RESOURCE ALLOCATION		9a. Financial benchmark is set for implementation of the gender equality and women's empowerment mandate	9b. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met	9c. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded
	10. GENDER ARCHITECTURE		10ai. Gender focal points or equivalent at HQ, regional and country levels are: <b>a.</b> appointed from staff level P4 and above for both mainstreaming and representation of women <b>b.</b> have written terms of reference <b>c.</b> at least 20 per cent of their time is allocated to gender focal point functions or 10aai. Plan in place to achieve the equal representation of women for General Service staff and at P4 and above levels in the next five years	10bi. Gender focal points or equivalent at HQ, regional and country levels are: <b>a.</b> appointed from staff level P4 and above for both mainstreaming and representation of women <b>b.</b> have written terms of reference <b>c.</b> at least 20 per cent of their time is allocated to gender focal point functions and 10bii. The entity has reached the equal representation of women for General Service staff and also at P4 and above levels and 10biii. Gender department/unit is fully resourced according to the entity mandate	10ci. Gender focal points or equivalent at HQ, regional and country levels are: <b>a.</b> appointed from staff level P4 and above <b>b.</b> have written terms of reference <b>c.</b> at least 20 per cent of their time is allocated to gender focal point functions <b>d.</b> specific funds are allocated to support gender focal point networking and 10cii. The entity has reached the equal representation of women for General Service staff and also at P4 and above levels including the senior most levels of representation in Field Offices, Committees and Funds linked to the entity irrespective of budgetary source and 10ciii. Gender department/unit is fully resourced according to the entity mandate

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
D. HUMAN AND FINANCIAL RESOURCES	11. ORGANIZATIONAL CULTURE	MISSING OR N/A	APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
			11a. Organizational culture partly supports promotion of gender equality and the empowerment of women	11b. Organizational culture fully supports promotion of gender equality and the empowerment of women	11c. Organizational culture fully supports promotion of gender equality and the empowerment of women and 11ci. Senior managers demonstrate leadership and public championing of promotion of the equal representation of women
E. CAPACITY	12. ASSESSMENT		12a. Assessment of capacity in gender equality and women's empowerment for individuals in entity is carried out	12bi. Entity-wide assessment of capacity of staff at HQ, regional and country levels in gender equality and women's empowerment is carried out  and 12bii. A capacity development plan is established or updated at least every five years	121ci. Entity-wide assessment of capacity of staff at HQ, regional and country levels in gender equality and women's empowerment is carried out  and 12cii. A capacity development plan is established or updated at least every three years
	13. DEVELOPMENT		13a. Working towards ongoing mandatory training for all levels of staff at HQ, regional and country offices	13bi. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	13ci. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices and 13cii. Senior managers receive tailored training during orientation

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
F. COHERENCE, KNOWLEDGE AND INFORMATION MANAGEMENT	14. KNOWLEDGE GENERATION AND COMMUNICATION	MISSING OR N/A	APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
			14a. Internal production and exchange of information on gender equality and women's empowerment	14b. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared  and  14bi. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination	14ci. Knowledge on gender equality and women's empowerment is systematically documented and publicly share  and  14cii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination  and  14ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women
15. COHERENCE		15a. Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women	15bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women	15ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women  and  15cii. Participates in the SWAP peer review process	

# 2. SWAP REPORTING FRAMEWORK

## 2.2 Format and timelines for reporting

### Reporting processes

Reporting on the SWAP will mainly be through self-assessment, which will take place once a year. The data from self-assessment will be analysed in two main ways. The first is internal analysis by entities in relation to their own performance; the second is system-wide analysis, which will be carried out by UN Women, which will act as a depository for individual entity reports.

Self-reporting will be supported by entity peer review, which will be carried out on an ongoing basis, facilitated by UN Women. Peer review will involve one entity visiting another and reviewing the SWAP reporting procedures and results, similar to the OECD-DAC peer review of entity evaluation functions.<sup>8</sup> The purposes of the peer review will be to:

- Promote cross-agency learning about accountability mechanisms and functions
- Review the SWAP process within entities, including constraints and opportunities
- Share experience concerning the SWAP and accountability for gender equality and the empowerment of women within the UN system

Guidance on the peer review process will be developed during the roll-out of the SWAP in 2012.

A review of SWAP reporting by an external body such as JIU is also being considered once every five years.

Reporting for individual entities has been set up to add as little as possible additional work. Reporting on most of the Performance Indicators in Table 1 will involve collecting data that is readily available in many entities. The piloting process and consultations revealed that some entities may need technical support for reporting, which is being factored into the roll-out strategy for the SWAP (see Section 4).

As part of the reporting process, entities will be expected to set out clearly in the reporting matrix actions that will be taken when the entity does not meet the requirements, including responsibility for follow-up, timing of follow-up, and resources required.<sup>9</sup> Resources should include both staff time and financial resources.

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<sup>8</sup> <http://www.oecd.org/dataoecd/12/56/41612905.pdf>

<sup>9</sup> While it is preferable to include a timeline and budget for follow-up, this may not be possible in all cases because of individual entity planning cycles.

## 2. SWAP REPORTING FRAMEWORK

### **Qualitative reporting**

Entities should include a narrative report of one to two pages along with their reporting framework, noting causes of results, and changes in relation to the entity mandate, and advances and challenges in promoting gender equality and women's empowerment that are not captured in the reporting framework. A format for the narrative report will be provided as part of the web-based reporting system.

### **Reporting for 2012**

Given that the SWAP is to be presented for approval to the CEB in April 2012, it will not be possible to either report on or undertake its full roll out across the UN system during that year. Instead, UN Women will report on the process and lessons of the process of development and piloting of the SWAP, and distribute a questionnaire for 2012 based on the SWAP Performance Indicators and particularly directed at the pilot entities, the responses to which will be analysed by UN Women and feed into the Report of the Secretary-General to ECOSOC on "Mainstreaming a gender perspective into all policies and programmes in the UN system".

### **Reporting for 2013**

Using the web based tool developed by UN Women for the SWAP, completed SWAP matrices should be provided to UN Women by early January 2013. The web platform is expected to also allow UN Women to develop a substantive data base of SWAP framework relevant policies and practices across the UN System.

UN entities will be expected to meet all of the requirements in Table 1 by reporting for 2017, or set out why the requirements are not relevant to their entity. For UN entities with less than 500 staff, or with a mainly technical focus, the time period for meeting requirements can be extended to 2019 if needed.

### **Reporting to the HLCP/HLCM**

The CEB requested regular reporting to its High Level Committees, which will initially be carried out on a biennial basis, with first reporting in 2014.

### **Reporting to governing bodies**

Entities will determine internally if reporting to their governing body against the SWAP is relevant, based on their governance structures.

### **Reporting to ECOSOC**

Entity reporting on the SWAP will be aggregated by UN Women to feed into the Report of the Secretary-General to ECOSOC on "Mainstreaming a gender perspective into all policies and programmes in the UN system".



## 2. SWAP REPORTING FRAMEWORK

### 2.3 Accountability and resources

#### Entity level

A central purpose of the SWAP is to improve promotion of gender equality and women's empowerment across the UN system, using a common set of Performance Indicators to measure this. For this reason, developing follow-up plans where entities do not meet minimum requirements is central to the exercise. It will be key for departments other than the gender department and/or focal point to take the lead in developing follow-up plans and allocating resources for follow-up where minimum requirements are not met.

#### System-wide level

It will be UN Women's responsibility to identify the main system-wide strengths and weaknesses, and to coordinate work on how strengths can be built on and gaps filled, in consultation with entities. This will include supporting the centres of excellence in different areas of the SWAP, outlined in Section 4.

#### Resources and timelines for improvement

The second level of resources will be at the system-wide level. Funding allocated by individual entities in the SWAP reporting framework can be aggregated to give concrete figures on the amount that the UN system is disbursing to improve its performance on gender equality and women's empowerment. The analysis of SWAP reporting will support coherence by identifying those areas where entities can partner and support each other to work together towards common goals, as well as key areas for UN Women's intervention.

### 2.4 Completing the SWAP reporting framework

Figure 2 presents an example of a completed section of the reporting framework, *for illustrative purposes*.

6 elements of the CEB policy	Performance Indicators	Rating and explanation of why rating has been given, including data sources	Timeline for improvement <sup>10</sup>	Responsibility for follow-up	Resources required
1. Accountability	Up to date gender equality and women's empowerment, and gender balance, policies and plans implemented	Approaches requirement  <u>Reason</u> - policy being developed but not in place	Policy to be in place and implementation to begin in May 2013	Policy unit	-US\$30,000 for completion of policy  -US\$200,000 each year over four years (2013-2017) for implementation

<sup>10</sup> While it is preferable to include a timeline and budget for follow-up, this may not be possible in all cases because of individual entity planning cycles.

# **3. ACCOUNTABILITY FOR GENDER EQUALITY DEVELOPMENT RESULTS AT COUNTRY AND NORMATIVE LEVELS**

UN Member States have for some time been requesting strengthened accountability for gender equality results at the country and normative levels. The development of both the SWAP and the UNCT Performance Indicators for Gender Equality and the Empowerment of Women, both of which focus mainly on processes, has been accompanied by similar requests from different UN entities.

It is proposed to set up an inter-agency working group, chaired by UN Women, on accountability for gender equality development results at country and normative levels. The working group would have at least a one-year mandate and would present the third level of the comprehensive accountability framework to the CEB. Tasks will consist of the following, with timelines to be determined:

- Synthesising findings from relevant work on accountability for gender equality development results at country and normative levels
- Developing a prototype system for ensuring accountability for gender equality and women's empowerment development results at country and normative levels
- Ensuring coherence between this prototype and the SWAP, and the UNCT Performance Indicators for Gender Equality and the Empowerment of Women
- Piloting the prototype system in at least five countries (to include equitable geographical distribution, presence of multiple institutions in country, and prior information to selected countries to allow background work)
- Finalizing the country level gender equality results framework
- Presenting the framework to the CEB

# 4. ROLL-OUT STRATEGY FOR THE SWAP

The following table, based on input received during the consultations for development of the SWAP and the piloting process, sets out the roll-out strategy for the SWAP during 2012. UN Women will play a coordinating function and elicit support from entities on an ongoing basis.

