

UN-SWAP 2.0

GUIDANCE ON THE PREPARATION OF A UN-SWAP 2.0-
ALIGNED GENDER EQUALITY AND THE EMPOWERMENT
OF WOMEN POLICY

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Acronyms

Beijing-PFA	Platform for Action of the Beijing Conference on Women 1995
CEB	Chief Executives' Board for Coordination
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
ECOSOC	Economic and Social Council
FAO	Food and Agricultural Organisation
GA	General Assembly
GEEW	Gender Equality and the Empowerment of Women
ILO	International Labour Office
JIU	Joint Inspection Unit
PGA	Participatory Gender Audit
QCPR	Quadrennial Comprehensive Policy Review
RBM	Results-based Management
SDG	Sustainable Development Goal
SWOT	Strengths Weaknesses Opportunities Threats
ToC	Theory of Change
UN	United Nations
UNDP	United Nations Development Programme
UN-SWAP	United Nations System-wide Action Plan for Gender Equality and the Empowerment of Women
UNDGC	United Nations Department of Global Communications
UNDSS	United Nations Department of Safety and Security
UNSDG	United Nations Sustainable Development Group
WMO	World Meteorological Organization

1. INTRODUCTION

1.1 Background

In April 2012, the Chief Executives Board for Coordination (CEB) endorsed a United Nations System-wide Action Plan (UN-SWAP) for implementation of its Policy on Gender Equality and the Empowerment of Women.¹

The UN-SWAP constitutes the first unified accountability framework to systematically revitalize, capture, monitor and measure performance on mainstreaming gender perspectives into the work of the UN system. As a strategic planning template and accountability framework UN-SWAP can be adapted by individual United Nations system entities to their own specific mandate and circumstances, as the basis for a full-fledged Gender Equality and Empowerment of Women (GEEW) Policy, aligned with global good practice in gender mainstreaming.²

The UN-SWAP has the ultimate goal that each UN system entity contributes to the gender-related Sustainable Development Goals (SDGs), in the context of its respective mandate or thematic focus. The broad outcome of system-wide use of the UN-SWAP framework is that each entity will be able to define and report upon their gender-related SDG results.

A total of seventeen **Performance Indicators** enable entities to track their progress: three indicators focus on gender-related SDG results, two on gender-responsive evaluation and audit and twelve focus on institutional strengthening to support achievement of results. For each **Performance Indicator** there is a four-level set of cumulative **Performance Standards**. Thus, the Framework functions both as an accountability tracking mechanism, and as an aspirational guide for progressively stronger gender mainstreaming performance towards SDG related results. The complete theory of change underlying the achievement of the outcome and outputs is summarised in Annex 2.

UN-SWAP reporting has demonstrated that GEEW policies are key drivers of accountability and improved entity results on GEEW. Entities with gender policies, strategies and action plans are, on average, achieving or exceeding double the number of UN-SWAP Performance Indicators than those without.

The process of developing or updating a UN-SWAP 2.0 aligned GEEW policy is an opportunity to strengthen commitment to gender mainstreaming and to reaching parity in staffing. The process can be used to educate your colleagues and offer resources to make gender mainstreaming easier: theoretical underpinnings, overarching frameworks, etc. It can also help to identify alliances and resistances among relevant internal and external stakeholders.

Hence development of a policy is a recommended first step in UN-SWAP implementation, and subject of this dedicated guide. Entities are expected to address each of the seventeen indicators in their individual GEEW policies, in ways appropriate to their mandate. These may be blended with additional concerns,

¹ CEB/2006/2

² Throughout this document the term “gender equality” includes equality for LGBTI people, in accordance with the *Joint Statement on ending Violence and Discrimination Against LGBTI People*, signed by 12 United Nations system entities in 2015, which is implemented in the context of Member State priorities.

as their mandate, technical area or Member State priorities may indicate. Entities are also expected to report annually on progress in implementing those aspects of their GEEW policy that comply with the UN-SWAP framework.

Taken together, the annual UN-SWAP reporting by UN system entities enables an analysis of strengths and weaknesses across the UN system, and identification of the resources and capacity needed to build on strengths and fill gaps. This analysis is undertaken by UN Women. All UN entities were expected to meet UN-SWAP 1.0 performance requirements by 2017 (2019 for technical entities or entities with less than 500 staff).³ Entities will have a further five years from 2018 to meet those of UN-SWAP 2.0.

In its review of the first phase of UN-SWAP (2012-2017) the Joint Inspection Unit found that the Action Plan had been an effective framework for tracking system-wide progress and a useful benchmark and catalyst for advancement towards gender mainstreaming in most participating UN system entities. The inspectors further found that the UN-SWAP had complemented existing initiatives, contributed to further institutionalization, helped to identify remaining areas for improvement and created internal support to address those areas.⁴

Building on significant system wide progress, a second generation of the System-wide Action Plan (UN-SWAP 2.0) was developed through widespread consultations across UN system entities and launched in 2018. The revised UN-SWAP framework takes account of the 2030 Agenda for Sustainable Development and lessons learned since its introduction in 2012, and this Guidance Note was also revised accordingly.

The principal focus throughout UN-SWAP 2.0 is on gender-responsive achievement of the SDGs. In particular, the upgraded UN-SWAP includes measures to strengthen and “visibilise” the linkages between gender analysis, results definition and result reporting (Indicators 1-5), and includes new Performance Indicators to address specific issues: GEEW results that are not included in the main strategic planning documents of entities; leadership for gender equality; a refined definition of enabling organisational culture; and a separate performance indicator on Equal Representation of Women in Staffing, which was previously part of the Gender Architecture and Parity Performance Indicator (Indicators 3, 7, 13 and 12). The major difference is that UN-SWAP 2.0 has extended the accountability frameworks focus to include results, mainstreaming and the links between the two. This is an area where gender is leading the way across the UN system.

The UN Women’s UN System Coordination Division manages a UN-SWAP Help Desk. It is available to answer questions, and provide support in the development, implementation and reporting on UN-SWAP aligned GEEW policies. It also provides feedback and comment on individual entity reports, and analyses system-wide progress annually. Contact the Help Desk at: unswap.helpdesk@unwomen.org. UN Women further maintains a catalogue of UN entity GEEW policies.⁵

³ The UN-SWAP and supporting Technical Guidance can be found at: <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>

⁴ JIU, *Review of the United Nations system-wide action plan on gender equality and the advancement of women*, JIU/REP/2019/2. <https://www.unjiu.org/news/jiu-review-un-swap-first-phase-implementation-2012-2017>

⁵ UN Women, *Repository of policies, strategies and action plans on gender mainstreaming within the United Nations system*. <https://www.unwomen.org/en/how-we-work/un-system-coordination/gender-mainstreaming>

1.2 Purpose and Methodology of this Guidance Note

This Guidance Note provides information that each entity can use in developing or updating a GEEW policy and its accompanying implementation plan. The intention is to save individual entities time and effort by providing guidance and sharing good practice. Adoption of the UN-SWAP framework in developing policies will not only ensure a robust and effective GEEW policy, based on what is known to work, it will also promote coherence across the United Nations system.

The updated Guidance Note is intended for use by both the team of entity staff guiding the preparatory or updating process, and any consultant(s) who might be tasked with assisting them. It describes the desired content of a UN-SWAP aligned GEEW Policy and how it can best be prepared. It is a companion document to the *UN-SWAP 2.0 Technical Guidance*, which focuses on how to implement the UN-SWAP Performance Indicators.⁶

How to achieve gender equality and the empowerment of women is contained not only in documents that are entitled 'policy'. In some entities of the UN system the goals and how to achieve them are contained in documents labelled 'strategy' or 'action plan'. This guidance note applies also to the development and updating of such courses of action.

This Guidance Note has benefitted from the experience of UN-Women staff, including the UN-SWAP Help Desk, and several consultants who have now collectively prepared and monitored several dozen Policies system-wide. It also draws on the findings of the following analyses:

- A 2014 review of gender equality policies that had been developed before and after the introduction of the UN-SWAP (i.e. before and after 2012) found that its introduction had led to demonstrably increased gender mainstreaming consistency across the UN System. Nevertheless, several weaknesses in entity uptake of several UN-SWAP components remained. These included shortcomings in financial allocations to gender-related programming and attention to gender-related audit, limitations in alignment of entity gender policies with their core strategic planning processes; and shortcomings in the development and monitoring of implementation plans, and in the allocation of resources to the Policy itself.⁷
- A 2015 review of corporate gender equality evaluations by UN entities found that UN-SWAP reporting has largely validated the UN-SWAP Performance Indicators, which successfully target key entity-level gaps and challenges for gender mainstreaming, and have accelerated gender mainstreaming progress. The review confirmed the principal gaps in many UN-SWAP GEEW Policies to date identified in the previous review, and also noted several areas of good practice. These are reflected in Section 4 of this Guideline.⁸
- The above-cited 2019 review of the implementation of the first phase of UN-SWAP by the Joint Inspection Unit (JIU) of the United Nations.

⁶ UN Women, UN-SWAP 2.0, Technical guidance, <https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-technical-guidance-en.pdf?la=en&vs=4021>

⁷ This analysis was carried out by Farwa Zafar, consultant to UN Women.

⁸ UN Women, *Transform. The magazine for gender evaluation. Issue 5: The Gender Mainstreaming Issue*, 2015

The Guidance Note also draws on the Agreed Conclusions of the 60th Session of the Commission on the Status of Women (CSW), which recognized that gender-responsive implementation of the 2030 Agenda “requires the acceleration of action on both recent and long-standing commitments to realizing gender equality and women’s and girls’ empowerment.” The UN-SWAP provides a means to achieve this acceleration.

1.3. The UN-SWAP Theory of Change

The Theory of Change (ToC) underlying the UN-SWAP mechanism is that if each entity prepares a UN-SWAP-aligned GEEW policy that specifies how it will achieve gender-related SDG results, and puts in place the institutional arrangements and actions needed to support achievement of these results, the entity will be able to make its due contribution to the system-wide achievement of the SDGs, and other internationally-agreed goals. The summary framework of this ToC is provided in Annex 2.

Four principal assumptions underlie this Theory of Change. Where these factors are not in place, the policy can provide for their development. The four assumptions are:

- Gender analysis increasingly becomes an integral part of the entity’s strategic planning, implementation and reporting processes.
- There is understanding and championing of transformative forms of leadership, and recognition that mainstreaming, including gender mainstreaming, is a transformative process (please see the latest UN-SWAP Technical guidance for a discussion of what transformative means).
- There is political will at all levels to champion, promote and achieve gender equality in the community served by the entity.
- There is political will to address the risks and barriers identified in this Theory of Change.

The principal risks and barriers outlined by the ToC must be carefully discussed with management during preparation of the GEEW policy, with remedial action included in the policy where appropriate. These are:

- Lack of political will to ensure a gender dimension in the entity’s results framework.⁹
- Limitations in resources to undertake the analysis needed. Insufficient funds may prevent allocation of necessary gender expertise.
- Leaders and managers may be unaware of their critical role in implementing the UN-SWAP-aligned policy and ensuring staff accountability and performance.
- Leaders and managers may not seek to reduce hierarchy and silos, or to establish an organizational culture in which upward and lateral flows of information and influence are as normal as downward flows, preventing effective internal networking, communication and advocacy, and the flows of knowledge, experience and information necessary for effective mainstreaming.

⁹ This may take the form of perception by planners that gender is already adequately incorporated into strategic documentation.

- Leaders and managers may be unwilling to take the steps necessary to remove unconscious bias from entity procedures, and/or may not know how to do this.

The UN-SWAP aligned policy therefore enables entity leadership to move their organization from a reactive to a more strategic, planned and pro-active (results-based) approach to gendered achievement of the SDGs, and other goals that each entity may identify.

- **Reactive (transactional) model:** Gender units/Gender Focal Points respond to requests for support from across the organization and are seen as the primary promoters of GEEW. Senior management plays a minor, if any, role.

