

**Strategy for implementation
of the UN System-wide Action
Plan as part of the CEB Policy
on gender equality and the
empowerment of women**

**Roll-out strategy
July 2012-April 2013**

**Prepared by the
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1. Introduction

The UN System-wide Action Plan (UN SWAP) and supporting Technical Notes were endorsed by the Chief Executives Board for Coordination (CEB) in April 2012 (<http://www.unwomen.org/2012/04/un-women-welcomes-a-landmark-action-plan-to-measure-gender-equality-across-the-un-system/>). Thereafter the UN SWAP roll-out began based on the plan set out in the UN SWAP framework presented at the CEB.

All UN entities are expected to report on the UN SWAP in 2013 to set the first baseline on the UN system's performance on gender equality and the empowerment of women (GEEW) against the UN SWAP Performance Indicators.

This draft strategy sets out planned roll-out activities from July 2012 to April 2013, to guide implementation of the UN SWAP. The roll-out is being undertaken in the same participatory fashion as the UN SWAP development, a process that has been recognized as a model for the UN system. Given the scale of the task of ensuring consistent reporting against the UN SWAP, improving GEEW in a measurable manner, and holding senior managers accountable, UN Women is taking a strategic approach focusing on key entry points which are likely to provide the greatest returns.

Successfully implementing the UN SWAP will require a coordinated effort from across the UN system and will require both joint activities and intensified efforts by individual entities. UN Women will play a coordinating role and will retain an overview of all UN SWAP activities, and continue to define strategic entry points. UN Women will also track progress concerning activities and help ensure that results are achieved as planned.

This draft strategy sets out the following:

- UN SWAP overall goals and outcomes to be achieved over the shorter and longer terms;
- overarching or coordinating activities that include the whole UN system;
- activities organised by UN SWAP Performance Indicators;
- approaches tailored for the various categories of UN entities; and
- a timeline.

2. UN SWAP goals and outcomes

The UN SWAP was developed as an accountability tool with the goal of strengthening gender equality and the empowerment of women at the organisational level across the UN system. The related UN SWAP goals and outcomes are:

Goal:

- Individual UN system agencies meet or exceed requirements in all UN SWAP Performance Indicators by 2017.¹

Long term outcome:

- To strengthen capacity and effectiveness across the system at a sustainable level, as set by the UN SWAP Performance Indicators.

Short term outcomes:

- 80 per cent of UN system agencies complete UN SWAP reporting in 2013;
- 90 per cent of UN system agencies complete UN SWAP reporting in 2014;
- 80 per cent of UN system agencies complete a reporting follow up plan in 2013;
- 90 per cent of UN system agencies complete a reporting follow up plan in 2014;

Depending on the results of the baseline, further indicators may be developed for the period between 2013 and 2017.

3. Overarching activities

a. Communication: UN SWAP communication packages for use by entities to initiate their own roll-outs already have been developed and rolled out to all entities by UN Women. The entities, in turn, are expected to roll out and use the packages internally. UN Women will communicate with all partner entities each quarter as a matter of routine.

b. Capacity development: UN Women's Training Center in Santo Domingo, with which the UN Women Coordination Division is working closely, is leading the development of UN system-wide training courses. These will be structured in modules comprising a common basis on issues such as basic gender concepts, international instruments (e.g., CEDAW and the Beijing Platform for Action), gender sensitivity within a multi-cultural environment and gender-based violence. A set of basic modules of the training course will be applicable to all UN entities. Its development will dovetail with the development of a basic course on gender for the UN system's staff by the UN Women's Training Centre in Santo Domingo in collaboration with IANWGE. In addition,

¹ 2019 for specialized entities with a technical focus and entities with less than 500 staff.

specific module(s) may be developed that address agency-specific needs, documents and tools related to the mandates of each organization. Some entities have already advanced in developing training tools that integrate SWAP-related requirements. For example, the ITC-ILO has already incorporated UN SWAP-related aspects (such as in participatory gender audit related training) in their on-going training.

c. Partnering with entities prepared to lead and support progress in specific UN SWAP Performance Indicators. While UN Women can coordinate UN SWAP activities, it cannot accomplish the required improvement in GEEW without system-wide support. Volunteer entities have been requested for each Performance Indicator (see Section 4 for further details).

d. Organization of an inter-agency UN SWAP workshop for European based entities hosted with the ILO in Geneva planned September 2012. The workshop will serve both as an opportunity for collaboration and exchange of good practice and experience as well as training and advocacy on UN SWAP reporting and meeting and exceeding the UN SWAP requirements.

e. Organization of inter-agency UN SWAP workshops for Funds and Programmes, the World Bank and IMF, and the Secretariat in New York and Washington planned for October 2012. This will deepen work already undertaken and will have the same purposes as the Geneva based workshop.

f. Peer review mechanism. Entities with similar mandates will visit each other to ensure accurate reporting on the UN SWAP, and share experience on good practices and challenges. UN Women will provide a guidance note on the peer reviews, and support the process.

g. Development and roll-out of a web-based reporting tool. The tool has been developed and is expected to be available for testing by September 2012, and available for use online by December 2012. This will be the main reporting tool on the UN SWAP Performance Indicators. It is also designed to systematize the compilation and availability of SWAP relevant good practice as it develops through-out the UN system.

h. Help desk. A Help Desk was established in UN Women immediately after the CEB meeting, and to date has responded to requests from about 20 entities. The Help Desk responds in detail and this usually involves extended contact and support to the entities.