Activity	Rationale
1. Ongoing technical support from UN Women concerning the SWAP reporting framework	Entities will require ongoing support as they prepare for first SWAP reporting in 2013. UN Women will provide a help desk.
2. Establishment of centres of good practice in SWAP Performance Indicators	UN Women cannot lead on all areas of the SWAP and has sought support from the rest of the system. Centres of good practice will become repositories of best practice in the areas covered by the Performance Indicators (strategic planning, audit etc), and support the system in meeting the requirements of the Performance Indicators.
3. Outreach to specialized entities	Specialized entities with a mainly technical focus face greater challenges than the rest of the UN system, and will require tailored support from UN Women. Formulation and implementation of an action plan with specialized entities is required.
4. Coordination and Networking	There are significant gains to be made through supporting synergies around the SWAP and coordinating the system on meeting the Performance Indicators, e.g. in relation to development of policies and plans, rolling out of a system-wide gender marker, and training. Networks can be set up geographically (e.g. Geneva, Vienna), and special events can be held on request. UN Women will take a lead role in this.
5. Peer reviews	The SWAP includes a peer review mechanism where entities with similar mandates will visit each other to ensure accurate reporting on the SWAP, and share experience on good practices and challenges. UN Women will provide methodological guidance and ongoing technical support related to peer reviews. Costs of the peer review visits will rest with individual entities.

## 4. ROLL-OUT STRATEGY FOR THE SWAP

Activity	Rationale
6. Communication strategy	Development of a communication strategy on the SWAP with Member States, donors and partners, by UN Women.
7. Input into Secretariat work on accountability, RBM and change management	UN Women can have significant input into the change management process, to promote gender equality and equal representation of women.
8. Establishment of and orientation on web based reporting system for the SWAP	Establishment of a web based tool is essential for systematization of system-wide practice and policy relevant to the SWAP and for efficiencies with respect to regular reporting, led by UN Women.

# ***ANNEX 1 CEB POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN***

# ***UNITED NATIONS SYSTEM-WIDE POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN: FOCUSING ON RESULTS AND IMPACT***

<sup>11</sup>

## **Preamble**

We, the members of the United Nations System Chief Executives Board for Coordination are committed to accelerating our efforts to advance the agenda for achieving gender equality and the empowerment of women through the practical implementation of the globally agreed commitments contained in the outcomes of global United Nations conferences and summits and their follow-up, in particular the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the internationally agreed development goals, including those contained in the Millennium Declaration, the outcome of the 2005 World Summit and Security Council resolution 1325 (2000).

We reaffirm that the full and complete realization of the human rights of women and girls as an inalienable, integral and indivisible part of all human rights and fundamental freedoms is essential for the advancement of development, peace and security. It is consistent with principles enshrined in the Charter of the United Nations, the Universal Declaration of Human Rights and other international human rights instruments, in particular the Convention on the Elimination of All Forms of Discrimination against Women, and is essential for the advancement of development, peace and security.

## **Policy statement**

We state our intention and commitment to continue to pursue the goals of gender equality and the empowerment of women, both collectively within the United Nations system and individually within our specific organizations, through coherent and coordinated implementation of the gender mainstreaming strategy adopted by the Economic and Social Council in its agreed conclusions 1997/2.

We commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programmes.

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<sup>11</sup> This statement is extracted from the report of the CEB from the Second regular session of 2006.

# UNITED NATIONS SYSTEM-WIDE POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN: FOCUSING ON RESULTS AND IMPACT

We remain determined to advance the agenda of gender equality and the empowerment of women through the utilization of knowledge, expertise and experience available throughout the United Nations.

We shall use the complementary and comparative advantages of each United Nations entity to address gender equality in the concrete areas of development, peace and security and as a cross-cutting issue.

We also undertake to accelerate our efforts to achieve the goal of gender balance among all categories of United Nations employees, in particular at decision-making levels.

We shall employ the diversity of our experiences, expertise and cultures within the United Nations system as a source of inspiration and creativity to achieve a strong partnership among our organizations in a collective endeavour to advance our common objective of promoting gender equality and the empowerment of women.

## **Strategy**

Gender mainstreaming as a key strategy for achieving gender equality and the empowerment of women is intended to work in conjunction with women-specific actions. It should not be seen as replacing them, but rather as supplementing and enhancing their effectiveness.

A United Nations system-wide action plan that includes indicators and timetables, allocation of responsibilities and accountability mechanisms and resources is essential to make the strategy of gender mainstreaming operational.

The main elements of the strategy include:

**(a) Accountability.** Accountability processes and mechanisms will be strengthened or developed within the United Nations system in a coherent, coordinated and consistent manner. Such a system-wide approach to accountability will make it possible to assess progress and gaps at all levels of the Organization's work on gender mainstreaming, both in policy areas and in the field. The accountability mechanisms will incorporate and build on those that have been proved most effective in their use by United Nations entities and/or partner organizations. While coherent system-wide accountability is the desired goal, individual

# UNITED NATIONS SYSTEM-WIDE POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN: FOCUSING ON RESULTS AND IMPACT

United Nations entities will retain their ability to add or enhance their internal approaches to accountability and to take into account their specific mandates and roles. However, such efforts should not circumvent, diminish or otherwise compromise the system-wide efforts.

**(b) Results-based management for gender equality.** Results-based management will be further strengthened throughout the United Nations system. By utilizing common-system indicators and measurement protocols, where applicable, United Nations system-wide results-based management for gender equality will provide timely information to senior managers to enable them to make strategic decisions. This would enhance their entity's work on gender equality and serve as an invaluable approach for working with Member States at the country level to ensure that the focus is on results and impact as opposed to processes alone.

**(c) Oversight through monitoring, evaluation, audit and reporting.** Enhancing oversight through improved monitoring, evaluation, audit and reporting procedures is critical to ensuring accountability of all United Nations staff, including senior and mid-level management, for their performance in gender mainstreaming. The establishment of common indicators and benchmarks in the context of monitoring, evaluation and reporting will be a determining factor in making the achieved progress measurable and visible. Reviews of tangible results in gender mainstreaming through external and internal programme evaluations, gender audits and peer reviews are some of the important tools for assessing the impact of the work of the United Nations system, especially at the country-level. This approach will help to close the gap in the collection and analysis of sex-disaggregated data within the United Nations system at the programme level as well as with partner countries. The lack of sex-disaggregated data is one of the major barriers to the accurate assessment of how policies and programmes to promote gender equality and to empower women should be refined, designed and implemented.

**(d) Human and financial resources.** To achieve desired outcomes, adequate human and financial resources will be allocated to the implementation of gender mainstreaming. This will entail better utilization of current resources, the assignment of additional resources where required and the alignment of resources with expected outcomes. The development of common-system approaches whereby the entire United Nations system will apply agreed-upon norms and standards, indicators and targets, and evaluation frameworks will considerably



# UNITED NATIONS SYSTEM-WIDE POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN: FOCUSING ON RESULTS AND IMPACT

reduce duplication of efforts, especially at the country level. At the same time, opportunities for joint programming, including with Member States through the United Nations country teams, will be created. Applying these strategies will contribute to the optimal use of both human and financial resources, since competing system-wide organizational priorities will be significantly reduced.

**(e) Capacity development.** Developing and/or strengthening staff capacity and competency in gender analysis are essential to the successful mainstreaming of a gender perspective into policies and programmes. A significant proportion of staff throughout the United Nations system, including senior management, has serious gaps in expertise in that area. This contributes to an inadequate and often negligible effort within the United Nations system to identify and address gender issues in many sectors. Staff members who are responsible for programme design and implementation, as well as those responsible for technical advisory services, require capacity development in order to ensure that a gender perspective is reflected in their work at all times. These capacity gaps need to be addressed comprehensively and systematically, including through awareness-raising campaigns and training, at the individual, entity and system-wide levels so that the United Nations system becomes fully capable of delivering gender equality results. Both common-system and individual organizations' approaches to capacity development for gender equality will be used.

**(f) Coherence, coordination and knowledge and information management.** Coherence and coordination of efforts in the implementation of the gender mainstreaming strategy are essential if there are to be meaningful results towards the achievement of the goals of gender equality and the empowerment of women. Notwithstanding the specific mandates of United Nations entities, the overall system must reinforce common goals and consistent working methods in promoting gender equality and the empowerment of women. This is especially important at the country level in order to allow Member States to interact with a harmonious United Nations team. The knowledge management system that will include experiences, expertise and practices of various United Nations entities on the promotion of gender equality and women's empowerment will be established for use by United Nations entities themselves, the country teams and Member States and other partners. Such a coordinated effort, when managed well and made easily accessible, will form a powerful asset for technical and advisory services, including in-country training, designed to achieve gender equality results.



**SYSTEM-WIDE ACTION PLAN  
FOR IMPLEMENTATION OF THE  
UNITED NATIONS CEB POLICY  
ON GENDER EQUALITY AND  
THE EMPOWERMENT OF WOMEN**

PERFORMANCE INDICATORS TECHNICAL NOTES

FACILITATED BY UN WOMEN

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## ACRONYMS

AGDM	Age Gender and Diversity Mainstreaming
CEB	United Nations System Chief Executives Board for Coordination
CEDAW	Convention on the Elimination Discrimination against Women
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ILO	International Labour Organization
OECD-DAC	Organisation for Economic Cooperation and Development Development Assistance Committee
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
SWAP	System-wide Action Plan
UNDP	United Nations Development Programme
UNEG	UN Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
WFP	World Food Programme
WHO	World Health Organization

# ***PURPOSE AND ORGANIZATION OF THE TECHNICAL NOTES***

These Technical Notes provide guidance on the completion of the Performance Indicators developed as part of the reporting framework of the System-wide Action Plan (SWAP) to implement the CEB Policy on gender and the equality of women (CEB/2006/2). For each of the Performance Indicators, the Technical Notes set out:

- the performance indicator itself, organized by the six elements of the CEB Policy (Accountability, Results Based Management, Oversight, Human and Financial Resources, Capacity and Coherence, Knowledge and Information Management)
- the inter-governmental mandate on which the performance indicator is based
- how to complete the rating for the performance indicator
- current practice and examples from across the UN system

## **The Performance Indicators and rating system**

The SWAP rating system consists of five levels of gradation or ratings. These ratings allow the entity to self assess and report on their standing with respect to the indicator. Also, because the ratings represent a continuum of progress, it is hoped that entities will strive to move from the lower to highest rating over time, and that reporting mechanisms will be able to capture this progress.

Further, the process of determining the ratings is expected to generate awareness and analysis of both past performance and future performance expectation. As such, the rating system is intended as an aid to promote leadership and direction, harmonize understanding, enhance coherence and systematically propel progress.

The rating system is as follows:

- Exceeds requirements
- Meets requirements
- Approaches requirements
- Missing
- Not applicable

The objective of all UN system entities should be to at least “meet requirements”. Meeting these however should be considered only as a starting point rather than the conclusion of an entity’s promotion of gender equality and the empowerment of women. It is hoped that all UN entities will aspire to exceed requirements, so that the UN can be considered a leader on gender equality and the empowerment of women.