This approach can be equated with “transactional” forms of leadership – managing within the boundaries of an existing system, regardless of whether that system promotes the desired goals or not.

- **Proactive (results-based, transformative) model:** Senior management adopts specific gender-related goals and set minimum performance standards for all entity functions to contribute to these goals. Each member of staff understands his or her gender mainstreaming responsibilities and is held accountable for them. The Gender Unit/Gender Focal Points play a coordinating, catalytic and knowledge-management role, under the active guidance and championship of senior management.

This approach can be equated with “transformational” forms of leadership – thinking out of the box to achieve needed goals, including changes to existing structure and practices where necessary to achieve the goals.

1.4. Gender Mainstreaming

Gender mainstreaming is the advocacy-based methodology through which gender analysis is incorporated into the mainstream of organisational thinking and decision-making, and thence into policies, programmes and action.¹⁰

Mainstreaming (of whatever theme) is the multi-stranded “landing” process by which analysis is translated into policy, policy into action and action into results (See Annex 1 for definitions). This landing occurs through iterated cycles of analysis, visioning, consultation, advocacy, decision-making and follow-up. Typically, these take place on many levels within an organisation at the same time. Mainstreaming is a results-based activity which is largely the same whatever the theme: the main difference being the type of analysis that has to be incorporated into decision-making, which in the case of gender mainstreaming is gender analysis.

Since 2012, gender mainstreaming in the United Nations system has been planned and undertaken at the entity level through preparation and implementation of a UN-SWAP aligned GEEW policy. Preparation of such a policy is a gender mainstreaming activity in itself, and also the means through which the organisational culture (structures, attitudes and procedures) needed for on-going gender mainstreaming and the attainment of gender-relevant results are established or strengthened.

¹⁰ Please refer to Annex 1 for a definition of gender mainstreaming. A Glossary of gender-related terms is available from the UN Women Training Centre, Gender Equality Glossary <https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36>.

In 2016 the Commission on the Status of Women (CSW) focused on the links between women's empowerment and sustainable development. It stressed the urgency of systematic mainstreaming of gender perspectives into the implementation of the entire 2030 Agenda, of all SDGs and targets and in respect of all government policies and programs at all levels. The revisions to the UN-SWAP focus the framework clearly on mainstreaming the 2030 Agenda, as well as in the activities of entities not directly involved in SDG achievement.

1.5. Structure of this Guidance Note

Section 2 of this Guidance Note provides pointers to be taken into account at all stages of the development of a UN-SWAP GEEW Policy – preparation, research and drafting, and roll-out.

Section 3 of the Guidance Note sets out a proposed structure for a UN-SWAP aligned GEEW policy.

Sections 2 and 3 can be extracted and used as a background document for a briefing meeting on the preparatory process.

Section 4 identifies several issues to take into consideration in drafting the seventeen elements of a UN-SWAP aligned GEEW policy, drawing on experience and good practice, and indicates ways in which the UN-SWAP framework may be adapted to the specific priorities and concerns of the individual entity concerned.

2. THE POLICY DEVELOPMENT PROCESS

Development of a GEEW policy aligned with the UN-SWAP 2.0 offers a strategic moment to shape your entity's work towards achieving greater gender equality for up to five years, while ensuring system-wide coherence and maximum collective achievement of the SDGs and other gender-related goals. The policy and indicators should be reviewed every five years.

The process of developing or updating a UN-SWAP 2.0 aligned GEEW policy should be as participatory and transparent as possible (given time and resource constraints). Participants need to feel that they are heard, and their concerns are taken seriously even if not all points made can be included in the policy. As mentioned below, all stakeholder groups should have an opportunity to participate, in particular managers at all levels as they are essential to the successful implementation of the policy.

Review of past experience should be central to the process, ideally through an evaluation presented to the governing body, so the guidance of the governing body is available to the policy development process.

It is useful for the policy development process to be spearheaded by the entity's Gender Unit, under the guidance of a senior manager and championship of the entire senior management team. Recruitment of a consultant or consulting team may be appropriate to lead the research and drafting phase of the preparation, bringing expertise to the process.¹¹ On the other hand, where the policy is developed entirely by internal staff there may be greater buy-in from personnel. In either case, it is extremely important that the policy be developed on the basis of the pro-active involvement of personnel at management, professional and support levels, especially those in the units who will be most directly involved in its implementation.

An optimal arrangement is for the units concerned to come together as a Working Group, and take the collective lead in developing the UN-SWAP aligned policy. Where there is commitment and interest to adopt this approach the achievement of the desired results is most likely.

The following may serve as an approximate sequence of steps in the process of developing a UN-SWAP aligned GEEW policy by your entity. See Annex 4 for a summary of possible steps in the policy cycle.

2.1. Preparation

Entity personnel, most frequently members of the Gender Focal Point Team or Gender Unit, usually undertake this phase of preparation.

Allow between two and six months for the preparatory phase. A two-month period is only feasible if no consultant is required; otherwise the minimum time frame is likely to be closer to four months, to allow for contractual arrangements, with six months as a more reasonable target. Actions include:

- i. Establish a cross-entity steering group to guide the overall process, with representatives of all the main departments and units, and if appropriate including representatives of

¹¹ Sample terms of reference for a gender equality policy consultant are contained in Annex 3.

partners and stakeholders. Because the UN-SWAP Framework addresses several human resource matters, as well as gender mainstreaming in the entity's substantive activities, a representative of the human resource management unit should be a member of the group.

- ii. It is desirable for senior management to inform all personnel of the intended process, their expectations for it and the contributions they expect from staff. This could take the form of an e-mail message, and/or a briefing meeting. In either case, some initial inputs and suggestions could be requested from staff.
- iii. Inform the governing body, partners and stakeholders, and request their participation and inputs.
- iv. Undertake any necessary preliminary studies or surveys, for instance a staff survey (please see example in Annex 9).
- v. If needed, initiate recruitment of the appropriate consultant or consultant team, including review by the steering group of the terms of reference and proposed methodology for the exercise. About 20 -30 days of consultant time will be needed, including 5-10 days of consultation at the duty station
- vi. Make a collection of all relevant documentation – mandates, policies, programme budgets, and strategic frameworks, previous policies, etc.
- vii. Develop a consultation schedule of interviews and focus group discussions, so that staff members, partners and stakeholders can contribute their views. The intensive process of consultation involved in developing the UNDP Gender Policy is outlined in Box 1.

Box 1: Consultations in development of the UNDP Gender Equality Strategy 2014-2017

- 15 Member States discussed an annotated outline at the Executive Board informal in September 2013
- Written contributions were received from 10 Member States
- Consultations were held with gender experts and civil society organizations on each of UNDP's priority themes
- Consultation was held with UN Women, UNICEF, and UNFPA
- Additional responses were gathered at the Executive Board Informal in November 2013
- The draft Strategy was shared via Gender Net, evoking 40+ inputs

2.2. Research and Drafting

Most often this phase is led by a consultant, or consultant team, but may also be undertaken directly by entity personnel, as above.

Allocate a minimum of six months for development of the policy to allow sufficient time for full consultation on drafts. Actions include:

- i. Initiate this phase with an inception meeting with the Steering Group, courtesy calls on senior management, and briefing and discussion between senior management and staff.
- ii. Meet with the Head or Deputy-Head of entity in particular, to ensure their ongoing support and input at key moments, and ask them to provide their vision of GEEW in the entity to feed into the policy.

- iii. If consultant(s) are involved, include them in all of the above, and ensure a full introduction to all units of the entity so that his/her/their work can be facilitated
- iv. If the entity does not already have a vision, mission statement and/or policy statement on Gender Equality and the Empowerment of Women, development of these guiding frameworks can be included in the consultations and drafting.
- v. The consultations could include: focus group discussions with staff of each division of the entity; a focus group discussion with senior staff (P5 and above); a focus group discussion with mid-level managers (P3-P4); a focus group discussion with Support Staff; semi-structured interviews with those Units of the entity that will be most involved in the various areas of the UN-SWAP aligned GEEW Policy, such as the Executive Office, planning, reporting, evaluation, audit, human resource management, finance, communication and external relations. In some cases in which aspects of the organisational culture are being discussed it may be useful to convene focus group discussions among selected male and female staff separately.¹²

Several reviews have noted the difficulty that personnel experience in linking corporate plans for gender equality and women’s empowerment with the everyday work on their desks.¹³ The consultations inherent in the development of a UN-SWAP aligned GEEW Policy can provide precisely the opportunity to identify these linkages, build consensus and clarify options for action.

- vi. Consider using the consultation process as a means to: (a) ensure maximum understanding and buy-in for a UN-SWAP Policy among staff; (b) to develop staff understanding and capacity in gender mainstreaming; and (c) an opportunity to draw on the commitment and expertise of personnel across the entity. Regard the entire process as itself an exercise in advocacy and communication, which lie at the heart of gender mainstreaming.
- vii. The steering group can support the process not only by commenting on drafts, but also by keeping their own units or entities (if partners or stakeholders) informed of progress. Wherever possible they could function as informal champions of the Policy during its preparation, roll-out and implementation.
- viii. At the end of the research phase ensure a final meeting with the steering group to agree the proposed outline of the policy, and in particular the proposed performance indicators.

2.3. Roll-out

A robust, well-planned and participatory rollout process can enhance the uptake, buy-in and effectiveness of a UN-SWAP 2.0 GEEW policy. Actions include:

- i. Ensure that the policy is endorsed or adopted by the Governing Body/Executive Council.

¹² Such separate groups would be subject to the advice of the Steering Group, and may be appropriate, for example, when issues related to gender parity and implicit bias or even discrimination in the organization. If this approach is taken it would be advisable for the two groups first to discuss the same issues separately, and then join together to share the outcomes and suggestions of their respective discussions, to arrive at consensus or consolidated outcomes. This approach supports mutual understanding of issues.

¹³ See e.g. UNDP (1999). *Learning, Consultation and Briefing, Meeting on Gender Mainstreaming*. Report.

- ii. Organise an appropriate meeting at which the UN-SWAP aligned GEEW policy is launched, including publicity as may be appropriate.

3. SUGGESTED POLICY OUTLINE

A typical GEEW policy aligned with UN-SWAP 2.0 has three sections: background and introductory material; a central section describing the structures and actions to which the entity commits in order to achieve gender-related SDG results; and an implementation plan.

It is advisable that the policy also opens with a foreword by the head of entity to ensure staff are aware of its importance. This can note the entity's overall commitment to GEEW, and how the policy will ensure that the entity meets its GEEW mandate.¹⁴ Supplementary information and material can be included in the annexes. Some entities include their results framework for easy reference for those monitoring the policy.

3.1. Introductory Section

The introductory section provides the rationale and context for the UN-SWAP aligned GEEW policy. It could include any or all of the following topics, as well as others that may seem relevant to the UN-SWAP steering group guiding the development process.

Several examples of good practice in GEEW policy introductory sections are provided in the annexes to this Guideline, as indicated below.

- **Normative Context:** Note relevant inter-governmental mandates. Note that the central focus of the UN's work on GEEW is on gender equality as a human right. Note that the Policy adopts the Human-Rights Based Approach to Development (HRBA). The principal global mandates are included in an Annex to the UN-SWAP 2.0 Technical Guidance¹⁵ to which may be added relevant thematic, regional or national commitments.
- **Gender Analysis:** Briefly describe the inequalities that your entity addresses, and how gender impacts upon them, drawing on the corporate gender analysis (See Boxes 2 and 3 for examples of gender analysis by a programme entity (FAO) and a technical entity (UNDGC). Describe the gender equality dimensions of the entity's mandate and its vision for gender equality. Focus on the rights to be achieved. Use inclusive language ensuring that women and girls in all their diversity are represented in the entity's gender equality policy, including intersectional issues on the basis of race, age, disability, migration and socio-economic status, sexual orientation and gender identity, nationality or religion.
- **Background:** Briefly describe the purpose of the policy: outline the business case for the Policy; describe any special conditions that may be relevant; note whether the policy addresses the

¹⁴ Examples of effective forewords can be found in the FAO Policy on Gender Equality and UNDP's Gender Equality Strategy.