4. Activities by UN SWAP Performance Indicators

Because of its importance as a key directive document, the UN SWAP roll out will focus in particular on the development of gender equality policies and plans, and gender mainstreaming in the central strategic planning document. For the other UN SWAP Performance Indicators, focal point entities are either in place or being sought to lead activity on the indicators and to provide ongoing support to the UN system.

Area of the CEB policy	Element	Performance Indicator focal point entity	Activities undertaken or planned
A. Accountability	1. Policy and plan	UN Women	<ul style="list-style-type: none"> - Four entities have already been supported in development of gender equality policies - UN Women is developing a guidance note on the development of gender equality policies
	2. Gender responsive performance management	Secretariat Department of Management To be determined	<ul style="list-style-type: none"> - Examples of competencies and core values have been included in the SWAP Technical Notes - No other specific activities planned
	3. Strategic planning	To be determined	<ul style="list-style-type: none"> - Entities with upcoming strategic plan updates are being targeted for assistance by UN Women
	4. Monitoring and reporting	To be determined	<ul style="list-style-type: none"> - Entities with upcoming strategic plan updates are being targeted for input from UN Women
C. Oversight	5. Evaluation	UN Evaluation Group	<ul style="list-style-type: none"> - Specific guidance on evaluation is planned to be jointly developed by UNEG and UN Women

	6. Gender responsive auditing	Internal Audit Services of the UN entities and Multilateral Financial Institutions (UNRIAS) To be determined ILO for Participatory Gender Audit	<ul style="list-style-type: none"> - Discussions are being held with UNRIAS concerning their leadership on this indicator - ILO is providing ongoing support to the UN system
	7. Programme review	To be determined	<ul style="list-style-type: none"> - Examples of good practice have been included in the SWAP Technical Notes - No other specific activities planned
D. Human and financial resources	8. Financial resource tracking	UNDP, UNICEF and UN Women	UNDP and UNICEF are co-chairing a sub-group on financial resource tracking under the undg Gender TaskTeam
	9. Financial resource allocation	UNDP, UNICEF and UN Women	UNDP and UNICEF are co-chairing a sub-group on financial resource tracking under the undg Gender TaskTeam
	10. Gender architecture	UN Women	<ul style="list-style-type: none"> - No specific activities planned
	11. Organizational culture	OHCHR	<ul style="list-style-type: none"> - UNOHCHR is providing ongoing support to the UN system
E. Capacity	12. Assessment	To be determined	<ul style="list-style-type: none"> - Assessments are being promoted throughout the UN system
	13. Development	To be determined	<ul style="list-style-type: none"> - UN Women is preparing a system-wide training module (see Section 3)

F. Coherence, knowledge and information management	14. Knowledge generation and communication	UN Inter-Agency Round Table on Communication for Development – to be determined	- Meetings will be held with the Inter-Agency Round Table in September 2012 to discuss its potential role
	15. Coherence	UN Women	- Volunteers for the peer review process will be sought in the fall of 2012

5. Approach by type of entity

Because of the variety of the UN system during the roll-out different approaches will be used with different parts of the system, mirroring the success of this approach during UN SWAP development. For the purposes of the roll-out the UN system is being divided into five categories:

a. UN SWAP Pilot entities: Work will involve deepening and widening the scope of work in the eight entities that initially piloted the UN SWAP. UN Women is supporting UNICEF, UNFPA, UNDP, UNAIDS, UNOHCHR, IOM and ESCWA on improving their performance on various SWAP indicators, and IAEA is also expected to embark on this process.

b. Established partner entities: Engagement will be deepened, and on-going support will be provided through the UN SWAP Help Desk that was set up after the CEB. This includes regular contact with FAO, WFP, ILO, ITC, ITC-ILO, UNESCO, UNHCR, OCHA, IFAD, UN HABITAT, UNCDF, the World Bank, and WHO.

c. Specialized entities with a technical focus: This includes ITU, WIPO, UNWTO, WTO, IMF, ICAO, IMO, WMO, IAEA, UPU, and CTBTO – entities that up until now have lagged the rest of the UN system in GEEW. Conference calls and meetings will be organised by UN Women for these entities so that they are able to share experience and good practice and benefit from on-going UN Women support.

d. Regional Commissions: All five Regional Commissions were consulted during the UN SWAP development, with ESCWA acting as a pilot. Regional Commissions will be contacted again, and lessons from ESCWA's experience will be documented for the other Regional Commissions.

e. UN Secretariat. Work is ongoing with the cross-Secretariat Departments responsible for specific UN SWAP indicators, in particular OIOS, OPPBA, and DM, to ensure that the UN SWAP requirements are understood and

met or exceeded. This will be complemented by support to individual Secretariat Department including DPKO, DESA and OCHA.

6. Timeline

Activity	Timing
Conference call with specialized entities with a technical focus	August 2012
Planned workshop for European based entities Half day workshop for specialized entities with a technical focus Discussions with JIU concerning UN SWAP assessment	September 2012 September 2012 September 2012
Planned workshops for North American based entities and the Secretariat	October 2012
Web based reporting system launched	December 2012
First reporting deadline	Mid-February 2013
Update on UN SWAP reporting at IANGWE	February 2013
First UN SWAP report available	April 2013