# PURPOSE AND ORGANIZATION OF THE TECHNICAL NOTES

In the “approaches requirements” category, where there is an either/or option, entities are expected to meet one of the options to be rated under this heading. If neither option is met, the Performance Indicator should be rated as “missing”. For the “meets requirements” and “exceeds requirements” categories, all options must be met. Where there are two or more requirements for an element, if an entity approaches requirements in one element and exceeds requirements in another, this should be rated as “approaches requirements”.

“Missing” should be applied when the performance indicator is relevant to an entity, but the “approaches expectations” rating is not met. “Not applicable” should apply where the performance indicator is not relevant to an entity, for example where the entity has no country programme documents.

For the UN Secretariat some of the Performance Indicators may be covered by cross-Secretariat offices such as the Office of Human Resources Management (for competencies and capacity development), Office of Programme Planning Budget and Accounts (for resource allocation and tracking) or OIOS (for audit).

A glossary of key terms can be found at the end of the Technical Notes.

As in all rating systems, there will be an element of subjectivity in the rating process, but this should be minimized by establishing clear definitions and extensive testing of the Performance Indicators.

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# A. ACCOUNTABILITY

## 1. Policy and plan: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
1a. Gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans in the process of being developed <sup>1</sup>	1b. Up-to-date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented	1ci. Up to date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented  and  1cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women

### MANDATE

[ECOSOC Agreed Conclusions 1997/2](#)<sup>2</sup> calls on all entities of the United Nations system, making full use of the expertise and support of gender units or focal points, to institutionalize mainstreaming of a gender perspective at all levels through specific steps, including by the adoption of gender mainstreaming policies and the formulation of specific mainstreaming strategies for sectoral areas.

[A/RES/64/141](#)<sup>3</sup> requests the Secretary-General to review and redouble his efforts to make progress towards achieving the goal of 50/50 gender balance at all levels in the Secretariat and throughout the United Nations system, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 paragraph 3, of the Charter of the United Nations, considering, in particular, women from developing and least developed countries, from countries with economies in transition and from unrepresented or largely underrepresented Member States, and to ensure managerial and departmental accountability with respect to gender balance targets, and strongly encourages Member States to identify and regularly submit more women candidates for appointment to positions in the United Nations system, especially at more senior and policymaking levels, including in peacekeeping operations.

<sup>1</sup> References to gender equality and the empowerment of women in this document refer both to gender mainstreaming and the equal representation of women.

<sup>2</sup> ECOSOC Agreed Conclusions 1997/2. Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

<sup>3</sup> A/RES/64/141. Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (paragraph 21)

# A. ACCOUNTABILITY

## HOW TO USE THE PERFORMANCE INDICATOR:

To meet the requirement in this area the following will need to be achieved in the main entity gender policy/ plan:

- a) Gender Strategy/Policy includes:
  - implementation plan
  - time frame for implementation
  - resources needed for implementation
  - accountability of different levels of staff, including senior managers, for the promotion of gender equality and the empowerment of women, including gender mainstreaming and equal representation of women, clearly set out. This should include for example assessment in performance appraisal and/or senior manager compacts that specify their accountability.
- b) Monitoring and evaluation of the policy/action plan is included, with timeline.
- c) Monitoring takes place as planned.
- d) Evaluation takes place as planned.
- e) Results of monitoring and evaluation are fed back into programming.

“Up-to-date” refers to a policy developed or implemented or reauthorized or updated in the last five years. Policy units will need to develop a monitoring system to ensure the indicator is met. Policy titles differ from entity to entity; in order to meet the requirement a policy, plan or equivalent should be in place.

To exceed the requirement a senior manager accountability mechanism, such as senior manager compacts or steering committee, needs to be in place

## CURRENT PRACTICE AND EXAMPLES:

As of November 2011, 37 funds, programmes and specialized entities had a gender equality policy or strategy, of which 25 were issued or updated in the last four years, and 17 have an implementation plan. UN Women has compiled [a list of policies and strategies](#), which can also be used to develop new policies.

The WHO issued a Strategy for integrating gender analysis and actions into the work of WHO in 2007. It also developed, in the same year, a systematic monitoring and evaluation framework for the Strategy, one of the first examples in the UN system. As part of the monitoring and evaluation process:

- WHO conducted an extensive [baseline exercise](#) to track its Strategy
- WHO has followed this with a [mid-term review](#) published in 2011, which outlines how the results of the mid-term review is being fed into programming
- WHO also plans a final evaluation of the strategy



# A. ACCOUNTABILITY

The [UNHCR Accountability Framework for Age, Gender and Diversity Mainstreaming \(AGDM\)](#), which is in its fifth year, constitutes a pioneering example of implementation of a specific senior level mechanism for promoting accountability for gender equality and the empowerment of women. The accountability framework for AGDM aims to demonstrate organisational leadership by placing accountability with senior management, from the High Commissioner down, in a transparent, public and personal manner. As such it is a ground-breaking initiative, which places UNHCR as a lead entity in ensuring that AGDM moves from rhetoric to organizational reality. The accountability framework provides a simple check box format to gauge progress towards four main equality objectives:

- AGDM in operations
- enhanced protection of women and girls of concern to UNHCR
- enhanced protection of children of concern to UNHCR, including adolescents
- enhanced response to and prevention of sexual and gender based violence

UNDP has instituted a Gender Steering and Implementation Committee (GSIC), which is the highest decision-making body on gender equality and the empowerment of women within UNDP with responsibility for policy setting and oversight of all offices. Chaired by the Administrator, the GSIC is the main institutional mechanism by which the UNDP Administrator builds senior leadership and commitment for gender equality and the empowerment of women.

Examples of policies that could be included vis-à-vis equal representation of women include:

- Special Measures for Gender Equality (affirmative action)
- Maternity and Paternity Leave
- Sick leave, family leave, emergency leave
- Flexible Work arrangements with monitoring and encouragement of their use i.e. tracking of all arrangements available
- Policy on Domestic Violence or Gender Based Violence
- Policy on Anti-Harassment and abuse of power including sexual harassment
- Policy for Conflict Resolution: Formal and Informal Mechanisms
- Policy and terms of reference for gender focal points for mainstreaming and the improvement of the status of women including the equal representation of women

# A. ACCOUNTABILITY

## 2. Gender responsive performance management: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
2a. Core values and/or competencies being revised to include assessment of gender equality and the empowerment of women	2b. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above	2ci. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above including decision making positions in all Committees, Missions and Advisory Bodies  and  2cii System of recognition in place for excellent work promoting gender equality and women's empowerment

### MANDATE

[ECOSOC Resolution 2006/36](#)<sup>4</sup> calls on the UN system to strengthen accountability systems for both management and staff, through, inter alia, the inclusion of objectives and results related to gender mainstreaming in personnel work-plans and appraisals.

[A/RES/59/184](#)<sup>5</sup> requests the Secretary General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, justice, anti harassment and sexual harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for managerial accountability accelerate the goal of 50/50 gender distribution.

### HOW TO USE THE PERFORMANCE INDICATOR:

To meet the requirements of this performance indicator there should be integration of gender equality and the empowerment of women into core values and/or competencies, or equivalents. While integration into competencies is preferable, to be rated as meeting this indicator there should be integration in at least the core values.

<sup>4</sup> ECOSOC Resolution 2006/36. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4).

<sup>5</sup> GA Resolution 2005 Globalization and its impact on the full enjoyment of all human rights.

# A. ACCOUNTABILITY

Recent reports on accountability in the UN system, e.g. [the Secretary-General's 2010 report on accountability](#)<sup>6</sup> refer to rewards and sanctions related to staff performance. In its [resolution 63/251](#)<sup>7</sup> the General Assembly requested the International Civil Service Commission to identify means of rewarding performance. While few such rewards exist in the UN system, they can be brought in to promote gender equality and the empowerment of women. To exceed the requirement, there needs to be a system in place for recognizing excellent performance in promoting gender equality and the empowerment of women, for example a gender equality award, or allocation of resources to units which display excellent performance.

## **CURRENT PRACTICE AND EXAMPLES**

UNDP includes as a core competency for all staff: “Ensures an organizational environment that respects diversity, gender equality and cultural sensitivity and fosters openness to diverse perspectives”.

The [Resident Coordinator performance review system](#) includes assessment on gender equality under the advocacy, resource mobilization and strategic partnerships heading, as follows “effectively advocates core values of the UN Charter, including human rights and gender equality”.

IAEA's core values and competencies include gender equality/respect for diversity in alignment. FAO has included gender equality issues in its Performance Evaluation Management System, for Assistant Director Generals, Directors and Gender Focal Points in Decentralized Offices and at HQ. This includes both mandatory activities and a set of performance indicators against which to measure progress. Starting from 2009, all UNDP managers report on one mandatory key result on gender equality and gender parity in the UNDP Result Competency Framework.

The [UN Public Administration Programme](#) includes a public service award for promoting gender responsive delivery of public services, which started in 2011, and is judged against seven areas, including responsiveness to the needs of women, and accountability in service provision to women. The overall purpose of the United Nations Public Service Awards is to recognize the institutional contribution made by public servants to enhance the role, professionalism, image, and visibility of the public service. The Award is the most prestigious international recognition of excellence in public service. Award winners are recognized during UN Public Service Day on 23 June of every year at an event held in New York.

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<sup>6</sup> Towards an accountability system in the United Nations Secretariat. Report of the Secretary-General. A/64/640.

<sup>7</sup> United Nations Common System: Report of the International Civil Service Commission.

# A. ACCOUNTABILITY

The UN Secretariat has introduced senior manager compacts, which are annual agreements between the Secretary-General and his senior-most officials, set specific programmatic objectives and managerial targets for a given year and outline clear roles and responsibilities at the highest levels. At the end of each review period, the Management Performance Board assesses the performance of each senior manager and requests an action plan to remedy identified weaknesses, as necessary.

UN-Habitat's Senior Manager Compact with the Secretary-General makes specific reference to the UN-Habitat Gender Action Plan and the degree to which planned actions for 2011 in UN-Habitat Gender Action Plan are implemented. The compact notes that the Executive Director of UN-Habitat will closely follow-up on the implementation of the UN-Habitat Gender Action Plan and hold programme managers accountable for attaining the expected results.