¹⁵ <https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-legislative-mandates-en.pdf?la=en&vs=605>

equal representation of women in staffing, or a separate policy exists or is in planning. Delineate why GEEW is important to your entity. If appropriate, include the entity's mission statement and vision for gender equality (See Annex 5 for two examples of mission statements and a business case for gender equality).

- **History:** Briefly outline the history of gender mainstreaming in the entity, and any previous gender equality policies, strategies or action plans, and lessons learned, including findings from evaluations and reviews. Note if the organisation is already using a Gender Marker. Refer to the CEB Policy and describe the system-wide character of the UN-SWAP, and the opportunity that it offers for measured progress and harmonisation.
- **Methodology:** Briefly describe the process of developing the policy. It is important that the participatory and consultative nature of developing the policy is set out, as this will help with future buy-in.
- Provide the outline for the rest of the policy.

Box 2: Example of Gender Analysis

Products of the Department of Global Communications (DGC)

United Nations Member States considered the question of women in the media to be sufficiently important to include it as one of the thirteen Areas of Critical Concern in the Beijing Platform for Action of that year. Under Strategic Area of Concern J, Women and the Media, Member States resolved to:

- Increase the participation and access of women to expression and decision-making in and through the media and new technologies of communication. [Strategic objective J.1.](#)
- Promote a balanced and non-stereotyped portrayal of women in the media. [Strategic objective J.2.](#)

DGC established its first Strategy on GEEW on 4 January 2016. The Strategy outlined the Department's commitment to advance the global consensus on GEEW through the production and dissemination of high-quality information on women and gender equality through all its platforms, and by modelling good practice in gender responsive information and communications.

The evaluation of DGC's gender equality work undertaken by its Evaluation and Communication Research Unit contained a gender analysis that focused on three dimensions of DGC's communications content:

- **Visibility:** Is there a balanced inclusion of women and men in the products and activities of the Department?
- **Representation of gender portrayals:** To what extent is the Department challenging gender stereotypes through its content?
- **Focus on GEEW:** How many products and activities focus specifically on GEEW.

The evaluation found that in the baseline year of 2016:

- the majority of the Department's content was not balanced, with men more likely to be featured in positions of expertise and high-level leadership, and women represented in more subordinate roles.
- the majority of the Department's content was classified as reinforcing gender stereotypes, with the exception of a few product areas (the Graphic Design Unit's work, UN Chronicle, and UNTV's ad hoc videos). Coverage of the Secretary-General and the substantial number of men in decision-making roles, as depicted in visuals and citations, had a significant impact on this result.
- approximately 9 percent of the Department's content was dedicated to GEEW specifically, with social media having the highest Focus on GEEW

For details, please see the report of the evaluation: DGC, *Gender evaluation of the work of the Department of Global Communications, Evaluations and Communications Research Unit, Department of Global Communications*

Box 3: Example of a Gender Analysis**Inequalities to be addressed by FAO's 2020-2030 Policy on Gender Equality**

Rural households in developing countries typically pursue multiple livelihood strategies to diversify their sources of income and, as a result, women – together with men – are often simultaneously involved in a wide spectrum of activities. Their engagement ranges from being contributing family workers to being farmers on their own account; from being entrepreneurs running on- and off-farm businesses to being wage workers. Globally women comprise over 37 percent of the world's rural agricultural workforce, a ratio that rises to 48 percent for low-income countries, and their contribution is prominent in all agricultural subsectors (estimated based on the International Labour Organization models for 2020). They represent close to 50 percent of the world's 600 million small-scale livestock managers and about half of the labour force in small-scale fisheries. Moreover, these percentages likely underestimate women's full contribution to agriculture as their work, often unpaid, is not always adequately captured in official statistics. [...]

Across regions rural women still face major gender-based constraints that limit their potential as economic agents and their capacity to reap the full benefits of their work. The root cause of these discriminations lies in social norms, attitudes and beliefs, which shape how women and men are expected to behave, the opportunities that are offered to them and the aspirations they can pursue. Discriminatory sociocultural norms affect how policies and legal frameworks are formulated and implemented; who participates in decision-making processes and governance mechanisms; how rural institutions are managed; how service providers target their clients and prioritize their needs; and, ultimately, how resources are allocated and decisions are taken within households and communities. [...]

Rural women and girls continue to find themselves at a disadvantage compared with their male counterparts in their access to essential assets, resources, services and opportunities. Land is perhaps the most important economic asset for which this gender gap is evident: women still account for less than 15 percent of agricultural landholders in the world. Disparities are also noticeable when it comes to different types of agricultural support services, be it extension, financial or business development. While the need to disseminate innovative technologies and sustainable practices is increasing by the day, rural women still struggle to access simple life-changing technologies. A considerable gender gap persists, for example, in relation to ownership of mobile phones and use of the internet: women in low- and middle-income countries are 10 percent less likely than men to own a mobile phone and 23 percent less likely to use mobile internet. Similarly, gender inequalities are evident in agricultural labour markets: rural women are more likely than men to hold low-wage, part-time, seasonal employment, without legal or social protection, and they tend to be paid less even when they are more educated and more qualified than men. [...]

Investing in women and girls can be a catalyst to accelerate progress in agriculture, rural development and, ultimately, food security and nutrition. Many studies show that ensuring that women have improved access and control over assets and resources increases agricultural productivity and production – with benefits that are likely to span generations and pay large dividends in the future.

FAO Policy on Gender Equality 2020-2030, <http://www.fao.org/3/cb1583en/CB1583EN.pdf>, pp. 3, 4

3.2. Central Section.

The central section of a GEEW policy aligned with UN-SWAP 2.0 focuses on (a) the specification of gender-related SDG results and (b) investment in these results and the gender-responsive institutional arrangements that can promote and underpin these results. A total of seventeen programme and institutional factors serve as indicators of progress towards these two outcomes, each with four levels of performance standard. Several of these factors (such as evaluation and audit, gender-responsive performance management and sound communication practices) establish the linkages between investment and results.

The indicators can be included in your entity's GEEW policy in any order, but they should all be included at some point. If you feel that an indicator is not relevant to your entity this should be made clear and included in your entity's annual report on SWAP implementation. In addition, it may be appropriate to include additional indicators specific to your entity's mandate.

See Annex 6 for two examples of UN-SWAP accountability frameworks.

3.3. Implementation Plan

Establishing an implementation plan for your entity policy involves determining the level of resources and capacity required to fulfil the policy's objectives, and establishing an accountability framework including a monitoring and evaluation plan. An example of an implementation plan is provided in Annex 7 of this guideline.

The implementation plan should indicate the time frame for initiation and completion for each of the strategic items listed in the policy, together with needed resources and the responsible unit or individual. Issues related to identifying resources for the implementation are contained in a publication by UN-Women.¹⁶

The work plan should use the standard work plan format of the entity concerned, and be linked as closely as possible to central implementation, monitoring and reporting processes.

- **Baseline:** Establish a baseline of the entity's level of attainment in each of the UN-SWAP Performance Indicators at the start of the policy development or update period (and any other indicators specific to your entity's mandate that may have been included in the policy), against which progress can be tracked. This could be based on the most recent UN-SWAP reporting and take the form of a table, as indicated in Table 1 below.
- **Internal monitoring and reporting:** There is need to provide for ongoing monitoring of the policy by relevant units, and a semi-annual review by senior management, and a formal report at least once a year to the Governing Body and/or Head of Agency and/or Senior Management Team. Ideally the director or head of each division of the entity should report on progress to their peers. An example of monitoring and reporting provisions is contained in Box 8 below.

¹⁶ UN Women, *Handbook on costing gender equality*, 2020, <https://www.unwomen.org/en/digital-library/publications/2015/7/handbook-on-costing-gender-equality>

- **Annual reporting to UN Women.** Annual reporting on the UN-SWAP dimensions of a GEEW policy takes place in January each year, via the [UN-SWAP reporting platform](#).
- **Lessons learned:** Identify the specific procedures by which ongoing monitoring results will feed into remedial action, possibly via the senior management team.
- **Knowledge management and coherence:** Provide for systematic sharing of lessons learned through a knowledge management plan. Ensure that monitoring plans include contributions of the entity to greater global coherence in gender mainstreaming, including through participation in UN-SWAP Peer Review meetings and regular meetings of UN-SWAP Focal Points.
- **Evaluation:** Allow for an evaluation at least every five years feeding in to the updating of the GEEW policy, including adequate financial resources. Include provision for a mid-term evaluation, as in the table below.

The following is an example of baseline data collected for one UN-SWAP GEEW policy. The same table can become a planning tool, or the beginning of the implementation plan, with the addition of columns for the projected improvement, year in which it will be achieved, responsible entity, and link to the relevant paragraph(s) in the body of the policy.

Table 1: Elements and Performance Indicators, Baseline Data.

	INDICATOR	Performance Standard				
		N/A	Missing	Approach	Meet	Exceed
Gender-related SDG	1. Strategic planning Results				X	
	2. Reporting on Results		X			
	3. Programmatic Results		X			
	4. Evaluation			X		
	5. Audit				X	
Institutional Strengthening to Support Achievement of Results	6. Policy		X			
	7. Leadership		X			
	8. Performance Management		X			
	9. Financial Resource Tracking		X			
	10. Financial Resource Allocation			X		
	11. Gender Architecture			X		
	12. Equal Representation of Women			X		
	13. Organizational Culture			X		
	14. Capacity Assessment		X			
	15. Capacity Development			X		
	16. Knowledge and Communication				X	
	17. Coherence				X	

An example of monitoring and reporting provisions for a gender equality policy is provided in Box 4.

Box 4: Monitoring and reporting in the gender policy of the United Nations Office at Geneva (UNOG)

Monitoring and reporting: Division directors and service chiefs will [...] draw on the above gender analysis in order to prepare, with the assistance of designated staff members, brief monitoring tables that can demonstrate their contributions to advancing gender equality and the empowerment of women. They will use the monitoring tables to report to the Gender Steering Group at least once a year. The data provided will be aggregated and included in the Director-General's compact with the Secretary-General and further disseminated. This will help to recognize progress and remedy setbacks. The above-mentioned disaggregated information on UNOG contributions to gender equality and the empowerment of women will enable managers to review the extent of gender mainstreaming activities at UNOG systematically. The gender focal points will meet at least twice a year with the Director-General to discuss progress in implementing this Policy and other matters related to gender equality and women's empowerment in connection with the work of UNOG. Every other year the gender focal point will conduct a survey of all UNOG staff members to assess their perceptions on gender and their satisfaction with this Policy.

UNOG, Policy for Gender Equality and the Empowerment of Women, 2016-2020,<https://www.ungeneva.org/sites/default/files/2021-03/UNOG-ODG-Policy-Gender-Equality-2016-2020-EN.pdf>

4. CENTRAL SECTION: ISSUES TO TAKE INTO CONSIDERATION

The main body of a GEEW policy aligned with UN-SWAP 2.0, including the entity's specific commitments regarding each of the seventeen indicators, are typically included in the central section of the policy document. This was briefly summarised in Section 3.2 above and is now explored in greater detail.

The policy should commit your entity to at least meeting the requirements of the UN-SWAP performance standards, and preferably to exceeding them. The measures taken to meet or exceed these requirements will be different for each entity. In the development process the indicators are adapted to the language and procedures of the entity concerned, and any improvements that may be needed are assigned feasible performance standards, as described below.

The UN-SWAP Framework is not intended to prescribe the gender-related SDG results of individual entities, which are context-specific and defined by each entity through their respective strategic planning processes. Rather, a UN-SWAP aligned GEEW policy prescribes that such goals must be identified by the entity and reflected in its central planning documents and results frameworks. UN-SWAP supports assessment of whether or not an entity has included gender-related results and indicators in its core planning documentation, not what these goals and indicators are.

