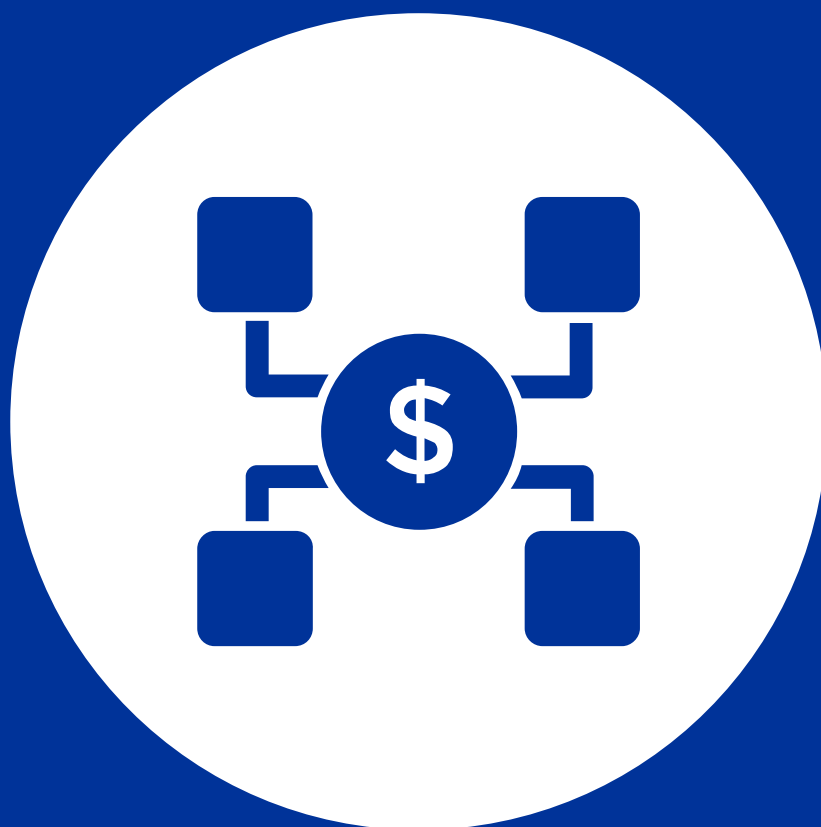





# PERFORMANCE INDICATOR 10

## FINANCIAL RESOURCE ALLOCATION



## 10. Performance Indicator: Financial Resource Allocation

 <b>Approaches requirements</b>	 <b>Meets requirements</b>	 <b>Exceeds requirements</b>
10a. Financial benchmark is set for implementation of the gender equality and women's empowerment mandate	10b. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met	10c. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded



### What is the Financial Resource Allocation indicator?

The UN has pledged to address gender inequality and promote women's empowerment. The financial resource allocation indicator involves entities establishing a benchmark or target percent of their funds to be spent on GEEW with a focus on ways of addressing this issue in the context of each entity's mandate. 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. Of the \$174 million approved in 2020, [40 per cent was dedicated to promoting GEEW](#), well exceeding the United Nations system-wide target of 15 per cent. In 2020, the [UN COVID-19 Response and Recovery Fund](#) put gender equality at its core, requiring a gender equality marker of GEM 3 for at least 30 per cent of its investments.



### How to use this performance indicator

By setting the goal to spend a percent of financial resources on GEEW, entities will be assuring that gender equality is incorporated into budgetary decisions. This requires an examination and inclusion of regular, core and non-core resources. Discussions both about what the appropriate benchmark should be, as well as how to achieve that benchmark are necessary to this process. For example, if a UN entity runs training workshops for Member States and determines that achieving gender parity in these training sessions is core to their mandate, the budget process should involve identifying the resources needed to achieve this goal, with a focus on what percent of total financial resources this would require. Similarly, if a UN entity's mandate includes empowering women through greater participation in political processes, the resources required for achieving this goal should be estimated and then an appropriate benchmark should be calculated.