# B. RESULTS BASED MANAGEMENT

## 3. Strategic planning: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
<p>3ai. Gender analysis in the central strategic planning document and main country programme documents</p> <p>or</p> <p>3a.ii. The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment</p>	<p>3bi. Gender analysis in the central strategic planning document and main country programme documents</p> <p>and</p> <p>3b.ii. The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment</p>	<p>3ci. Gender analysis in the central strategic planning document and main country programme documents</p> <p>and</p> <p>3c.ii. The central strategic planning document includes more than one specific outcome/expected accomplishment and more than one specific indicator on gender equality and women's empowerment</p>

### MANDATE

[A/RES/62/208](#)<sup>8</sup> calls upon the organizations of the United Nations development system, within their organizational mandates, to further improve their institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks.

[ECOSOC Resolution 2008/34](#)<sup>9</sup> requests the United Nations system, including United Nations system agencies, funds and programmes within their organizational mandates, to promote a United Nations system-wide common understanding of a results-based management framework with benchmarks and indicators for measuring progress in the application of the gender mainstreaming strategy to achieve gender equality; and to include clear gender equality results and gender-sensitive indicators in their strategic frameworks; among others.

[ECOSOC Resolution 2005/31](#)<sup>10</sup> calls on the UN system to fully incorporate a gender perspective in programme budgets and multi-year funding frameworks and into all results-based budgeting processes.

<sup>8</sup> A/RES/62/208. Triennial comprehensive policy review of operational activities for development of the United Nations system (paragraph 56 and 61)

<sup>9</sup> ECOSOC Resolution 2008/34. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4). Also included in ECOSOC Resolution 2009/34

<sup>10</sup> ECOSOC Resolution 2005/31. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4c). Mandate also included in ECOSOC Resolution 2007/33.

# B. RESULTS BASED MANAGEMENT

## HOW TO USE THE PERFORMANCE INDICATOR:

To meet this performance indicator: clarify that it is each sub-programme for the Secretariat

**a)** In order to meet the first part of this performance indicator (4bi. a), the central strategic planning document, and country programme documents (where there is a country level presence and such documents are produced), should include adequate gender analysis. A system-wide definition of gender analysis can be taken from the ECOSOC agreed conclusions 1997/2: "...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels." The following constitutes a list of elements that comprise an adequate gender analysis<sup>11</sup>:

- Examine inequalities between women and men and how greater gender equality can be promoted
- Question assumptions about "families", "households" or "people" that may be implicit in the way a problem is posed or a policy is formulated
- Obtain data or information to allow the experiences and situations of both women and men to be analyzed; analyze sex-disaggregated data to support gender-sensitive approaches
- Ensure that activities where women are numerically dominant (including domestic work) receive attention
- Analyze the problem or issue and proposed policy and/programme options for implications from a gender perspective, and seek to identify means of formulating directions that support an equitable distribution of benefits and opportunities, which can include targeted programmes for women

For country programme documents a sample of approximately 25 per cent of documents completed during the year under review can be taken as a sample, ensuring geographical representation if possible.

**b)** The introductory or overarching section to the central strategic planning document should make explicit reference to the ways in the entity will promote gender equality and the empowerment of women.

**c)** At least one outcome/expected accomplishment in the central strategic planning document will reflect the main work of the agency on gender equality and the empowerment of women. Outcome here means one of the main overarching results statements of the entity, and not a sub-outcome or output. There should be a dedicated outcome, such as "Gender equality and the empowerment of women will be promoted through a focus on girls' education". Outcome statements that include phrases such as: "including gender equality" or "with attention to gender equality" do not meet the minimum requirement, as the main focus of the outcome has to be on gender equality and the empowerment of women.

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<sup>11</sup> Adapted from OSAGI (2002) Gender Mainstreaming: an overview. New York: Office of the Special Adviser on Gender Issues and the Empowerment of women.

## B. RESULTS BASED MANAGEMENT

d) The central strategic planning document will also include at least one indicator that references a quantifiable measure of the outcome. For example an indicator might read: “Increase in girls’ retention in primary school by 20 per cent over five years”. Indicators that include phrases such as: “including attention to women” do not meet the minimum requirement.

Strategic planning offices will need to develop a monitoring system to track the gender-sensitivity of the central strategic planning document (e.g. the Strategic Framework, Plan or Multi-Year Funding Framework).

The entity can be considered to approach requirements if either of the Performance Indicators in the “approaches requirements” column are met. If neither are met this element should be rated as “missing”.

### **CURRENT PRACTICE AND EXAMPLES:**

UNESCO’s *Programme and Budget 2010-2011* currently exceeds the performance indicator. It includes a strong commitment in its introduction:

Gender equality has been identified as a global priority at various United Nations conferences and summits. UNESCO will reinforce its action in favour of gender equality in and through its fields of competence. Particular attention will be paid to the pursuit of the objective of gender equality through two mutually reinforcing approaches: firstly, ensuring full implementation of the gender mainstreaming strategy in all major programmes; secondly, ensuring that the specific needs of women and girls are addressed through gender-specific initiatives, especially at the country level. The emphasis on gender equality is integrated into the strategies for each biennial sectoral priority and reflected, as appropriate, in the results chain for the various MLAs, reflecting the objectives and expected results of the Gender Equality Action Plan. 2010 will mark the 15th anniversary of the Beijing Conference and thus UNESCO will undertake special reflection of the attainment of the Beijing agenda and the need for further translation of its goals into practical measures.

In addition gender equality is treated both as a cross-cutting theme and integrated into all of the other major programmes, including in key results statements and indicators.

The ILO Decent Work Country Programme (2006-2009) for Bangladesh meets the programme indicators requirement for country programme documents in terms of gender analysis, as it:

- Notes the role of women in the formal and informal sectors, and the ways in which women are concentrated in low paying jobs
- Focuses on the importance of supporting women workers’ rights

## B. RESULTS BASED MANAGEMENT

- Notes the persistent gender inequalities with respect to employment and wages in spite of the increase in women's share of wage employment especially in manufacturing
- The need to address constraints to women working as entrepreneurs
- Promotes solutions to gender inequality through a greater focus on skills training programmes for young women

The *UNDP Development and institutional results framework 2008-2013* includes three outcomes related to achieving gender equality results. Examples from the framework which would meet requirements, as they integrate gender equality or the empowerment of women, are as follows:

- MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities
- Policies, institutions and mechanisms that facilitate the empowerment of women and girls strengthened and implemented
- Policies and programmes implemented through multi-stakeholder approaches to protect the human rights of people affected by AIDS, mitigate gender-related vulnerability, and address the impact of AIDS on women and girls

The *UNAIDS 2012-2015 Unified Budget, Results and Accountability Framework* includes the following goal and outcome level statements which are good examples of gender mainstreamed results statements:

- Outcome level: Gender-transformative HIV strategies are operationalized, as part of the UNAIDS Agenda for Accelerated Country Action for Women, Girls, Gender Equality and HIV (2010–2014)
- Outcome level: HIV strategies and programmes integrate GBV and HIV with actions and resources that address and prevent both pandemics in an integrated manner



# B. RESULTS BASED MANAGEMENT

## 4. Monitoring and Reporting: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
<p>4ai. Reporting on gender equality and women's empowerment results in relation to the central strategic planning document</p> <p>or</p> <p>4aii. All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex</p>	<p>4bi. Reporting on gender equality and women's empowerment results in relation to the central strategic planning document</p> <p>and</p> <p>4bii. All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex</p>	<p>4ci. Reporting on gender equality and women's empowerment results in relation to the central strategic planning document</p> <p>and</p> <p>4cii. All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex</p> <p>and</p> <p>4ciii. Entity RBM mainstreams gender equality and the empowerment of women</p>

### MANDATE

[A/RES/62/208](#)<sup>12</sup> calls upon the United Nations development system to further improve qualitative and quantitative reporting on gender equality, including gender disaggregated data.

[ECOSOC Resolution 2007/33](#)<sup>13</sup> calls upon the UN system to promote the collection, analysis and use of data disaggregated by sex during programme development and evaluation of gender mainstreaming to assess progress towards achieving gender equality and the empowerment of women.

[ECOSOC Agreed Conclusions 1997/2](#)<sup>14</sup> calls upon all entities of the United Nations system, making full use of the expertise and support of gender units or focal points to institutionalize mainstreaming of a gender perspective at all levels through specific steps, including through the improvement of tools for gender mainstreaming, such as gender analysis, the use of data disaggregated by sex and age and sector-specific gender surveys, as well as gender-sensitive studies, guidelines and checklists for programming.

<sup>12</sup> A/RES/62/208. Triennial comprehensive policy review of operational activities for development of the United Nations system (paragraph 57)

<sup>13</sup> ECOSOC Resolution 2007/33. Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4p). Mandate also in 2008/34.

<sup>14</sup> ECOSOC Agreed Conclusions 1997/2. Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

# B. RESULTS BASED MANAGEMENT

## HOW TO USE THE PERFORMANCE INDICATOR:

For 4ai, bi and ci, many UN entities report on their central strategic planning document yearly to their Governing Bodies. To meet the requirement for this performance indicator, reporting should measure the main gender equality and empowerment of women results using the gender-sensitive indicators included in the central strategic planning document. Where reports are yearly, all reports should be reviewed since the publication of the last central strategic planning document.

For 4aii, 4bii and 4cii, key entity data refers to:

- a) Data in the central strategic planning document
- b) Data in reports on the central strategic planning document
- c) Data in key country programme documents such as country programme strategies, where these exist

In order to exceed requirements for this performance indicator, entity RBM guidance (e.g. in the policy/programme manual or equivalent) should include information on developing results statements and indicators that are gender-sensitive, with examples.

The SWAP Performance Indicators have been aligned with and supports the joint HLCM/UNDG work on common principles in results reporting, which notes that:

The four results reporting principles proposed in this study provide a basis for UN agencies to standardize and improve results reporting to better demonstrate the UN's *effectiveness*. They consider the need to measure and report on *efficiency* and efficiency gains while at the same time reducing the reporting burden. Ensuring that common results and a development agenda are embraced and measured by all partners means that development results derive from *mutual accountability*. Setting quality standards in terms of accessibility, balance, and clarity is the foundation for transparency in results reporting.<sup>15</sup>

## CURRENT PRACTICE AND EXAMPLES

The *UNICEF Medium-Term Strategic Plan 2006-2009* (MTSP) clearly sets out the gender equality and empowerment of women objectives of the Fund, noting the central importance of integrating gender dimensions into all of its work with children in its introduction, establishes gender equality as a cross-cutting theme for the Fund as well as a specific focus area (Basic Education and Gender Equality).

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<sup>15</sup> *Common Principles of Results Reporting. A UNDG-HLCM Joint Study*. Final Report, 15th July 2011, mimeo.

## B. RESULTS BASED MANAGEMENT

The UNICEF Annual Report of the Executive Director: progress and achievements in 2009 and report on the in-depth review of the medium-term strategic plan 2006-2013 reports fully on the MTSP both in terms of promoting gender equality and the empowerment of women in general, on gender as a cross-cutting theme, and in relation to the specific focus area on Basic Education and Gender Equality.