However, there is no reason why an entity should not include in its GEEW policy document the desired results as appropriate, provided these are also reflected in the core planning documentation. WFP and UN-Habitat are among the entities that have taken this approach.

The Agreed Conclusions of the 60th Session of the Commission on the Status of Women, entitled "*Women's Empowerment and the Link to Sustainable Development*" includes updated analysis of gender equality considerations in all themes of United Nations activity, and can provide insights to guide the selection and definition of entity results.¹⁷ In accordance with the [Agenda 2030 analysis](#), the emphasis throughout is that *all* SDGs have to be implemented in a gender responsive way even where they include no specific reference to GEEW. A gender analysis will support each entity to identify the ways in which it can contribute to the SDGs in a gender-responsive manner.

A necessary precondition for the development of gender-relevant results is therefore a socio-economic or thematic gender analysis, from which the entity can derive a vision of SDG achievement in the community it serves, and the changes it will seek in order to contribute to this vision. Undertaking such an analysis lies outside the scope of the UN-SWAP aligned policy development process itself, but the policy can provide for the preparation of such an analysis as a means to strengthen the entity's results-based planning, and/or ensure that such an analysis is reflected in all phases of the programme planning and implementation cycle.

This part of the policy document is typically completed following discussion with the entity's planning department to identify a reasonable time frame within which gender-related goals can be identified for the organisation, and the means by which the defined goals can be achieved and monitored systematically. It includes 1. Gender-related SDG results; 2. Monitoring and reporting on gender-related SDG results; and 3. Programmatic results. These are each set out below in turn, with brief guidance on their adaptation to entity needs.

¹⁷ Agreed Conclusions CSW60. 24 March 2016

Additional information with regard to each indicator can be found in the SWAP 2.0 Technical Notes. In this guidance in relation to each indicator one example of action aimed at meeting its requirements is excerpted from the gender equality document of a UN system entity (*in italics*).

4.1: Gender-related SDG Results

A. Results-based Management

Indicator 1: Strategic Planning Gender-related SDG Results.

The Performance standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
1ai. Main strategic planning document includes at least one high-level entity result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets	1bi. Main strategic planning document includes at least one high-level entity result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets and 1bii. Entity has achieved or is on track to achieve the high-level result on gender equality and the empowerment of women	1ci. Main strategic planning document includes at least one high-level transformative result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets and 1cii. Entity has achieved or is on track to achieve the high-level transformative result on gender equality and the empowerment of women

In this Indicator the entity commits to including gender-related goals and indicators in its central strategic planning documentation. These results are established by the entity’s planning units, and incorporated into its results framework and other central planning documentation, as appropriate. Annex 5 suggests various options for gender-relevant organizational outcomes.¹⁸

It is necessary to consider how the main strategic document of the entity can be framed to support gender equality results for the entity. Such a discussion also provides context for the Gender Equality Policy (see Indicator 6 below), which should be seen ideally as an elaboration of the gender aspects of the main strategic document.

Action 2.1.1(a) *Ensure that a gender-specific Strategic Objective is maintained in any updates to the Strategic Plan and Operating Plan (2024-2027). This objective shall incorporate a target, to aim for and measure against, of 40% representation of women across all WMO Secretariat grades, constituent bodies and working groups.* [WMO, Gender action plan for the eighteenth financial period, 2020-2023.](#)

¹⁸ More detailed guidance and examples are contained in a document by UN Women, *Guidance on strategic planning and gender equality and the empowerment of women*, <https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-guidance-on-un-strategic-planning-and-gender-equality-and-empowerment-of-women-en.pdf?la=en&vs=4223>

Indicator 2: Reporting on Gender-related SDG Results

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
2ai. Entity RBM system provides guidance on measuring and reporting on gender equality and the empowerment of women results or 2aii. Systematic use of sex-disaggregated data in strategic plan reporting	2bi. Reporting to the Governing Body or equivalent on the high level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5 and 2bii. Systematic use of sex-disaggregated data in strategic plan reporting	2ci. Reporting to the Governing Body or equivalent on the high level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5 and 2cii. Systematic use of sex-disaggregated data in strategic plan reporting and 2ciii. Reporting every two years to the Governing Body or equivalent on implementation of entity gender equality and empowerment of women policy

This should be specific to the review of the central strategic planning document only. Project and programme review, appraisal, monitoring benchmarks must be derived from the gender analysis, and enable the entity to report on the GEEW dimensions of the central planning documents at all points in the programme and project cycle, from activities to outputs to outcomes. Where such benchmarks do not already exist, the UN-SWAP policy can provide for their development.

Pursuant to Commission on Narcotic Drugs resolution 58/12 and Commission on Crime Prevention and Criminal Justice resolution 24/3, UNODC will report annually to the Commissions, through the report of the Executive Director, on the implementation of the Gender Equality Strategy and action plan. The offices and units at headquarters and in the field will report on an annual basis on their measures, activities, projects and programmes to achieve gender equality and the empowerment of women, A.2, p. 18, [UNOV/UNODC, Strategy for gender equality and the empowerment of women 2020-2023](#)

Indicator 3: Programmatic Gender-related SDG results not directly captured in the Strategic Plan

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
3a. Results on gender equality and the empowerment of women are consistently included in programmatic initiative planning documents	3b. Programmatic results on gender equality and the empowerment of women are met	3ci. Programmatic results on gender equality and the empowerment of women are met and 3cii. Programmatic initiatives consistently include transformative gender equality and the empowerment of women results

This indicator refers to results in any programming which is not included in the main strategic planning document. It is designed to capture results for entities which have not been successful in including GEEW considerations in their main strategic plan, but nevertheless are carrying out important work on GEEW

As for Indicators 1 and 2 above, it is usually completed following discussion with the entity's central planning unit. Agenda 2030 required entities to think more carefully from an early stage of planning about the linkages between institutional strengthening and results – are the right kinds of intra-entity investment being made to bring about the intended results and how can this best be measured. Such consideration may involve a full discussion of the results: how they were selected; why they are phrased in a particular way; how they will be achieved; the difference they will make; their links to the SDGs; how they will help entities achieve their overall mandate (the business case); how the entity will come together to achieve them; and inter-agency cooperation, among other issues.

The section indicates whether the entity will include one or more result(s) dedicated to gender equality in its results-framework, or seek to include gender-equality indicators in several of its results, or both.¹⁹

¹⁹ See Annex 8 for a summary of the pros and cons of these two options.

Box 5: Alignment of GEEW Results with Corporate Outcomes

UNDP aligns its gender-related strategic entry points with each of its corporate goals. Outcome 1 is shown here – please see [UNDP, Gender Equality Strategy 2018-2021](#), pp 16 -18 for the complete set.

Outcome 1: Eradicating poverty in all its forms and dimensions Strategic gender-related entry points for mainstreaming gender

It is not possible to eradicate poverty in all its forms and dimensions without addressing the specific gender inequalities that keep women in poverty. Globally, there are 122 women aged 25-34 living in extreme poverty for every 100 men of the same age group. Women are also more likely than men to live below 50 per cent of the median income. The impacts of climate change further exacerbate women's poverty. Successful poverty eradication requires dismantling structural barriers, ensuring that women's responsibility for unpaid care work is reduced and redistributed, and that women have access to decent work and equitable wages, energy and water, land and property, financial services and credit, productive tools and resources, social care services and social protection. It also requires transforming discriminatory attitudes and practices, including gender-based violence, that prevent women and girls from participating equally in economic, social and political life. Eradicating poverty requires addressing multiple forms of discrimination, which can change over the life course, such as those associated with youth and ageing. Strategic entry points for mainstreaming gender equality across this outcome of the Strategic Plan include:

- a. Supporting countries in integrating gender equality and women's empowerment into the implementation of the 2030 Agenda, the Paris Agreement on Climate Change and other internationally agreed instruments and into regional, national and local development planning. This requires addressing gender equality in MAPS missions and ensuring that UNDP support for Sustainable Development Goal planning and implementation at all levels is gender-responsive, draws attention to the linkages between gender equality and the acceleration of all the Goals and supports national and local plans and budgets to address underlying gender inequalities that impede progress towards the Goals;
- b. Supporting national and local partners to expand women's access to and control of resources and basic services, including financial and non-financial assets, housing, jobs, education, clean energy and technology, health, including HIV and health services, social protection (including health insurance and pensions) and care services, with a particular focus on the most marginalized and left behind, including poor women and women with disabilities;
- c. Supporting partners to end occupational segregation and address women's and girls' disproportionate burden of unpaid work and time poverty through measures such as affordable and reliable public and private care services (child, elder, disability or illness), as well as gender-equal parental leave and work-life balance rights and policies. Similarly, working with partners to invest in critical infrastructure such as water and sanitation, and clean and affordable energy, safe roads, gender-responsive public spaces and services such as markets and transportation, can all reduce the time women spend on care activities;
- d. Supporting legal and policy reforms to close the gender wage gap, lift formal and informal barriers to women's access to certain occupations and educational fields, and strengthen women's legal protection from workplace discrimination and rights violations;
- e. Supporting national and local institutions to analyse risk from a gender perspective and involve women and women's organizations in the formulation and implementation of risk management, reduction and recovery policies;
- f. Supporting partners to ensure gender-responsive sustainable management of natural resources, including land, water and forests, and to expand women's access to, control and ownership of land, property and finance as well as to partnerships in new micro-, small and medium-sized enterprises established on green and inclusive value chains;

Continuation Box 5: Alignment of GEEW Results with Corporate Outcomes

g. Supporting Governments to ensure that women have equal access to clean, affordable and sustainable energy. This will include supporting women as consumers, decision makers and entrepreneurs in the transition to clean energy systems;

h. Supporting measures to increase and track women’s leadership in decision-making in the private and public sectors and in public administration, including in government, line ministries and decentralized governance;

i. Supporting national efforts to develop and implement legal and policy frameworks to prevent and address gender-based violence. This includes supporting national partners to provide multi-sectoral support and services for survivors, supporting research and public awareness campaigns on the prevention of and response to gender-based violence and the most effective policies to reach out to the most marginalized groups; and engaging men and boys to change behaviour around gender-based violence.

B. Oversight

Indicator 4: Evaluation

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
4a. Meets some of the UNEG gender equality-related norms and standards in the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluation	4b. Meets the UNEG gender equality – related norms and standards and applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation during all phases of the evaluation	4c. Meets the UNEG gender equality - related norms and standards, applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation during all phases of the evaluation and conducts at least one evaluation to assess corporate performance on gender mainstreaming or equivalent every 5-8 years

This section of a UN-SWAP aligned GEEW policy is typically completed following discussion with the entity’s evaluation unit. It is likely that the Evaluation Unit is familiar with the UNEG norms and standards,²⁰ although in many cases the policy can encourage greater effort to adhere to them. Most policies so far completed seek to strengthen the links between the entity’s risk analysis and its gender equality goals, which typically are underdeveloped.

As a result of taking these steps the entity’s ability both to report on gender equality at the outcome and impact levels and to analyse the linkages between gender equality results and its overall development results will be greatly enhanced. Lessons learned from evaluation can also make a strong contribution to the entity’s collective knowledge of what works in gender mainstreaming.

²⁰UNEG, *Guidance on Integrating Human Rights and Gender Equality in Evaluation*, [Integrating Human Rights and Gender Equality in Evaluations \(unevaluation.org\)](https://www.unevaluation.org/)

Action 2.5.1 (a) Continue gender mainstreaming in all stages of project/programme evaluations (TORs, scope of analysis, method, findings and recommendations) in accordance with the UNEG Norms and Standards, [WMO, Gender action plan for the eighteenth financial period, 2020-2023](#)

Indicator 5: Audit

The Performance Standards for this Indicator are as follows:

Approaches Requirements	Meets Requirements	Exceeds Requirements
5a. Consultation takes place with the gender focal point/ department on risks related to gender equality and the empowerment of women, as part of the risk-based audit annual planning cycle	5b. Based on risks assessments at engagement level, internal audit departments have developed tools for auditing gender equality and the empowerment of women related issues (e.g. policy compliance, quality of reporting etc.) and apply these as appropriate in all relevant audit phases	5ci. Relevant gender equality findings are systematically presented in annual reports of the internal audit departments and 5cii. Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment of women at least once every five years

This section of a UN-SWAP aligned GEEW policy is usually completed following discussion with the unit or individual responsible for audit, frequently located in the Executive Office. Preparation of a UN-SWAP aligned GEEW policy provides a valuable opportunity to develop the entity's ability to incorporate assessment of gender-related risks into its overall calculations.