Ideally the setting of a financial benchmark will also be informed by the gender marker data (UN-SWAP Performance Indicator 9.) Entities will establish through use of the gender marker system the current allocation to promoting gender equality and the empowerment of women and be able to determine if this figure is adequate to meet their mandate. Entities that have not rolled out their gender marker or not gathered sufficient data, may set their target based on particular outputs that have a clear gender equality component. Once sufficient data are collected though, the gender equality target should be adjusted accordingly, preferably becoming not only more comprehensive but also more ambitious.

Although in some cases a clear mandate has been established by the UN leadership, (e.g. the SG target for 15% of peacebuilding funds (PBF) to address GEEW), even entities that do not face a UN or donor-imposed mandatory target should be establishing goals that assure that a percentage of their

financial resources are spent on GEEW. Given that different entities engage with the issue of gender equality and the empowerment of women more or less directly, there is not a single percentage that is recommended for all entities, but what is expected is that strategic planning and budget discussions will incorporate discussions of how gender equality can be incorporated into each entity's mandate, with the aim of establishing a benchmark to assure that this occurs.



## Evidence base

Examples of documents to attach to substantiate reporting:

- Document that demonstrates that a financial benchmark has been set for the entity's activities to promote GEEW during a specific period (in the Strategic Plan, Gender Policy, etc.)
- Financial tracking/monitoring data
- Information on specific budget allocations for GEEW

Note: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those shared to the UN-SWAP Knowledge Hub.

Establishing gender equality as a UN priority requires integrating GEEW not only in strategic planning documents but also in funding allocations. Creating greater transparency of system-wide resources being invested for meeting GEEW objectives, provides the facts and figures that justify strengthening financing for gender units and gender equality mandates.

## Additional questions

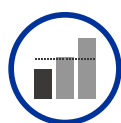
**UN-SWAP reporting collects data on total entity revenue and financial allocations for gender mainstreaming in each entity (mandatory for all ratings except "not applicable"):**

- 1) Total entity revenue in USD in the most recent reporting year \* (total revenues of all classifications in the entity)
- 2) If you have a gender unit or department, please indicate its financial allocation (excluding staff cost).\* (This refers to the budget of the Gender Unit that is not allocated to staff costs but dedicated to implement initiatives or coordinating programmes led by the Gender Unit.
- 3) If you have gender advisors or specialists, please indicate their financial allocation (excluding staff cost). \* (This refers to the budget that is allocated to gender advisors/specialists, those who are not part of the gender unit, to implement initiatives or programmes led by coordinated by them but not to cover their staff costs).

**If the entity has financial benchmarks for GEEW, please respond to the following questions (mandatory for meeting and exceeding requirements, and approaching requirements):**

- 1) What is the financial benchmark for GEEW? \* (entities approaching requirements can provide the financial benchmark in numerical or percentage terms; entities meeting or exceeding requirements need to provide the financial benchmark in percentage terms).
- 2) How was the benchmark established? \* (e.g., part of the Strategic Plan, in the Gender Policy, approval by the governing body)
- 3) Percentage of financial resources spent on GEEW in the most recent reporting year \*

4) How is this percentage calculated? \* (please provide a formula including budget sources and to which gender marker it refers, e.g., proportion of programmatic expenditure for activities classified as GEM 3/2b over total programmatic expenditure in the year).



## How to approach requirements

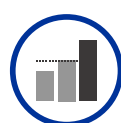
A first step in this process is to assure that strategic planning and budget discussions include an emphasis on gender equality and the empowerment of women, in order to establish a benchmark that is both realistic and ambitious. This benchmark should be given as a percent of total financial resources. **Entities still in the process of determining what the relevant percent should report that they are approaching the requirement.** In addition, **those who have established a numerical target (e.g. a set USD amount), rather than a percentage, should report that they are approaching the requirement and continue to work towards establishing a percent figure.**

**To approach requirements, entities need to have already set a benchmark on GEEW, which is reflected in a corporate document, even if the benchmark is expressed numerically and a percentage has not yet been set. If entities are still working to define their benchmarks, the adequate rating is missing.**



## How to meet requirements

Once the process of setting a percent target has occurred, the UN entity must then **achieve their** financial target across all budgets. In cases where an entity meets or exceeds the target for one or more years, but in subsequent years falls back below the target, they must again report approaching. Given that this process is meant to be iterative and work in tandem with indicator 9, note that it is possible, if an entity adjusts their financial target upwards, for the entity temporarily slip from meets to approaches. Entities should therefore aim not just to consistently meet a set target but also to periodically reassess whether sufficient resources are being allocated to GEEW and if necessary, adjust the target upwards.