The 2011 UNESCO guide [Results-Based Programming, Management and Monitoring \(RBM\) approach as applied at UNESCO](#) notes the key role the promotion of gender equality and the empowerment of women plays in the organization's mandate, and goes on to emphasize that gender equality needs to be included in the formulation of results (p. 16):

The results should reflect change needed to ensure that right-holders can exercise their rights and to ensure equal opportunities among men and women, boys and girls. Performance indicators can give indications of this change placing focus for example on equal participation, on degree of gender responsiveness and using sex disaggregated data to measure progress. In the same manner right-holders, men and women, boys and girls should be mobilized both as beneficiaries and partners. For example, partnerships with women's groups and gender equality advocates ensure expertise concerning the implementation of gender equality dimensions of national laws, policies and strategies. The rationale and the conclusion of the considerations with regards to human rights and Gender Equality should be included as an integral part of the implementation strategy. These aspects shall continue to be reflected upon when implementing, monitoring and reporting.

The guide also provides a number of examples of how to develop gender-sensitive results statements and indicators.

# C. OVERSIGHT

## 5. Evaluation: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
5a. Meets some of the UNEG gender-related norms and standards	5b. Meets the UNEG gender-related norms and standards	5ci. Meets the UNEG gender-related norms and standards and 5cii. Demonstrates effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective

### MANDATE

ECOSOC Resolution 2007/33<sup>16</sup> requests the United Nations system, including United Nations agencies, funds and programmes within their organizational mandates, to strengthen institutional accountability mechanisms, including through a more effective monitoring and evaluation framework for gender mainstreaming based on common United Nations evaluation standards.

### HOW TO USE THE PERFORMANCE INDICATOR:

UNEG has established evaluation [norms and standards](#) for the UN system, and the following has been adapted from these. To meet the requirement in this area:

Evaluation offices will have established a meta-evaluation process such that the quality of evaluations in relation to gender equality and the empowerment of women can be assessed, against the following criteria:

- a) The evaluation methodology should explicitly address issues of gender equality and the empowerment of women.
- b) The composition of evaluation teams should be gender balanced.

<sup>16</sup> ECOSOC Resolution 2007/33. Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4a).

## C. OVERSIGHT

- c) Consideration should be given to gender issues throughout the evaluation implementation process, including detailed gender analysis (i.e. the evaluation should examine: whether the roles and relations of women and men have been taken into account in the intervention planning and implementation process; levels of participation of females and males throughout the intervention; differential benefits to females and males; and include systematic disaggregation of data by sex, or note where data is not available to do so).
- d) The evaluation report should indicate the extent to which gender issues were incorporated. The evaluation report should include a description of:
  - How gender issues were implemented as a cross-cutting theme in programming, and if the subject being evaluated gave sufficient attention to promote gender equality and gender-sensitivity; and
  - How gaps related to gender were identified, and how the design and implementation of the subject being evaluated addressed these gaps.

A representative sample of evaluations for the year under review should be included in the review, which should make up at least 50 per cent of evaluations carried out by the entity for that year.

UNEG has produced [Guidance on integrating human rights and gender equality into evaluations](#). To exceed requirements evaluations should demonstrate that the Guidance has been used to guide evaluation practice. The sample for assessing this should be at least 50 per cent of evaluations carried out by the entity for the year under review. Demonstrating effective use means including the key elements from the Guidance in the evaluation terms of reference, process and report. Evaluation refers to external evaluations only, not to self-evaluation. For details of what constitutes an evaluation, see the [UNEG Norms](#) where a definition is provided. The self-evaluations conducted in the Secretariat are not included in this performance indicator, as these are closer to monitoring exercises, but the external Secretariat evaluations should be included.

### **CURRENT PRACTICE AND EXAMPLES:**

WFP's evaluation of its [Ghana Country Programme 2006-2010](#) is a good example of attention to gender equality and the empowerment of women in the evaluation report. The report:

- Includes a gender balanced team
- Systematically disaggregates data by sex and carries out an analysis of the sex-disaggregated data
- Outlines the gender equality and empowerment of women objectives of the programme and assesses the results of these objectives in detail
- Discusses the gender equality and empowerment of women results in detail in the evaluation conclusions, and includes one related recommendation

## 6. Gender responsive auditing: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
6a. Entity audit office partly re-sourced to assess progress in promotion of gender equality and the empowerment of women	6b. Entity audit office fully resourced to assess progress in promotion of gender equality and the empowerment of women every five years	6ci. Entity audit office fully resourced to assess progress in promotion of gender equality and the empowerment of women every three years  and  6cii. ILO Participatory Gender Audit or equivalent carried out at least every five years

### MANDATE

[A/RES/64/141](#)<sup>17</sup> encourages increased efforts by Governments and the United Nations system to enhance accountability for the implementation of commitments to gender equality and the empowerment of women at the international, regional and national levels, including by improved monitoring and reporting on progress in relation to policies, strategies, resource allocations and programmes, and by achieving gender balance.

The CEB Policy on gender equality and the empowerment of women states: Enhancing oversight through improved monitoring, evaluation, audit and reporting procedures is critical to ensuring accountability of all United Nations staff, including senior and mid-level management, for their performance in gender mainstreaming

### HOW TO USE THE PERFORMANCE INDICATOR:

Audit: awaiting input from UNRIAS

To exceed requirements, a Participatory Gender Audit or equivalent should be carried out at HQ level at least every five years.

<sup>17</sup> A/RES/64/141. Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (paragraph 21)

## C. OVERSIGHT

### CURRENT PRACTICE AND EXAMPLES:

There are few if any current examples in the UN system of Audit Offices specifically assessing entity capacity in gender equality and the empowerment of women.

The ILO has developed over the last 10 years what should be considered the “gold standard” for [participatory gender audit](#), and this methodology has been widely used within the UN system and elsewhere. This accountability tool is well accepted by ILO constituents, ILO administrative units, regional partners and the UN family to assess and monitor progress towards the achievement of gender equality. It is also a tool for gender mainstreaming in the Common Country Assessments and UNDAF processes. By 2011, PGAs had been successfully introduced by the ILO and used in 12 UN Country Teams (Albania, Cape Verde, Ethiopia, Kenya, Liberia, Malawi, Mozambique, Nigeria, Philippines, Rwanda, United Republic of Tanzania and Zimbabwe). The audit recommendations are firmly owned by the audited entity. Training of audit facilitators (TOF) creates a multiplier effect by building capacity on gender equality among member States, national gender experts and UN staff. To support this, the International Training Centre of the ILO in Turin (ITC-Turin) has conducted since 2007 a standard course on “Training for gender audit facilitators” (offered in English, French and Spanish), which has built the capacity of over 100 women and men. Further up-to-date information, presented to the ILO’s Governing Body at its 310th Session, March 2011, GB.310/17/3, can be found [here](#).

In 2010 FAO undertook a [Gender Audit](#) using a methodology similar to that used in the ILO Participatory Gender Audit. The central question of the audit was: “What does FAO need to do to adapt its institutional mechanisms and processes to mainstream gender equality throughout the Organization?” The methodology included:

- Review of: gender evaluations and audits of other UN organizations; lessons, benchmarks and good practices in gender mainstreaming; and relevant evaluation reports
- Engagement with management and staff working on gender issues in FAO and a gender audit advisory committee
- Facilitated group discussions with more than 40 gender focal points and designates
- Online survey targeting professional staff and long-term consultants
- Interviews and group discussions, based on a semi-structured interview guide, at FAO headquarters, three regional offices (Europe and Central Asia, Asia and the Pacific, and Africa) and two sub-regional offices (Central and Eastern Europe and West Africa), and the Vietnam, Cambodia and Ghana country offices.

The audit findings fed into a process of considerable strengthening of institutional mechanisms to promote gender equality and the empowerment of women in FAO.

## 7. Programme review: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
7a. Programme quality control system partly integrates gender analysis	7b. Programme quality control system fully integrates gender analysis	7ci. Programme quality control system fully integrates gender analysis and 7cii. Recognition in place for programmes that excel on gender equality and women's empowerment

### MANDATE

[ECOSOC Resolution 2005/31](#)<sup>18</sup> calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, to intensify efforts to address the challenges to the integration of gender perspectives in policies and programmes, including by: developing action plans, where these do not yet exist, with clear guidelines on the practical implementation of gender mainstreaming in policies and programmes.

### HOW TO USE THE PERFORMANCE INDICATOR:

Most UN entities have a quality control system in place for reviewing programmes to ensure that they align with the entity's mandate and promote appropriate normative, development and humanitarian goals. Quality control systems differ from entity to entity, and it is not possible to cover the range of systems in these Technical Notes. For example in the Funds and Programmes, programmes will be developed in a consultative process with counterparts, be drafted at country level, and then be reviewed at Regional and HQ levels. In the UN Secretariat, the main programme review process is carried out by the Office of Programme Planning Budget and Accounts during development of the Strategic Framework, in that "programmes" are defined by the sub-programme expected accomplishments and indicators of achievement. For specialized entities with a mainly technical focus, programming in technical cooperation may form only a small part of the overall work of the entity. What is meant by "programme" will therefore have to be determined on an entity by entity basis.

<sup>18</sup> ECOSOC Resolution 2005/31. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4). Mandate also included in ECOSOC Resolution 2007/33.



## C. OVERSIGHT

To meet the requirement for this performance indicator, entities should analyse the following when assessing programmes:

- In the programme background and justification, there should be analysis of roles and relations through gender analysis
- The ways in which gender equality and the empowerment of women will be promoted should be explicitly noted in the programme results statements; phrases such as “supporting women” or “with attention to vulnerable groups including women” do not meet the indicator
- If the programme is aiming to support rights holders and/or beneficiaries, it should note how benefits are intended to accrue to females and males
- Who will implement the programme (e.g. men/women/boys/girls) should be set out
- The programme monitoring and evaluation plans should include assessment of whether the gender equality and empowerment of women objectives of the programme have been met
- All key data should be disaggregated by sex (that is any population-based data in relation to poverty, hunger, education, health, infrastructure, housing, control of resource, and/or economic development), or a rationale should be provided as to why data is not being disaggregated

For Technical Cooperation programmes, any programme review checklists should include either the points above or a summary of the points above. Some highly technical programmes, e.g. those which set norms and standards in technical areas, may be rated “not applicable”.

For entities to analyse the points listed above meaningfully, they should either have gender specialists involved in programme review, and/or have programme reviewers with sufficient expertise in gender equality and the empowerment of women. To exceed the indicator, programmes that excel on gender equality and the empowerment of women should be publicly recognised, for example through an award and/or public citation in speeches.