The Office of Evaluation and Internal Oversight will ensure that gender equality and the empowerment of women is effectively considered during the annual risk assessment and audit work planning process. Priority action area 7, p. 15. [UNIDO, Strategy for gender equality and the empowerment of women 2020-2023](#).

4.2. Institutional Strengthening to Support the Achievement of Results

C. Accountability

Indicator 6: Policy

The Performance Standards for this Indicator are as follows:

Approaches Requirements	Meets Requirements	Exceeds Requirements
6a. Policies and plans being developed on gender equality and women's empowerment, including gender mainstreaming and the equal representation of women	6b. Up-to-date policies and plans implemented on gender equality and women's empowerment, including gender mainstreaming and the equal representation of women	6ci. Up to date policies and plans implemented on gender equality and women's empowerment, including gender mainstreaming and the equal representation of women and 6cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women

Preparation or update of a UN-SWAP-aligned GEEW policy is based upon an assessment of the entity's gender mainstreaming strengths and weaknesses. Typically, this organizational assessment takes the form of a more or less extensive consultation among staff and partners, most frequently a series of focus group discussions, supplemented by semi-structured interviews with selected individuals. In some situations it may include Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis or survey of opinion. An example of a staff opinion survey is provided in Annex 9 and a SWOT analysis format is given in Annex 10.

The organizational assessment can take the form of a full "Gender Audit" using the model developed by ILO or equivalent.²¹ Where this is undertaken, staff understanding of, and commitment to, gender mainstreaming as the means to achieve gender equality is increased through the dialogue and reflection that is inherent in the methodology. This leads to improved gender mainstreaming performance overall.²² Thus, even though a Gender Audit is more time-consuming, it may be a cost-effective form of capacity development for some entities.

Whatever form it takes, this analysis identifies the internal structures and procedures that will be needed to make the entity "Fit for Purpose" to achieve its gender-related SDG goals.²³

It is relatively easy to establish a senior management accountability mechanism (as suggested by Performance Standard 6cii) by dedicating one or more meetings of the senior management team each year to monitoring organizational performance in implementing the UN-SWAP provisions.

The gender policy can adopt a transformative, dynamic and expansive approach by including the entity's vision for gender quality, description of the consultative process, results to be achieved and rationale for any proposed changes. It may also be based on a separately prepared gender-related Theory of Change, or institutional gender audit. A full contextual framing of the policy will assist personnel to understand its rationale, enhancing the all-important commitment and buy-in.

It is important to include tracking and reporting mechanisms capable of showing that the investment in institutional strengthening for gender mainstreaming does in fact lead to stronger programme results. These can include the financial tracking and reporting mechanisms outlined under Indicators 9 and 10, and more qualitative measures such as gender audits, evaluations, surveys and structured interviews with programme staff. The most effective mechanisms for such monitoring are developed on an entity-specific basis. They may later be consolidated into established methodologies.

The Executives Committee will be the highest decision-making body on gender equality and the empowerment of women, with responsibility for monitoring and overseeing progress in implementing the Strategy. The Committee is chaired by the Director-General/Executive Director and comprises all directors of UNOV/UNODC. The Coordinator of the Global Programme on Gender Equality and Empowerment of Women in UNODC and UNOV is included when gender issues are considered. B.1, p. 21, [UNOV/UNODC, Strategy for gender equality and the empowerment of women 2020-2023.](#)

²¹ ILO. n.d. The ILO Participatory Gender Audit. A Tool for Organizational Change.

²² UN-Women, 2015. *Transform*. Page 13.

²³ See Annex 9 for an example of a staff survey, undertaken by DPI (now DGC) in preparation for its UN-SWAP GEEW Policy.

Indicator 7: Leadership

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
7a. Senior managers internally champion gender equality and the empowerment of women	7a. Senior managers internally and publicly champion gender equality and the empowerment of women	7ci. Senior managers internally and publicly champion gender equality and the empowerment of women and 7cii. Senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded

Senior management leadership of an entity’s GEEW commitments is a pre-condition for their successful achievement.

To be fully realized, such leadership involves both the internal and public championship of GEEW considerations and issues related to women’s human rights, including in contexts in which these perspectives may not be fully accepted, and active championship of the entity GEEW Policy, especially by ensuring that it is reflected in the entity’s performance appraisal process, cascading from them to all staff. Elements are further outlined in the UN-SWAP Technical guidance from page 74 (December 2020 version).

In 2017 the United Nations Development Group (UNDG) agreed a Leadership Model for the achievement of the SDGs. The Leadership Model fully embraces transformative forms of leadership, which are also central the effective implementation of a GEEW policy aligned with UN-SWAP 2.0.

The Director General will continue to internally and publicly champion gender equality and the empowerment of women, and recognize the outstanding services of personnel through the Gender Equality Mobilization “GEM” Award. Priority action area 3, p. 11, [UNIDO, Strategy for gender equality and the empowerment of women 2020-2023](#)

Indicator 8: Gender-responsive Performance Management

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
8a. The entity’s core values and/or competencies being revised to include assessment of gender equality and the empowerment of women	8b. 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	8ci. 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 8cii. System of recognition in place for excellent work promoting gender equality and women’s empowerment

The entity’s performance appraisal process is an important means to ensure management and staff accountability for contributing to the entity’s gender-related SDG results.

Responsibility for implementing the UN-SWAP aligned GEEW Policy rests with the Head of Entity and his or her team of senior managers. The accountability of top-level management is expressed in their compacts with the Secretary General. For all other staff, including other senior managers, performance is monitored by supervisors via the various forms of annual performance appraisal in use across the system.

Steps that could be contemplated improved gender-responsive performance appraisal are: moving to competency based performance criteria for gender mainstreaming, especially for managers; inclusion of gender-related key result areas in performance plans; and incentive systems for good performance in gender mainstreaming.

Box 6: Four Examples of Gender-responsive Performance Management

- “The Senior Management Team will provide leadership and oversight for implementation of this policy instruction. The USG annual compact with the UN Secretary-General will meet and, whenever possible, exceed requirements in line with the UN System-Wide Policy on Gender Equality and the Empowerment of Women.”
- “The principle accountability for implementing this Policy and Plan rests with the Executive Director, and cascades from him to the Deputy Executive Director, and to each Director, Branch Co-ordinator, Human Settlements Officer, Chief Technical Adviser, supervisor and staff member.”
- “An assessment of the contribution to achieving gender equality objectives is included in the Performance Evaluation and Management Systems (PEMS) of all professional staff.”
- “Redesign the professional staff performance appraisal form to include a question on how each staff member has contributed to achieving the goal of gender equality.”

UNDP will ensure that implementation of the gender equality strategy and the gender parity action plan are recognized as a criterion of good performance in performance assessment of all senior and middle managers. Senior managers will be expected to identify those elements of the gender equality strategy that are relevant to the work of their unit/offices, agree with their staff which outputs can be achieved and track compliance with this through their respective performance plans and assessments. P. 21, [UNDP, Gender Equality Strategy 2018-2021](#).

D. Human and Financial Resources

Indicator 9: Financial Resource Tracking

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
9a. Working towards a financial resource tracking mechanism to quantify disbursement of funds that	9b. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender	9ci. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women’s empowerment and

promote gender equality and women's empowerment	equality and women's empowerment	9cii. Results of financial resource tracking influences central strategic planning concerning budget allocation
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A financial tracking mechanism must be put in place so that allocations to the achievement of gender-related SDG results can be monitored and reported. UNDG standards and principles indicate how financial resources tracking mechanisms should be designed and implemented to yield high-quality, comparable data. Such mechanisms are in development by many entities, or have been adapted to suit the specific conditions of a given entity.

The UN-SWAP framework provides opportunity to commit to either adopting an existing Gender Marker, or adapting and testing a Gender Marker specifically for use by the entity concerned.²⁴

The Information and Technology Services Division will provide additional tools and statistics to monitor the share of projects and financial resources per assigned gender marker, and share reports from the gender marker analysis. Priority action area 6, p. 14, [UNIDO, Strategy for gender equality and the empowerment of women 2020-2023](#)

Indicator 10: Financial Resource Allocation

The Performance Standards for this indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
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

Clear financial benchmarks enhance investment in gender equality, so these should be clearly set out in the UN-SWAP Policy at two levels (a) allocations for the UN-SWAP implementation – gender expertise, travel for gender focal points, training, publications etc.; and (b) the programmatic resources that will be provided during the lifetime of the policy.²⁵

²⁴ Further details and guidance are available in the following publications: UNSDG, *Gender equality marker, Guidance note*, 2013, <https://unsdg.un.org/sites/default/files/UNDG-Gender-Equality-Marker-Guidance-Note-Final-Sep-2013.pdf> UNSDG, *Financing for Gender Equality and Tracking Systems - Background Note*, 2013, <https://unsdg.un.org/sites/default/files/UNDG-Gender-Equality-Marker-Background-Note-Final-Sep-2013.pdf>

²⁵ Information and guidance on gender markers is available in the following documents: UNSDG, *How to develop a gender marker*, 2013, <https://unsdg.un.org/resources/steps-develop-gender-equality-marker> UNCEB, *Quality assurance of gender equality markers. Improving accuracy and consistency. Guidance note*, 2018, https://unsceb.org/sites/default/files/imported_files/Guidance%20Note%20on%20QA%20of%20GEMs%20-%20for%20dissemination.pdf UNCEB, *Coding definitions for gender equality markers. Guidance note*, 2018, https://unsceb.org/sites/default/files/imported_files/Guidance%20Note%20on%20Coding%20Definitions%20for%20GEMs%20-%20for%20dissemination.pdf

Financial allocations, including for the funding of the Gender Focal Point Unit, and tracking have been found to be among the weakest elements of many UN-SWAP aligned GEEW policies. Line items that can be included in the needed allocations include travel for the gender team, any research and analysis that may be needed, preparation of a Gender Parity Plan and learning needs analysis and capacity development programmes. This indicator refers mainly to programmatic rather than mainstreaming work, indicator 11 refers to the gender architecture.²⁶

Consideration could be given to developing a UN-SWAP aligned GEEW policy as a fully funded project: the Theory of Change for the UN-SWAP Framework (See Annex 2) could easily be adapted into a project results framework.

UNIDO will ensure that by 2023, 45 per cent of newly-approved projects per year are significantly contributing to gender equality and the empowerment of women as per the assigned gender marker (2A and 2B). Priority action area 6, p. 14, [UNIDO, Strategy for gender equality and the empowerment of women 2020-2023](#).

Indicator 11: Gender Architecture.

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
11ai. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P4 or equivalent and above b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions	11bi. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P4 or equivalent and above for both mainstreaming and representation of women b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions and 11bii. Gender department/unit is fully resourced according to the entity mandate	11ci. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P5 and above for both mainstreaming and representation of women b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions d. specific funds are allocated to support gender focal point networking and 11cii. Gender department/unit is fully resourced according to the entity mandate

The “gender architecture” of an organisation comprises all the human resources assigned responsibility to support the organisation achieve its gender equality goals, and the mechanisms through which they work. These personnel may work as Gender Focal Points in programme or substantive activities of the

²⁶ For issues related to allocation of financial resources see UN Women, *Handbook on costing gender equality*, 2020, <https://www.unwomen.org/en/digital-library/publications/2015/7/handbook-on-costing-gender-equality>

entity, or be designated as Focal Points for Women, to support the achievement of gender equality in its own staffing, referred to as either the equal representation of women in staffing, or gender parity.