## How to exceed requirements

To exceed the requirement, UN entities should have surpassed their financial target and have allocated a percent of funds that is greater than their target to GEEW. An entity that consistently exceeds their target by a wide margin should probably consider increasing their benchmark.



## Example: Approaching Requirements

Through its Gender Mainstreaming Policy and its Action Plan, the **United Nations Office of Counter-Terrorism (UNOCT)** has established the benchmark for financial allocation towards gender equality in line with the Secretary General's call for a 15 per cent financing target for women's specific needs and gender equality, to be applied to all projects to address new peace and security threats, including violent extremism. This has been possible thanks to the review of its Gender Marker system to align it with Umoja module IPMR.



## Example: Meeting Requirements

The **United Nations Institute for Disarmament Research (UNIDIR)** has successfully established a financial benchmark on gender equality, as a result of the decision that was made by UNIDIR senior management. A financial benchmark of 5 per cent has been set through the allocation of this fixed percentage to the Gender and Disarmament Programme from all contributions.



## Example: Exceeding Requirements

PBSO, now part of the **Department of Political and Peacebuilding Affairs (DPPA)**, is an entity that is mandated by the SG Peacebuilding Fund commitment to reach at least the 15 per cent target. In 2015 PBSO met this commitment for the first time. The Peacebuilding Fund reached 19.2 per cent in 2016 and raised the target to 30 per cent in its business plan for the period 2017–2019. In his 2018 report on [Peacebuilding and Sustaining Peace \(A/72/707–S/2018/43\)](#), the SG requested that all United Nations funding mechanisms in support of peacebuilding projects meet and exceed this 15 per cent target and that Member States contribute specifically in this area, where resources are scarce but the impact great. GEEWIn 2022, the Peacebuilding Fund (PBF) allocated 47 % of its total allocation to support Gender Equality and Women’s Empowerment. This was the fifth year in a row that the PBF allocated at least 40 % toward gender equality, and the sixth year that the PBF allocated at least 30 % (the PBF target).

The PBSO example illustrates how indicators 9 and 10 work in tandem. After tracking their gender marker data for a number of years, PBSO became concerned at the low level of projects that have gender equality as a specific objective (2b or 3), so they launched an explicit initiative to solicit more gender related proposals. It was after they began this process that they were able to first meet and then exceed the indicator.

The **International Trade Centre (ITC)** established its financial benchmark in the “ITC Gender Equality and Women’s Empowerment (GEEW) Framework (ITC/EDB/2019/03)”. Therefore, ITC is committed to mainstream gender considerations in all its activities by assigning a corporate target of at least 20% of all ITC’s budgets to be allocated for GEEW. While the financial benchmark is calculated on the basis of the budget of activities rated as GEM 1, GEM 2 and/or GEM 3, the budget allocated to each GEM rating is apportioned. In this way, to determine if the financial benchmark is met, the entire budget allocated to GEM 3 is considered. However, for GEM 1 activities, only 10 per cent of the allocated budget counts towards the benchmark. For GEM 2 activities, it is 45 per cent.

The establishment of a financial benchmark for gender equality and women’s empowerment needs to be accompanied by measures to ensure that the benchmark is exceeded. A good example is found in the **United Nations Children’s Fund (UNICEF)**, that plans to provide dedicated technical assistance and support on gender monitoring evaluation for Country Offices that are not meeting their financial benchmarks for their gender equality mandate. In addition to this, further gender programming support is expected to be provided during the Country Programme Development (CPD), using the Gender Programmatic Review to help Country Offices meet necessary financial criteria and achieve better GEM results.