### **CURRENT PRACTICE AND EXAMPLES:**

In 2011, UNDP developed a Check List to ensure Country Programme Documents meet gender equality standards. This tool includes a set of questions to guide staff to integrate gender analysis during the planning and formulation of CPDs. Also the checklist helps those assessing how gender is integrated into CPDs to ensure consistency. Questions are related to the situation analysis, proposed programme, Monitoring and Evaluation System and Results and Resource Framework (RRF).

Since 2006, UNHCR has sponsored an annual award for excellence in team achievements in gender. UNHCR Representatives are asked to nominate teams which have undertaken exemplary and innovative work with refugees, IDPs and returnees to promote gender equality and the empowerment of women. Recipients of the award receive a replica of the UNHCR Memorial, and the award is reflected in staff members’ Fact Sheets.

# D. HUMAN AND FINANCIAL RESOURCES

## 8. Resource tracking: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
8a. Working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women's empowerment	8b. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment	8c. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment and 8ci. Results of financial resource tracking influences central strategic planning concerning budget allocation

### MANDATE

[ECOSOC Resolution 2011/6](#)<sup>19</sup> requests the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: enhancing and strengthening the various accountability frameworks of the United Nations system to ensure more coherent, accurate and effective management, monitoring, evaluation and reporting of each United Nations entity's gender equality results, including tracking of gender-related resource allocation and expenditure, and results-based approaches within the United Nations system.

### HOW TO USE THE PERFORMANCE INDICATOR:

There are a number of gender marker systems in place in the UN system that meet the requirement for this performance indicator. These gender marker systems usually rate interventions in a similar way to the [OECD-DAC Gender Equality Policy Marker](#), and in their coding system provide an indicative overview of resources allocated to promotion of gender equality and the empowerment of women. For example, the [Inter-Agency Standing Committee Gender Marker](#) is now required in all Consolidated Appeals Processes and other humanitarian appeals and funding mechanisms. This uses a 0-2 scale for projects, where:

- 0 means no reflection of gender
- 1 means there are gender dimensions in only one or two components
- 2a means that there is potential to contribute significantly to gender equality, and
- 2b means the project's principal purpose is to promote gender equality

<sup>19</sup> ECOSOC Resolution 2011/6. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7d).

# D. HUMAN AND FINANCIAL RESOURCES

While for projects rated 2b close to 100 per cent of financial resources may be assumed to promote gender equality, no similar calculation can be made for projects rated 1 or 2a under this gender marker system, which is why assessment of resource disbursement is indicative only. UNDP and UNICEF are using similar systems, although the unit of analysis differs – outputs in the case of UNDP, and intermediate results in the case of UNICEF. UNDP rolled out its gender marker in 2009, and has been a pioneer entity in implementing the gender marker and providing advice and technical support to UN entities in this area.

Gender marker systems are also being developed in the UN system which are tied to percentage allocations of resources to promote gender equality and the empowerment of women – see the example of the Peacebuilding Fund under performance indicator 9 on resource allocation. These systems will be more related to determining resource allocation than tracking resources already disbursed, which is why they are referred to under performance indicator 9. These percentage based systems should also be rated as meeting requirements under performance indicator 8.

To exceed the requirement, there needs to be a linkage made between the resource tracking mechanism and entity budgeting processes. For example, in the case of the Inter-Agency Standing Mechanism Gender Marker, gender codes will appear in the OCHA Financial Tracking System and donors interested in investing in gender-responsive projects can use the data to identify which projects are designed well enough to advance gender equality. In the case of UNDP, the Gender Marker is intended lead to increased investment in gender equality issues as staff become more aware of and interested in how to undertake gender-responsive planning and budgeting.

Gender marker systems not specifically tied to tracking resources, but rather to assessing overall programme performance, should be rated as approaching requirements.

## **CURRENT PRACTICE AND EXAMPLES:**

The UN Development Group Task Team on Gender Equality is currently (November 2011) developing a Guidance Note establishing principles and standards for tracking and reporting on allocations and expenditures for gender equality to ensure comparable data across the UN system. It is expected that the note will guide the development of an effective and coherent approach for tracking resources towards gender equality results with agreed upon parameters and standards inside the UN System. The Guidance Note should be available in the first half of 2012.

# D. HUMAN AND FINANCIAL RESOURCES

## 9. Resource allocation: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
9a. Financial benchmark is set for implementation of the gender equality and women's empowerment mandate	9b. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met	9c. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded

### MANDATE

[ECOSOC Resolution 2011/6<sup>20</sup>](#) requests the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: enhancing resource mobilization capacity and increasing the predictability of both human and financial resources for gender equality and the empowerment of women

[ECOSOC Agreed Conclusions 1997/2<sup>21</sup>](#) states that clear political will and the allocation of adequate and, if need be, additional human and financial resources for gender mainstreaming from all available funding sources are important for the successful translation of the concept into practice

### HOW TO USE THE PERFORMANCE INDICATOR:

To meet this indicator the entity should have set and achieved a financial target for meeting its gender equality and empowerment of women mandate in all of its budgets, including HQ, regular, core and extra-budgetary resources. For example, if an entity has a mandate to achieve gender parity in its training workshops for Member States, there should also be an estimate of the resources needed to achieve this and tracking of expenditure on this mandate. Similarly if the entity's mandate is to empower women through greater participation in the political process, the resources required for this should be estimated and tracked.

<sup>20</sup> ECOSOC Resolution 2011/6. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7c and 7j).

<sup>21</sup> ECOSOC Agreed Conclusions 1997/2. Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

# D. HUMAN AND FINANCIAL RESOURCES

## CURRENT PRACTICE AND EXAMPLES:

There have been previous attempts in the UN system to set financial targets for support to gender equality and the empowerment of women. For example, in 1997 research indicated that less than two percent of UNDP's core resources were being allocated to gender equality, which was then one of five UNDP Focus Areas. As a result the Administrator's requested managers to allocate twenty percent of thematic funds to gender equality (Direct Line 11), a requirement that was discontinued in 2000.<sup>22</sup>

In one of the first major systematic initiatives of its kind in the UN system, the [Secretary-General in 2010 committed the Peacebuilding Fund](#) to doubling the proportion of funding devoted to gender-focused projects by October 2012, and set a target of 15 percent of UN-managed peacebuilding funds to be spent on projects that promote women's specific needs, advance gender equality or empower women. The Secretary-General's report (A/65/354 – S/2010/466) reads as follows:

The Secretary-General is committed to promoting a partnership between the United Nations system and Member States to ensure that at least 15 per cent of United Nations-managed funds in support of peacebuilding are dedicated to projects whose principal objective, consistent with organizational mandates, is to address women's specific needs, advance gender equality or empower women. The Peacebuilding Fund will immediately initiate a process for meeting this target. .... In the case of United Nations field missions, the Secretary-General will be working to create a baseline understanding of how United Nations budgeting of mandated tasks supports the overall goal of advancing gender equality and empowering women within existing programme planning and budgetary procedures.

Determining allocations and disbursements for financial resources to gender equality and the empowerment of women is partly a question of developing technical expertise (such as gender markers), but mainly a question of political will. Given the sophisticated RBM and budgeting programmes being introduced across the UN system, it should be feasible for all entities to work towards institutionalizing setting financial targets for resource allocation for gender equality and women's empowerment mandate, and meeting and exceeding these targets.

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<sup>22</sup> UNDP Gender Equality Strategy 2008-2011, p. 36.

# D. HUMAN AND FINANCIAL RESOURCES

## 10. Gender architecture and parity: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
<p>10ai. Gender focal points or equivalent at HQ, regional and country levels are:</p> <ul style="list-style-type: none"> <li>a. appointed from staff level P4 and above</li> <li>b. have written terms of reference</li> <li>c. at least 20 per cent of their time is allocated to gender focal point functions</li> </ul> <p>or</p> <p>10aai. Plan in place to achieve the equal representation of women for General Service staff and at P4 and above levels in the next five years</p>	<p>10bi. Gender focal points or equivalent at HQ, regional and country levels are:</p> <ul style="list-style-type: none"> <li>a. appointed from staff level P4 and above for both mainstreaming and representation of women</li> <li>b. have written terms of reference</li> <li>c. at least 20 per cent of their time is allocated to gender focal point functions</li> </ul> <p>and</p> <p>10bii. The entity has reached the equal representation of women for General Service staff and also at P4 and above levels</p> <p>and</p> <p>10biii. Gender department/unit is fully resourced according to the entity mandate</p>	<p>10ci. Gender focal points or equivalent at HQ, regional and country levels are:</p> <ul style="list-style-type: none"> <li>a. appointed from staff level P5 and above for both mainstreaming and representation of women</li> <li>b. have written terms of reference</li> <li>c. at least 20 per cent of their time is allocated to gender focal point functions</li> <li>d. specific funds are allocated to support gender focal point networking</li> </ul> <p>and</p> <p>10cii. The entity has reached the equal representation of women for General Service staff and also at P4 and above levels including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source</p> <p>and</p> <p>10ciii. Gender department/unit is fully resourced according to the entity mandate</p>

### MANDATE

ECOSOC Resolution 2004/4<sup>23</sup> requests all entities of the United Nations system to enhance the effectiveness of gender specialist resources, gender focal points and gender theme groups, by establishing clear mandates; by ensuring adequate training, access to information and to adequate and stable resources; and by increasing the support and participation of senior staff.

ECOSOC Resolution 2001/L.30<sup>24</sup> requests the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: enhancing resource mobilization capacity and increasing the predictability of both human and financial resources for gender equality and the empowerment of women; and ensuring progress, including through managerial and departmental accountability, towards achieving the goal of a 50/50 gender balance at all levels in the Secretariat and throughout the United Nations system, with due regard to the representation of women from developing countries and keeping in mind the principle of equitable geographical representation, in conformity with Article 101, paragraph 3, of the Charter of the United Nations.

<sup>23</sup> ECOSOC Resolution 2004/4. Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system (paragraph 9).

<sup>24</sup> ECOSOC Resolution 2001/L.30. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7c and 7j).

# D. HUMAN AND FINANCIAL RESOURCES

## **HOW TO USE THE PERFORMANCE INDICATOR:**

The junior level of the designated gender focal points has frequently been raised in reviews in the last 10 years as symptomatic of lack of commitment to gender equality and the empowerment of women across the UN system.<sup>25</sup> Gender focal points have often been the most junior female staff members, which sends a message that gender equality is not being taken seriously. Further, the resolutions of the General Assembly have repeatedly called for their appointment at high levels.