Establishment or strengthening of a Gender Focal Point individual or a team is an essential means for stronger gender equality results. A cross-entity team with representatives from each unit or division of the entity, under the leadership of a member of senior management, has been found to be the strongest Gender Focal Point structure. This team plays a coordination and knowledge management role in relation to support of colleagues' work to advance the entity's gender equality goals.

If the entity has a Focal Point for Women or other member of personnel with responsibility to manage the entity's gender parity plan, he or she should be an ex officio member of the Gender Focal Point Team.

Consideration can also be given to the need to acquire specific gender expertise to achieve desired goals.

A gender focal point system will be set up, and the focal points for women will be aligned under the same structure to ensure that there is a cohesive approach to activities relating to gender mainstreaming and gender parity. Terms of reference for the different levels will be developed. Gender focal points will be appointed at headquarters and in the field. These staff will be from the P-4 level and above and at least 20 per cent of their time will be allocated to gender focal point functions. B.5, p. 23, [UNOV/UNODC, Strategy for gender equality and the empowerment of women 2020-2023](#).

Indicator 12: The Equal Representation of Women

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
12a. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years	12b. The entity has reached the equal representation of women for General Service staff and all professional levels	12c. The entity has reached the equal representation of women for General Service staff and all professional levels, including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source

Many entities have a separate Human Resource Policy that deals with the equal representation of women. Any such policy should be referenced in the UN-SWAP-aligned GEEW Policy.

If there is no separate gender parity policy, the UN-SWAP Framework provides for the above performance indicators to be included in the UN-SWAP GEEW policy. The policy can promote the full implementation of the required work/life policies, together with measures to ensure acceptance of these policies by management and to support male and female personnel in actually taking up these opportunities without threat to their career or professional standing.

Annex II to the present document contains annual targets for different grades, based on the targets set by the Office of Human Resources Management as at 8 December 2017. Phase 1, starting with immediate effect, will apply only to internationally recruited staff at the P-1 level and above who have fixed-term, continuing or permanent appointments. Phase 2, during which efforts will be expanded to cover staff in the General Service category, will start by the end of 2018. The Human Resources Management Service will also go beyond the requirements of the system-wide strategy on gender parity. The Service will aim to establish a better reporting mechanism to streamline the monitoring of consultants administered by UNOV/UNODC in order to better assess progress made in achieving gender parity for personnel in this category. This will rely on the availability of data. B.6, p. 23, [UNOV/UNODC, Strategy for gender equality and the empowerment of women 2020-2023](#).

Indicator 13: Organizational Culture:

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
13a. Organizational culture partly supports promotion of gender equality and the empowerment of women	13b. Organizational culture fully supports promotion of gender equality and the empowerment of women	13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women and 13cii. ILO Participatory Gender Audit or equivalent carried out at least every five years

An organisational culture that supports the risk-taking, knowledge and information-sharing necessary for effective work on GEEW is one in which hierarchy and silos are minimised. It is the kind of organization that exceeds requirements in most UN-SWAP indicators, and in which leaders at all levels have fully adopted the principles and practices of the UN System Leadership Model.

A key aspect of an enabling organizational culture is also that leaders and managers are committed to reducing hierarchies, silos and unconscious bias that may inhibit both the free flow of communication in the organisation, and act to inhibit GEEW activities.²⁷

[UNOV/UNODC will develop, based on the availability of data, an internal mechanism to track and evaluate: (a) the implementation and accessibility of work-life balance mechanisms and whether staff are able to benefit from those mechanisms without fear of discrimination or prejudice; and (b) the extent to which measures are successful in enabling a working environment and an institutional culture that are free from discrimination, sexual harassment and abuse of power. B.7, p. 24, [UNOV/UNODC, Strategy for gender equality and the empowerment of women 2020-2023](#).

²⁷ Detailed guidance is provided in: United Nations, *Enabling environment guidelines for the United Nations system, 2019*, <https://digitallibrary.un.org/record/3799577?ln=en> and UN Women, Supplementary guidance on the enabling environment guidelines for the United Nations system, <https://www.unwomen.org/en/digital-library/publications/2019/02/supplementary-guidance-on-the-enabling-environment-guidelines-for-the-united-nations-system>

E. Capacity

Indicator 14: Capacity Assessment

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
14a. Assessment of capacity in gender equality and women's empowerment for individuals in entity is carried out	14bi. Entity-wide assessment of capacity of staff at HQ, regional and country levels in gender equality and women's empowerment is carried out and 14bii. A capacity development plan is established or updated at least every five years	14ci. Entity-wide assessment of capacity of entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out and 14cii. A capacity development plan is established or updated at least every three years

Relatively small investments in the capacity of the gender architecture and all relevant personnel can have a significant impact on the successful implantation of the UN-SWAP-aligned GEEW Policy, and ultimately the achievement of SDG results and other gender-related results.

The UN-SWAP-aligned GEEW Policy must commit the entity to undertaking capacity assessments to ensure that capacity development is well founded and meets the actual learning needs of staff. It is also important for the impact of any training programme to be assessed to ensure relevance and effectiveness. The need for both formal training initiatives and tailored on-the-job learning and mentoring should be assessed, and it is important to include assessment of the learning needs of leaders and managers, so that leadership at all levels increasingly takes on its own distinct responsibilities to facilitate ensure gender mainstreaming.

The capacity assessment should be competency based, taking account of the United Nations system values and competencies, and also be tied to the specific tasks that individual staff members are required to undertake.

FAO periodically assesses staff capacities and, based on identified needs, provides tailor-made trainings to headquarter divisions and decentralized offices. [FAO Policy on Gender Equality 2020-2030](#), p. 14.

Indicator 15: Capacity Development

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
15a. Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15b. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15ci Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices and 15cii. Senior managers receive tailored training during orientation

A UN-SWAP aligned GEEW policy seeks to develop capacities in a planned way, based on the above-referenced capacity need assessment.

Gender mainstreaming skills are the principal competencies needed by most organisations. These comprise: conceptual understanding of gender mainstreaming as an advocacy-based organisational change process; gender analysis; networking; consultation; advocacy; and event management.²⁸ In addition there may be a specific need to understand the gender equality dimensions of the entity's mandate, and or the extent of gender equality in the partner country or countries, or region.

The UN-SWAP framework provides for a mandatory training programme, and it may also be possible to recommend the several free on-line resources available, such as the UN Women *I Know Gender* learning modules, and the Harvard series on implicit bias.

UNOV/UNODC will develop and roll out a capacity-building plan and training package tailored to the thematic areas of work for staff at headquarters and in field offices. Senior managers will receive tailored training, and ongoing mandatory training will be provided to all levels of staff. B.8, p. 25, [UNOV/UNODC, Strategy for gender equality and the empowerment of women 2020-2023](#)

F. Coherence, Knowledge and information management

Indicator 16: Knowledge and Communication:

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
16a. Internal production and exchange of information on gender equality and women's empowerment	16bi. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared and 16bii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination	16ci. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared and 16cii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination and 16ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women

Gender mainstreaming principally involves incorporating a gender perspective into the decision-making processes that comprise the design, implementation, monitoring and evaluation of policies and

²⁸ UNDP (1999). *Learning, Consultation and Briefing, Meeting on Gender Mainstreaming*. Report.

programmes in all political, economic and societal spheres, so that women and men benefit equally. It is therefore principally an advocacy process, requiring the support of strong knowledge management and communication mechanisms in the entity concerned.

Effective flows of knowledge and information depend in large part on the extent to which the organisational culture of the organisation is open and inclusive. Deeply siloed organisations, and those in which undue attention to hierarchy inhibit the free flow of information, are not those in which mainstreaming can flourish. A UN-SWAP aligned GEEW policy should therefore include measures to ensure the needed flows of information and communication, which are closely linked to issues of organisational culture. (See Performance Indicator 13 above).

The policy should ensure that the corporate communication plan includes communication on gender issues and foster the participation of personnel in communities of practice on gender mainstreaming.

Action 5.1.1(a) Feature gender-related issues regularly in the WMO Bulletin, MeteoWorld and other communication materials (at least once per year) by: (i) highlighting the role of women in meteorology, hydrology and climatology, (ii) promoting female role models, and (iii) advocating for gender responsive weather and climate services. [WMO, Gender action plan for the eighteenth financial period, 2020-2023.](#)

Indicator 17: Coherence

The Performance Standards for this Indicator are as follows:

Approaches requirements	Meets requirements	Exceeds requirements
17a. Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women	17bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and 17bii. Participates in UN-SWAP peer review process	17ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and 17cii. Participates in UN-SWAP peer review process and 17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity

The UN-SWAP mechanism contributes to greater practical inter-agency coherence in at least two principal ways: through UN-SWAP peer reviews at which entities learn from each others' progress; and through the regular meetings of UN-SWAP Focal Points which help to build shared and harmonized perspectives. Both of these processes should be explicitly funded in each UN-SWAP GEEW Policy.

UNIDO will explore and build partnerships to promote gender equality, women's empowerment and inclusive and sustainable industrial development with a wide range of stakeholders active in UNIDO thematic priorities. The promotion activities envisaged include the joint organization and hosting of relevant events. Priority action area 8, p. 16, [UNIDO, Strategy for gender equality and the empowerment of women 2020-2023](#)

Annexes

1. Gender mainstreaming

What is the Mainstream?

The “mainstream” in any society, community or organisation is the central body of belief about what is correct, necessary and appropriate for that society, community or organisation. The significance of the mainstream is that the decisions and actions deriving from these understandings shape and provide a rationale for the distribution of resources within and by that society, community or organisation.

Where the mainstream thinking of an entity lacks understanding of the GEEW dimensions of its work, gender mainstreaming, as summarised in the UN-SWAP Framework, assists in promoting the needed changes so that the decisions taken at all levels support the appropriate allocation of effort and resources to the achievement of GEEW results.

Definitions of Gender and SDG Mainstreaming

Beijing Platform for Action, 1996:

Governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes so that, before decisions are taken, an analysis is made of the effects on women and men, respectively.

ECOSOC 1997:

Gender mainstreaming 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 perpetrated. The ultimate goal is to achieve gender equality.

Mainstreaming the SDGs. UNDG 2016:

Mainstreaming means landing the 2030 Agenda for Sustainable Development at the national and local levels, and integrating it into national, sub-national, and local plans for development; and subsequently into budget allocations.

Multiple Strands of gender mainstreaming²⁹

- a. Targeted (also called focused) programme interventions to address the specific needs and circumstances of diverse population groups, geographical areas and/or organizations (such as civil society and community-based women’s groups or men’s groups working to end violence against women);
- b. Integrated operations: aimed at changing or shaping existing mainstream policies, sector initiatives and government systems;

²⁹ Gender Mainstreaming in Development Programming. UN Women 2014

- c. Direct interventions: e.g., service provision, subsidies, grass-roots advocacy and large-scale social mobilization on a specific theme;
- d. Indirect interventions: e.g., evidence-gathering, research and analytical work, policy dialogue, institution-building, coalition-building, gender responsive budgeting initiatives, capacity development, organizational re-forms;
- e. Short-term measures: progressive, transitional and/or preparatory such as media campaigns;
- f. Long-term measures: systemic changes; behaviour and social change followed by social norms transformation;
- g. Government measures across sectors: such as new legislation, policies, data production initiatives or allocations in national budgets; and
- h. Sector-specific measures: e.g., within the health sector, security sector, transport, etc.