The number of gender focal points will need to be determined on an entity-by-entity basis; the Performance Indicators set common standards across the UN system irrespective of the size, mandate or location of the entity.

The performance indicator on gender focal points also refers to “equivalents”. Some entities (e.g. OHCHR and UNDP) are moving away from a focal point system. In UNDP the move is to a gender focal point teams system, where teams assign different components of the function to several staff members (e.g. human resources, programme), with the teams working under a senior manager. In OHCHR Gender Facilitators are assistants to senior managers in charge of programme development and follow up on compliance within a Branch or Division. In these and similar cases the members of the gender focal point team or gender facilitators will need to meet the requirements of the performance indicator for a “meets requirements” rating.

Most UN entities already track the representation of women in staffing. To approach this requirement the entity must have a realistic plan in place for achieving the equal representation of women including:

- An assessment of staffing changes in the next five years, including likely retirements
- An assessment of the numbers and percentages of men or women who will need to be hired over the next five years, broken down by grade and by major department

The gender unit/department can be considered to be fully resourced if it has adequate resources to support the entity in meeting its gender equality and empowerment of women mandate. This will differ from entity to entity. To estimate if the unit/department is fully resourced, the assessment against the Performance Indicators in this document can be taken into account. All UN entities should eventually be exceeding requirements, so the entity will need to consider what level of resources needs to be devoted to the unit/department for this to occur, as well as its overall position within the entity’s architecture, the role of focal points and of other parts of the entity. The entity should also review the various functions that the unit/department is asked to perform to ensure that resources are available for these, including: coordination, capacity development, quality assurance, and inter-agency networking.

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<sup>25</sup> For an overview see AfDB (2011) Mainstreaming gender: a road to results or a road to nowhere. Evaluation synthesis. Addis Ababa: African Development Bank, pp. 40-2. <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Gender%20Synthesis%20-%20Working%20paper%20-%20Ed.pdf>

# D. HUMAN AND FINANCIAL RESOURCES

## **CURRENT PRACTICE AND EXAMPLES:**

The website of the [Focal Point for Women](#) in the UN System, UN Women, contains extensive information about the representation of women in the UN system. It includes: the Reports of the Secretary-General on the [Improvement of the status of women in the UN system](#), which cover up-to-date statistics, information on progress made and obstacles encountered in achieving gender balance, and recommendations for accelerating progress; the [2010 Gender Balance Strategy for the UN Secretariat](#); key policies and acts; and [projections](#) for progress towards gender parity.

The Secretariat has an established network of departmental focal points coordinated by a Focal Point for Women established since 1997 at the Director level, and now in UN Women. As well a specific network of focal points for flexible work arrangements has been established to encourage uptake of the policy. The departmental focal points are governed by formally issued terms of reference issues as a policy, weighted equally with any other.

FAO has revised and formally appointed gender focal points from all HQ and decentralized units at a more senior level, developed new terms of reference for the gender focal points, and officially allocated 20 per cent (or more) of their time in their performance agreements to promotion of gender equality and the empowerment of women in their units.



# D. HUMAN AND FINANCIAL RESOURCES

## 11. Organizational culture: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
11a. Organizational culture partly supports promotion of gender equality and the empowerment of women	11b. Organizational culture fully supports promotion of gender equality and the empowerment of women	11c. Organizational culture fully supports promotion of gender equality and the empowerment of women  and  11ci. Senior managers demonstrate leadership and public championing of promotion of the equal representation of women

### MANDATE

[A/RES/59/184](#) requests the Secretary General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, justice, anti harassment and sexual harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for managerial accountability accelerate the goal of 50/50 gender distribution.

[A/RES/55/69](#) requests the Secretary-General ...to intensify his efforts to create, within existing resources, a gender-sensitive work environment supportive of the needs of his staff, both women and men, including the development of policies for flexible working time, flexible workplace arrangements and child-care and elder-care needs, as well as the provision of more comprehensive information to prospective candidates and new recruits on employment opportunities for spouses and the expansion of gender-sensitivity training in all departments, offices and duty stations.

### HOW TO USE THE PERFORMANCE INDICATOR:

A positive organizational culture has been repeatedly identified as a key enabler in the promotion of gender equality and the empowerment of women. To meet this performance indicator the entity needs to do the following:

- Implementation and reporting on facilitative policies such as: maternity, paternity, adoption, family, emergency leave, breast feeding, childcare and flexible work arrangements
- Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation

# D. HUMAN AND FINANCIAL RESOURCES

- Periodic staff meeting by units are scheduled during core working hours on working days with the possibility of accommodating staff working part time by teleconference or other IT means
- UN rules and regulations on ethical behaviour are enforced and staff required to take the mandatory training available on this, and zero tolerance for unethical behaviour implemented
- Conduct regular global surveys which obtain and analyse data relevant for an assessment of the qualitative aspect of organizational culture.

To exceed the requirement, senior managers should demonstrate public leadership on a positive organizational culture, in speeches, and through promotion and implementation of relevant policies to ensure a supportive environment free of discrimination, harassment and abuse of power including sexual harassment.

## **CURRENT PRACTICE AND EXAMPLES:**

In his [remarks to the General Assembly](#) on his Five-Year Action Agenda “The Future We Want” the UN Secretary-General has included working for women and young people as one of his priority themes for his second term. The Secretary-General has also signed and sent persistent and consistent communication solely on the issue of the representation of women and organizational culture to all his senior most staff, Head of Departments, and Offices globally.

The Secretary-General annually chairs a regular meetings of the highest level (Policy Committee) dedicated to gender equality and the empowerment of women issues or to particular topics of relevance to organizational culture. Decisions emanate from these and are duly followed up on an annual basis. Similarly, the UNDP Administrator or Associate Administrator presides regularly on Gender Councils/Steering Committees dedicated to gender equality and the empowerment of women issues.

The Deputy Secretary-General in the Secretariat, as Chair of the Change Management Committee, regularly placed gender related items on the Change Management Agenda, elevating the issue of Flexible Work Arrangements to a institutional campaign under her watch.

UNDP has undertaken, for over a decade, Annual Global Surveys conducted and analyzed by an independent party with one focus on the administrative management and culture of UNDP.

UNICEF undertook a study on micro inequities in the institution, revealing gender equality differences and around which it then conducted consultation and outreach in efforts to positively reduce these.

# E. CAPACITY

## 12. Capacity assessment: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
12a. Assessment of capacity in gender equality and women's empowerment for individuals in entity is carried out	12bi. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out  and  12bii. A capacity development plan is established or updated at least every five years	12ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out  and  12cii. A capacity development plan is established or updated at least every three years

### MANDATE

[ECOSOC Resolution 2011/6](#)<sup>26</sup> requests the United Nations system, including its agencies, funds and programmes within their organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: improving the application of a gender perspective in programming work and enhancing a broader approach to capacity development for all United Nations staff, including the Secretariat staff, including through working on guidelines which could provide specialized instructions on gender mainstreaming and serve as performance indicators against which staff could be assessed; and ensuring that all personnel, especially in the field, receive training and appropriate follow-up, including tools, guidance and support, for accelerated gender mainstreaming, including by providing ongoing capacity development for resident coordinators and the United Nations country teams to ensure that they are better able to assist national partners in achieving gender equality and the empowerment of women through their development frameworks.

### HOW TO USE THE PERFORMANCE INDICATOR:

The ECOSOC Resolution quoted above notes the need for assessment of staff vis-à-vis gender equality and the empowerment of women. This performance indicator was developed based on [UN Development Group guidance on capacity development](#). While the UN Development Group does not cover the whole UN system, the methodologies that it has developed for capacity assessment and development are relevant across the system.

<sup>26</sup> ECOSOC Resolution E/2011/6. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7e and 7h).

## E. CAPACITY

Lack of capacity in promoting gender equality and the empowerment of women has been defined as one of the key constraints to better performance and leadership.<sup>27</sup> UN staff need the capacity to fulfil the UN's gender mandate, which many currently do not have. An assessment is the first step to enhancing capacity.

Capacity assessment can be based on the entity's core value/competency on gender equality and women's empowerment. It could also be carried out using the Performance Indicators for this SWAP. It could form part of performance review or other ongoing staff assessment, or it could be through a self-administered on-line questionnaire. All of these initiatives meet the requirement for this performance indicator.

To meet this performance indicator, the entity should carry out a capacity assessment of all relevant staff, and implement a plan, with resources and timelines outlined, to meet capacity gaps at all levels at least every five years. To exceed the indicator this should be done at least every three years. Carrying out a capacity assessment at least every five years will allow entities to determine if their capacity development strategy, covered in performance indicator 13, is working.

### **CURRENT PRACTICE AND EXAMPLES:**

In its [baseline survey for review of its Gender Strategy](#), WHO administered an online survey to assess awareness of institutional gender equality policies/strategies, knowledge of gender concepts, and application of gender analysis skills. The following areas were covered, which in effect make up a capacity assessment:

- a basic understanding of gender and health
- awareness of at least one WHO gender policy or strategy
- a good knowledge of gender concepts
- WHO staff who say Yes, gender is relevant to the work of unit
- WHO staff who say Yes, gender is relevant to their own work
- WHO staff who are at least moderately applying gender analysis and actions in their work (disaggregated by sex, WHO category, WHO level and WHO region)

All WHO staff were emailed a link to the online survey and encouraged by senior management in their respective offices (i.e. Assistant Directors-General, Regional Directors and Directors) to complete the questionnaire. Designing and analysing the results from such a questionnaire would be the basis for developing a capacity development plan.

UNICEF carries out regular staff self-assessment surveys on gender mainstreaming. This includes questions on: UNICEF's mandate in promoting gender equality and the empowerment of women; familiarity with international agreements and conventions; familiarity with UNICEF's policy on gender equality and the empowerment of girls and women; familiarity with the Operational Guidance on promoting gender equality through UNICEF-supported Programmes; impact of key resources on gender on the work of UNICEF staff gender related training; support of gender experts; attention to gender equality in assignments; and performance review.

<sup>27</sup> For a synthesis of recent reviews, see AfDB (2011) *Mainstreaming gender: a road to results or a road to nowhere*. Evaluation synthesis. Addis Ababa: African Development Bank. <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Gender%20Synthesis%20-%20Working%20paper%20-%20Ed.pdf>

## 13. Capacity development: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
13a. Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	13bi. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	13ci Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices  and  13cii. Senior managers receive tailored training during orientation

### MANDATE

ECOSOC Resolution 2006/36<sup>28</sup> Calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to make specific commitments annually to gender mainstreaming training, including in core competence development, and ensure that all gender equality policies, strategies and action plans include such commitments; and to make gender training mandatory for all staff and personnel and develop specific training for different categories and levels of staff.