2. Summary UN-SWAP Theory of Change Framework.

Goal	<p>Each UN system Entity contributes to the gender-related SDGs, in the context of their respective mandate or thematic focus</p> <p>Key indicator: A completed UN-SWAP Policy for each entity that states its commitment to the achievement of gender-related SDG results, and how these will be reported upon, and articulates the institutional arrangements needed to support achievement of these results.</p> <p>Guiding Normative Frameworks: The Future We Want. CEDAW. Beijing, SCR 1325 and ensuing resolutions, CSW 2016 Outcome statement. Entity or theme-specific normative commitments.</p>	
Hypothesis	<p>If each entity prepares a UN-SWAP aligned GEEW policy that specifies how it will achieve gender-related SDG results, and puts in place the institutional arrangements and actions needed to support achievement of these results, the entity will be able to make its due contribution to the system-wide achievement of the gender-related SDGs.</p>	
Outcome	<p>Gender-related SDG Results. Each entity formulates and works towards the achievement of gender-related SDG results, in the context of their own mandate or thematic focus, and reports upon them regularly.</p> <p>Outcome Statement <i>If the entity's governing body and senior management ensure achievement of all the outcome indicators, the entity will be able to define and demonstrate its contributions to gender-related SDG results</i></p>	<p>Outcome Indicators</p> <ol style="list-style-type: none"> 1. Commitment to gender-related SDG results: The main strategic planning documents of the entity include at least one high level transformative result that will contribute to meeting gender-related SDG results, and the entity has achieved it or is on track to achieve them. 2. Reporting on gender-related results: at least biennial reporting to the entity's governing body on both its programme results and the implementation of its SWAP policy, using sex-disaggregated data. 3. Programmatic results on GEEW: Programmatic initiatives that are not focused exclusively on GEEW nevertheless consistently include GEEW results as defined by gender analysis, and these results are met. 4. Evaluation: The entity meets the UNEG gender equality norms and standards, applies UNEG human rights and gender equality guidance and conducts at least one evaluation on GEEW every 5-8 years. 5. Audit: Gender-related risks are assessed in all relevant audit phases, presented in annual reports of the internal audit departments, and a targeted GEEW audit is undertaken at least once every five years.
Outputs	<p>Institutional Strengthening to Support the Achievement of Results. All institutional arrangements needed to support the achievement of gender-related SDG results are in place.</p> <p>Output Statement <i>If the entity's governing body</i></p>	<p>Output Indicators</p> <ol style="list-style-type: none"> 6. Policy: A UN-SWAP aligned GEEW Policy is prepared. 7. Leadership: Senior managers internally and publicly champion GEEW and proactively support improved performance against UN-SWAP indicators 8. Gender-responsive Performance Management: The performance of all personnel is assessed and rewarded in accordance with UN core values and competencies. 9. Financial Resource Tracking: A financial resource tracking mechanism in in place

	<p><i>and senior managers ensure that all the output indicators are put in place, the entity will be able formulate, achieve, monitor, learn from and communicate effectively on its defined gender-related SDG results.</i></p>	<p>10. Financial Resource Allocation: Financial benchmarks are set and achieved.</p> <p>11. Gender Architecture: A Gender Focal Point individual, team or network is appointed and resourced.</p> <p>12. Equal Representation of Women: A gender parity plan is developed and implemented.</p> <p>13. Organizational culture; senior management establishes gender-inclusive, bias and discrimination-free organizational culture</p> <p>14. Capacity Assessment: An assessment is made of the gender mainstreaming capacities needed by various categories of personnel, and updated at regular intervals.</p> <p>15. Capacity Development: Personnel at all levels, including senior management, receive mandatory training, as identified in the capacity assessment</p> <p>16. Knowledge and Communication: All personnel are well informed on all issues impacting the achievement of gender-related SDG and other results.</p> <p>17. Coherence: Leaders and staff participate actively in gender-related coordination mechanisms.</p>
<p>Assumptions</p>	<ul style="list-style-type: none"> • Gender analysis increasingly becomes an integral part of the entity’s strategic planning, implementation and reporting processes. • There is understanding and championing of transformative forms of leadership, and recognition that mainstreaming, including gender mainstreaming, is a transformative process. • There is political will at all levels to champion, promote and achieve gender equality in the community served by the entity. • There is political will to address the risks and barriers to this Theory of Change. 	
<p>Risks and Barriers</p>	<ul style="list-style-type: none"> • Lack of political will to ensure a gender dimension in the entity’s Results Framework. • Limitations in resources to undertake the analysis and consultations needed. Insufficient funds may prevent allocation of necessary gender expertise to planning, evaluation and audit. Leaders and managers may be unaware of their critical role in implementing the SWAP Policy and ensuring staff accountability and performance. • Leaders and managers may not have appropriate capacities to develop and implement a gender equality policy. • Leaders and managers may not seek to reduce hierarchy and silos, or to establish an organizational culture in which upward and lateral flows of information and influence are as normal as downward flows, preventing effective internal networking, communication and advocacy, and the flows of knowledge, experience and information necessary for effective mainstreaming. • Leaders and managers may be unwilling to take the steps necessary to remove unconscious bias from entity procedures, and/or may not know how to do this. 	

3. Sample Terms of Reference for a gender equality policy consultant

1. Background

The UN System-Wide Policy on Gender Equality and the Empowerment of Women was endorsed by the Chief Executives Board for Coordination (CEB) in October 2006³⁰, as a means of furthering the goal of Gender Equality and the Empowerment of Women within the policies and programmes of the UN system, and implementing the ECOSOC agreed conclusions 1997/2. The UN-System-wide Action Plan (UN-SWAP) for implementation of the CEB policy was presented to the CEB in April 2012 and the UN system as a whole reports on the 15 Performance Indicators in the UN-SWAP on an annual basis. The first UN-SWAP Performance Indicator is that each entity should have an: “Up to date gender equality policy, including gender mainstreaming and the equal representation of women, policies and plans implemented”. Since the approval of the UN-SWAP most UN entities have aligned their updated or new Gender Equality and the Empowerment of Women (GEEW) policies to the UN-SWAP.

<<Name of entity>> is developing a new GEEW policy in order to ensure that it meets its GEEW mandate. The services of a consultant are required to complete the policy document.

2. Organizational context

Include the following areas in this section.

- Describe the main functions of your entity
- Outline the commitment to GEEW in governing body resolutions/documents
- Outline the commitment to GEEW in the entity central strategic planning document
- Note the status of GEEW reporting under the UN-SWAP
- Background: previous GEEW policies and any evaluations of these
- Set out any work that has been done to prepare for development of the GEEW policy

Gender equality is universally recognised through the Convention on the Elimination of all Forms of Discrimination against Women as a human right, and ensuring this right is the primary purpose of GEEW policies in the UN system. GEEW policies may also have a secondary purpose, which is supporting more effective operations through enhanced gender mainstreaming.

3. The assignment

The assignment involves developing a specific GEEW policy and implementation plan. The consultant will use the UN Women *Guidance on Developing Gender Equality and the Empowerment of Women Policies* as a main resource; this Guidance provides direction on processes for development and content of GEEW policies and implementation plans.

The assignment will consist of:

³⁰ 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

- Review of background documentation. This will include previous entity GEEW policies, evaluations of GEEW policies, central strategic planning documents and reporting on these, operations manuals, and country programme documents where relevant.
- Liaison with the Steering Committee set up to managed development of the policy and implementation plan (if a Steering Committee is established).
- Discussions with staff, including senior staff, on process, methodology and information relevant for updating the Gender Policy, to ensure buy-in. As appropriate this can include Regional and Country Office staff.
- Where relevant discussions with entity partners including governing body members, NGOs and the private sector, as above.
- Development of the policy and implementation plan in three phases:
 - an annotated outline of the Policy and Implementation Plan.
 - a first draft of the Policy and Implementation Plan, incorporating comments on the annotated outline.
 - a final version of the Policy and Implementation Plan, incorporating comments on the first draft.

All activities will be carried out in a participatory and consultative manner.

4. Activities

Phase 1:

Activity	Estimated Number of Days
Preparation and document review	3
Interviews with key stakeholders	5

Phase 2:

Activity	Estimated Number of Days
Annotated outline	1
Completion of draft GEEW Policy and Implementation Plan	9
Finalization of Policy and Implementation Plan	2
Total days for two phases	20

5. Competencies, Education and Experience

Functional Competencies

- Excellent understanding of Gender Equality and the Empowerment of Women and gender mainstreaming;
- Research, analysis and synthesis;
- Report writing;
- Strategy development, preferably for Gender Mainstreaming. Samples will be requested only for the candidates whose profile will be favorably reviewed;

- Understanding of <<if relevant, included specific understanding of field of work related to entity mandate>>
- UN experience is highly desirable;

Other competencies

- Excellent written and oral skills in English;
- Excellent organizational and communication skills;
- Strong analytical and research skills;
- Ability to work independently, against tight deadlines.

Education: MA or equivalent in Political/Social Science, International Development Studies, Gender/Women's Studies, Economics or Sociology; and either academic or professional training in social research methods.

Experience: At least 10 years of relevant experience in programme management and social research; knowledge of gender equality at the institutional level;; experience of leading the development of reports, particularly focusing on gender equality; experience working with the United Nations system and knowledge of UN structure.

Language: Excellent command of English (oral and written); working knowledge of another UN language is an asset.

6. Duration and value of the contract

The consultancy will be for <<# weeks>> duration within the period of << to >>. The consultant will organize his/her time accordingly. A total of <<\$>> based on a daily rate of <<\$>> for 20 days will be paid to the consultant in 2 equal installments on receipt of a satisfactory draft policy and on receipt of all deliverables.

7. Location

Key stakeholder interviews will be carried out on-site. Otherwise the consultant will carry out the project remotely.

8. Supervision

The consultant will report to <<name and contact information for key focal point>>.

4. Steps in the GEEW Policy Cycle – Overview

1. Preparation of policy development

- a. Establish a cross-entity steering group to guide the development process
- b. Have senior management inform all personnel of the intended process, their expectations for it and the contributions they expect from staff (email message or briefing meeting)
- c. Inform the governing body, partners and stakeholders, and request their participation and inputs.
- d. Undertake any necessary preliminary studies or surveys e.g. a staff survey
- e. If required, initiate recruitment of the appropriate consultant or consultant team, including review by the steering group of the terms of reference and proposed methodology for the exercise.
- f. Make a collection of all relevant documentation – mandates, policies, programme budgets, and strategic frameworks, previous policies, etc.
- g. Develop a consultation schedule of interviews and focus group discussions, so that staff members, partners and stakeholders can contribute their views.

2. Research and drafting of policy

- a. Initiate this phase with an inception meeting with the Steering Group, courtesy calls on senior management, and briefing and discussion between senior management and staff.
- b. Meet with the Head or Deputy-Head of entity in particular, to ensure their ongoing support and input at key moments, and ask them to provide their vision of GEEW in the entity to feed into the policy
- c. If consultant(s) are involved, include them in all of the above, and ensure a full introduction to all units of the entity so that his/her/their work can be facilitated
- d. The consultations could include:
 - focus group discussions with staff of each division of the entity; a focus group discussion with senior staff (P5 and above); a focus group discussion with mid-level managers (P3-P4); a focus group discussion with Support Staff;
 - semi-structured interviews with those Units of the entity that will be most involved in the various areas of the UN-SWAP aligned GEEW Policy, such as the Executive Office, planning, reporting, evaluation, audit, human resource management, finance, communication and external relations.
 - In some cases in which aspects of the organisational culture are being discussed it may be useful to convene focus group discussions among selected male and female staff separately.

3. Roll-out: To enhance the uptake, buy-in and effectiveness of a UN-SWAP 2.0 aligned GEEW policy, actions could include:

- a. Ensure that the policy is endorsed or adopted by the Governing Body/Executive Council.
- b. Organise an appropriate meeting at which the UN-SWAP aligned GEEW policy is launched, including publicity as may be appropriate

4. Implementation, review and update

Provide for regular monitoring of the implementation of the policy, include a review after five years and updating as appropriate.