### HOW TO USE THE PERFORMANCE INDICATOR:

To meet this indicator, all relevant staff should receive stand-alone training on how to promote gender equality and the empowerment of women. This does not preclude training on gender equality and the empowerment of women being mainstreamed into other entity training. Training should be adapted by staff member type. The following constitutes an adequate level of entity-wide training:

- Training on gender equality and the empowerment of women takes place for all relevant staff - at least one day every six months for new staff for the first year, minimum of one day of training once every two years after this
- Gender specialists and gender focal points receive specific training - minimum two days of training a year on gender equality and women's empowerment

<sup>28</sup> ECOSOC Resolution 2006/36. Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4 a and c).

## E. CAPACITY

In order to exceed the indicator entities should organize in-depth training for managers at the P5 and above level, including: background on key Conventions (in particular CEDAW, CRC and CRPD); results of international meetings (e.g. the Beijing Platform for Action); relevant entity policies and documents on gender equality and the empowerment of women (e.g. gender equality and equal representation of women policy; operational manual; Head of Entity Directives); the ways in which the entity intends to promote gender equality and the empowerment of women; and responsibilities for promotion of gender equality and the empowerment of women.

### **CURRENT PRACTICE AND EXAMPLES:**

Details of system-wide training courses can be found on the [UN Women website](#).

Four entities (UN Women, UNDP, UNFPA, and UNICEF) have developed a joint course [Gender Equality, UN Coherence and You](#), the objectives of which are to:

- Strengthen gender programming knowledge and skills required for UN programme staff
- Identify positive entry points for strengthened programming
- Gain understanding of how themes of gender equality and UN coherence mutually reinforce each other

The course is divided into eight areas: language of gender equality; women's and girls' rights, international commitments and culture; gender mainstreaming in the UN; working together for results on gender equality; using UN system guidance and mechanisms at the national level; integrating gender equality into national processes; gender equality in humanitarian settings/action and beyond; and engaging men and boys in gender equality. This course could be considered as one day of training for non-specialists.

UNDP has five mandatory on line courses. The Gender Journey course is a mandatory training for all UNDP staff developed in 2006. The training is an exploration of the meaning of gender equality to help staff understand the connection between gender equality and UNDP's goal and what they can do to help achieve gender equality in the workplace and in the world. Contents of the course are: 1) Understanding gender; 2) Dominant gender norms; 3) Gender inequality and development; 4) Gender Equality inside UNDP; and 5) What can you do.

# F. COHERENCE, KNOWLEDGE AND INFORMATION MANAGEMENT

## 14. Knowledge generation and communication: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
14a. Internal production and exchange of information on gender equality and women's empowerment	14b. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared  and  14bi. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination	14ci. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared  and  14cii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination  and  14ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women

### MANDATE

[ECOSOC Resolution 2007/33](#)<sup>29</sup> calls upon the United Nations system to share and disseminate good practices, tools and methodologies electronically and through regular meetings on gender mainstreaming, including through the Inter-Agency Network on Women and Gender Equality and its task forces, as well as the United Nations country teams.

[A/RES/58/144](#)<sup>30</sup> welcomes the objective of improving gender balance in action plans on human resources management for individual departments and offices, and encourages further cooperation, including the sharing of best practice initiatives, between heads of departments and offices, the Special Adviser on Gender Issues and Advancement of Women and the Office of Human Resources Management of the Secretariat in the implementation of those plans, which include specific targets and strategies for improving the representation of women in individual departments and offices.

<sup>29</sup> ECOSOC Resolution 2007/33. Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4a and c).

<sup>30</sup> GA Resolution 58/44. Improvement of the status of women in the United Nations system.

# F. COHERENCE, KNOWLEDGE AND INFORMATION MANAGEMENT

## HOW TO USE THE PERFORMANCE INDICATOR:

To meet this indicator, entities should systematically document and publicly share, on their websites or equivalent, knowledge on gender equality and the empowerment of women substantially related to their mandate and to the representation and status of women in the institution itself. For example, if an entity has a food and hunger related mandate, it should synthesise on a regular basis its knowledge related to hunger and gender equality, publish, and proactively disseminate this. Internal and public communications should also be gender-sensitive and draw attention to the gender dimensions of issues wherever relevant as well as to information on the representation and status of women within the institution.

To exceed the requirement, entities should also be involved in an inter-agency community of practice on gender equality and the empowerment of women, an example of which is given under current practice and examples.

## CURRENT PRACTICE AND EXAMPLES:

As part of the [mid-term review of its Gender Strategy](#), WHO assessed the percentage of speeches by the Director-General and Regional Directors that included at least one reference to gender. A word search was carried out for key terms (such as: gender, gender equality, gender inequality, gender based discrimination, women's empowerment, masculine, feminine, sexual and reproductive health etc). The references were reviewed for their context, and deemed not acceptable if there was mention of the word women, men, sex or gender without any reference to their inequalities, power, differential needs, access to services, etc. Also deemed not acceptable were criteria for addressing gender if the sentence or phrase perpetuated the notion of women's roles as mothers or caretakers of children and families without making any reference to their own health and well-being. Similarly, references to family planning or reproductive health that did not refer to providing choices, empowering women to make reproductive choices and decisions, etc. were not sufficient to qualify as having addressed gender.

In the same report WHO reviewed the gender content of its publications, using eight criteria for the assessment (see Annex 3 of the report for details of the methodology used).

In terms of exceeding requirements, examples of communities of practice are: the [UN International Network of Female Police Peacekeepers](#), which offers its members a mentoring programme, and training and networking opportunities, including a [FaceBook](#) page; and the [gender based violence community of practice](#), hosted by UNITAR, as part of the global protection cluster for humanitarian situations.



# F. COHERENCE, KNOWLEDGE AND INFORMATION MANAGEMENT

As part of its knowledge management strategy, UNDP has consolidated different knowledge mechanisms: To exceed the requirement, entities should also be involved in an inter-agency community of practice on gender equality and the empowerment of women, an example of which is given under current practice and examples.

1. **The UNDP Gender-Net.** The Gender-Net was created to connect and support gender practitioners. It's an expanded Community of Practice with about 2,000 members. The Net promotes thematic e-discussions and consultations, dissemination of relevant information (news and updates), key and new gender resources, etc. It's the UNDP global tool used as a core resource for Country Offices, civil society organizations and academic centers.
2. **UNDP Regional Knowledge Management Platform "America Latina Genera"** is a regional knowledge broker on gender equality in Latin America with some 35,000 monthly visits. This innovative Portal has generated a wide range of knowledge products (conceptual frameworks, toolkits, rosters, Virtual Communities of Practice, Knowledge Fairs and documents for the debate). The platform is designed in such a way as to greatly facilitate accessibility and understanding of the contents. <http://www.americalatnagenera.org/es/>

# F. COHERENCE, KNOWLEDGE AND INFORMATION MANAGEMENT

## 15. Coherence: Performance Indicators

Approaches requirements	Meets requirements	Exceeds requirements
15a. Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women	15bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women	15ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women  and  15cii. Participates in SWAP peer review process

### MANDATE

ECOSOC Resolution 2006/36<sup>31</sup> calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to create or expand electronic knowledge networks on gender mainstreaming to increase effective support for and follow-up to capacity -building activities; strengthen inter-agency collaboration, including through the work of the Inter-Agency Network on Women and Gender Equality, to ensure systematic exchange of resources and tools across the system to promote cross-fertilization of ideas.

ECOSOC Resolution 2004/4<sup>32</sup> recommends that all entities of the United Nations system continue to promote cooperation, coordination, sharing of methodologies and good practices, including through the development of tools and effective processes for monitoring and evaluation within the United Nations, in the implementation of agreed conclusions 1997/2, in particular through the Inter-agency Network on Women and Gender Equality, and recommends further that all inter-agency mechanisms pay attention to gender perspectives in their work.

<sup>31</sup> ECOSOC Resolution 2006/36. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4d).

<sup>32</sup> ECOSOC Resolution 2004/4. Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system (paragraph 12).

# F. COHERENCE, KNOWLEDGE AND INFORMATION MANAGEMENT

## **HOW TO USE THE PERFORMANCE INDICATOR, AND CURRENT PRACTICE AND EXAMPLES:**

The main UN system wide co-ordination mechanism is the [Inter-Agency Network on Women and Gender Equality](#), a network of gender focal points chaired by UN Women. Regular participation in this network would meet the requirement for this performance indicator.

A peer review process is planned for the SWAP, where entities will visit each other for accountability, learning and networking purposes. The purposes of the peer review will be to:

- Promote cross-agency learning about accountability mechanisms and functions
- Review the SWAP process within entities, including constraints and opportunities
- Share experience concerning the SWAP and accountability for gender equality and the empowerment of women within the UN system

# GLOSSARY

## **GENDER MAINSTREAMING:**

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. Source: [ECOSOC agreed conclusions 1997/2](#)

## **EQUAL REPRESENTATION OF WOMEN**

The goal of gender balance/equal representation of women applies throughout the United Nations system, and in every department, office or regional commission, overall and at each level. It applies not only to posts subject to geographical distribution but to all categories of posts, without regard to the type or duration of the appointment, or the series of Staff Rules under which the appointment is made, or the source of funding.

## **EQUALITY BETWEEN WOMEN AND MEN (GENDER EQUALITY)**

Refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

Source: <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

**GENDER:** refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

Source: <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

# ANNEX 2: PARTICIPATION IN THE SWAP CONSULTATIONS

## **New York, July 2011**

### **Individual meetings (Secretariat)**

1. Office of Internal Oversight Services
2. Programme Planning and Budget Division
3. Department of Management

### **Consultation meeting**

4. UNICEF
5. UNFPA
6. UNDP
7. UNODC
8. OHRM
9. DPI
10. DPA
11. UNEP
12. DESA
13. DPKO
14. IAEA
15. Regional Commissions

## **Geneva, September 2011**

### **Individual meetings**

16. JIU
17. ECE

### **Consultation meeting**

18. UNIDO
19. WFP
20. FAO
21. IFAD
22. ITC/ILO
23. ILO
24. ITU

25. UNRISD
26. UNESCO
27. OHCHR
28. UNHCR
29. WHO
30. UNCTAD
31. WMO
32. UNAIDS
33. WIPO
34. World Bank

### **Phone consultations**

35. ESCAP
36. ECLAC
37. ESCWA
38. ECA
39. World Bank
40. UN Habitat
41. UNEG
42. IOM
43. UNOPS
44. UNRWA
45. UNITAR
46. UNWTO
47. UNFCCC

### **Other individual meetings**

48. ICAO
49. IMO
50. IMF

### **Other**

51. UNRIAS
52. UNEG