5. Examples of two Mission Statements and a Business Case for Gender Equality

UNCDF Gender Strategy (2012) Statement of Commitments: Mission statement

Gender mainstreaming

UNCDF commits to implement ECOSOC Resolution 1997

UNCDF's Executive Secretary and Deputy Executive Secretary commit to taking leadership on, and being accountable for this Gender Equality and the Empowerment of Women strategy

UNCDF commits to align itself with the System-wide Action Plan for implementation of the CEB Policy on Gender Equality and the Empowerment of Women

UNCDF commits to allocating adequate resources to gender mainstreaming and to track how gender mainstreaming influences the achievement of results

Gender equality and the empowerment of women results

UNCDF commits to tracking and be accountable for gender-sensitive results

UNCDF commits to advocate for gender equality and the empowerment of women with counterparts at national, regional and international levels

UN Department of Global Communications: Strategy on Gender Equality and the Empowerment of Women 2015-2019

DPI's commitment to advance the global consensus on GEEW is pursued through the production and dissemination of high-quality information on women and gender equality through all its platforms, and by modeling good practice in gender responsive information and communications.

DPI promotes the balanced presence of women and men in coverage of current affairs and all promotional campaigns, publications and events, and multi-dimensional representation and portrayal of women and men in all its products. It also seeks to challenge gender stereotypes and discrimination against women by offering a wide range of alternative perspectives to global public opinion.

The Cities Alliance (UNOPS Project, Brussels): Gender Equality Strategy 2014-17

The Business Case for Gender Equality

1. The business case for the CA commitment to gender equality is three-fold: (1) the rights of women and girls under international law and global consensus; (2) the high costs of not acting; and (3) the comparative advantage of CA to intervene in this area.

The Rights of Women and Girls

2. The entitlement of women and girls to non-discrimination, and to the full enjoyment of rights and freedoms on an equal basis with men and boys, has been established in international

law by the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)³¹, to which the vast majority of countries, including every country in which CA is currently active, are States Party. National governments are required to hold local government and all branches of civil society accountable for their adherence to CEDAW.

3. Because human rights are indivisible and all forms of discrimination and exclusion are related, paying attention to women and girls can be a highly effective means of opening broad avenues to mutually reinforcing change processes in multiple areas, reflecting the relationships among class, gender, race, ethnicity, faith, disability and all other socio-economic variables.

4. In addition, a global consensus has emerged over the past 25 years on the centrality of women's rights to the world development agenda, including at the city level through Habitat II, the Habitat Declaration and Agenda 21. The entire inter-governmental and multi-lateral development community is committed to operationalizing that consensus, using tools and approaches that are now well established, as described in this strategy. All that is required is the political will to do so.

The High Costs of Not Acting

5. Attention to gender equality is a matter of development impact as well as rights!

6. The financial costs of gender inequality are considerable, and its impact extends far beyond the women and girls concerned, and their families, to affect society as a whole. Taking steps to prevent discrimination against women in cities, and eliminate it from local government policy, and practice, could release considerable funds for productive city development.

7. Most research focuses on the national level, although the concentration of population in cities makes it likely that the costs of gender inequality are even more intense at the urban level. Examples of such costs include:

- a) In 2013 the International Monetary Fund (IMF) demonstrated a GDP per capita loss of up to 27 percent in some regions as a result of not fully engaging women in the labor force. In some countries the loss is even greater: in Egypt raising women's workforce participation rate to that of men would lift the country's GDP by more than an estimated 33 percent.³²
- b) Estimates of the loss of economic growth due to gender inequality in education range from 0.38 per cent per annum in Sub-Saharan Africa to 0.81 per cent per annum in South Asia. This accounts for between 11 and 41 per cent of the lower growth in these regions compared with East Asia and the Pacific³³

³¹ United Nations. 1979. *Convention on the Elimination of All Forms of Discrimination against Women*. A/34/180. Entry into Force 3rd September 1981. This reaffirmed and expanded the Universal Declaration on Human Rights (1948).

³² International Monetary Fund (IMF) Strategy, Policy, and Review Department and Fiscal Affairs Department, 2013. *Women, Work, and the Economy: Macroeconomic Gains From Gender Equity*.

³³ OECD/DC 2010. Evidence for Action : Gender equality and economic growth by Chatham House with DFID <http://www.oecd.org/dac/gender-development/45568595.pdf>

- c) In 1996 the estimated costs of social services provided to women victims of domestic violence in the London Borough of Hackney was £7.5 million. The extrapolated cost for London as a whole in that year was £278 million (equivalent to about US\$750 million at today's prices).³⁴ This figure does not include other costs such as workdays lost, reductions in commercial output, tax losses, medical costs, police costs and long-term costs (such as the mental health and criminal justice services that may be required throughout the lives of children affected by domestic violence).
- d) In 2000 UNFPA reported that countries with three female students or fewer for every four male students could expect 25 percent less GNP per capita than countries with greater parity in education.³⁵
- e) In 2007 ESCAP found that "Gender discrimination has widespread ramifications and clear economic and social costs. The Asia-Pacific region.... is losing US\$42-\$47 billion per year because of restrictions on women's access to employment opportunities – and another US\$16-\$30 billion per year because of gender gaps in education. Those are just the economic costs – added to them are social and personal costs".³⁶
- f) In 2013 a commentator calculated that women's low participation in the labour force might have reduced India's growth rate by 4% per annum over the previous 10 years.³⁷
- g) In 1999 Kathy Matsui of Goldman Sachs wrote that Japan could increase GDP by 15 percent by tapping the potential of women. Fifteen years later, Prime Minister Shinzo Abe has made greater female workforce participation the cornerstone of his strategy to accelerate the Japanese economy and has proposed new policies that will address childcare, tax distortions, and female representation in government.
- h) Canada estimated that in 2003 that the national cost of gender-based violence was C\$1.5 billion, the direct medical costs alone representing about 1 percent of GDP. In 2000 Australia estimated the cost to be A\$1.5 billion, or about 4.5 percent of GDP.³⁸
- i) Improving gender equality appears to lower the level of corruption. For example, an increase of about 13 percentage points in women's share of the labour force is associated with a one point improvement in the International Country Risk Guide (ICRG) corruption rating, with indications of even greater improvements associated with increases in women's participation in Parliament.³⁹

³⁴ Day, T. McKenna, K. & Bowlus, A. 2005. *The Economic Costs of Violence Against Women: An Evaluation of the Literature*. An expert brief compiled in preparation for the Secretary-General's in-depth study on all forms of violence against women. United Nations. p. 22. The authors of the study chose not to use aggregate national statistics, fearing these "might not accurately reflect the diverse nature of life in an Inner London Borough". Instead they used survey techniques to calculate the prevalence rates of service use, and impute costs from these.

³⁵ UNFPA, 2000. *State of World Population*. Press summary p. 4.

³⁶ ESCAP. 2007. *Economic and Social Survey of Asia and the Pacific*. p. viii.

³⁷ Jaishankar, D. <http://www.theatlantic.com/international/archive/2013/03/the-huge-cost-of-indias-discrimination-against-women/274115/>

³⁸ UNDP 2009. Global Conference on Gender-Based Violence (GBV): Policies, Actions and Impact. Caracas, Venezuela, 21-22 April 2009. Summary Report.

³⁹ OECD/DC 2010. Evidence for Action: Gender equality and economic growth by Chatham House with DFID <http://www.oecd.org/dac/gender-development/45568595.pdf>

The comparative advantage of Cities Alliance

8. The CA comparative advantage to address gender inequality in urban development is its ability to draw on the complementary range of expertise, knowledge, experience and approaches of its Membership. Selected examples of these experiences are given in the boxes. CA will leverage these synergies into comprehensive team-based approaches to inclusive and equitable urban development.

9. Under the guidance of its Executive Committee and General Assembly, the CA Secretariat will consult on optimum ways to leverage collective experience, centred on emerging thinking about its three pillars - Equitable Growth, Gender Equality and Strengthened Partnerships, into joint activities and institutional effectiveness for sustainable urban development.

10. In the post-2015 period the global development community is likely to emphasise a need for broad-based patterns of economic growth, balanced by a complementary set of policies to manage growth and redistribute national income more fairly, including specific measures to ensure that redistributed wealth is shared equally by both men and women from all social groups (see also discussion of informality below). The CA is well positioned to contribute to this development direction. The CA Gender Equality Programme

6. Examples of senior management accountability frameworks

Senior Management Compacts

The UN Secretariat has introduced senior manager compacts, which are annual agreements between the Secretary-General and senior-most officials that are reviewed annually by the Management Performance Board. They 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 Board assesses each senior manager's performance against the targets set in his/her compact and presents its findings and recommendations to the Secretary-General, who takes action 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 the 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.

The [UNHCR Accountability Framework for Age, Gender and Diversity Mainstreaming \(AGDM\)](#),

which was first initiated in 2007, 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. 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

8. Options for gender-relevant organisational outcomes.

Gender Equality Mainstreamed in all Outcomes (no specific outcome on Gender Equality)	
Positive aspects	Negative aspects
<ul style="list-style-type: none"> • Obligatory and necessary because gender issues should be addressed in all outcomes. • If done seriously, guarantees everyone's accountability to Gender Equality. • Emphasizes that gender needs to be integrated in all our work, not just in part of it. • Ensures that gender is not dealt with separately and in isolation. • Allows tackling of inequalities and addresses women's needs in all sectors/outcomes. 	<ul style="list-style-type: none"> • Risks being easily diluted. • Without proper measurement and monitoring, the risk is to have no significant impact. • Too generic, risks superficiality and lip service, becomes a box to tick off. • In case of lack of capacity, things may be done incorrectly. • As outcomes are very generic and consist of few words, key issue may get lost.
Specific outcome on Gender Equality	
Positive aspects	Negative aspects
<ul style="list-style-type: none"> • Emphasizes that GEEW is a focus for the work of all UN Agencies. • Joint ownership of and accountability for results. • Reflects clearly that GEEW is a high priority and draws attention to importance of the issue. • Gives clear focus on results and measurement indicators for GEEW. • Ensures that next UNDAF has a clear GEEW dimension. • Ensures that GEEW needs are well considered and budgeted for. 	<ul style="list-style-type: none"> • UN could end up trying to deal with all GEEW issues only under one outcome. • Lack of integration/links with other outcomes. • Gender does not get the attention given to other outcomes. • Focus on a limited spectrum of gender-related issues. • Decreased attention to mainstreaming gender issues in other outcomes. • Danger of isolation, keeps GEEW separate.

Source: Workshop for the UN Gender Theme Group (oPt): Mainstreaming Gender Equality in UNDAF Programming in the oPt. Turin: 10-12 July 2012.

9. Example of a Staff Survey.

Department for Public Information

Before developing its UN-SWAP Policy, DPI wanted to know how units promoted GEEW in their core activities (e.g. information products, campaigns, events); and at the organizational level (e.g. staff management, recruitment, internal organization).

DPI thus needed to: take stock of all the initiatives and actions taken and analyse what kind of ideas/projects didn't work and why. The solution was creating an online survey for all managers of DPI units. The survey was welcomed by DPI staff because it would:

- give a full picture of DPI's work in promoting GEEW;
- provide essential information about the challenges units are facing when trying to promote GEEW;
- identify the units that need support to promote GEEW.

Headings and questions for the survey were as follows:

PRODUCTS AND SERVICES FOR YOUR EXTERNAL AUDIENCES - Can you list activities/products/actions by you and your team (section, unit) in the past two years to promote GEEW?

INTERNAL ACTIONS - Please list any activities/projects/actions taken by you within your area of work in the past two years to promote GEEW? (e.g. approval of flexible work arrangements, mobility, discussions on the role of women, networking opportunities, mentoring etc.)

SUCCESS STORY - Can you list successful activities/projects/actions you or your team undertook in the past two years to promote GEEW?

CHALLENGES – Were there any GEEW related activities/projects/actions you/your team proposed that did not work? (please briefly explain reasons challenges/constraints - resources, lack of people, etc.)

PROJECTS AND IDEAS – Please indicate any projects/products/activities you would like to launch in the future if resources were available?

PLANNED ACTIVITIES - What initiatives are you already planning or you could take in the current biennium to promote GEEW that do not require additional resources?

10. Instructions for SWOT Analysis

SWOT Analysis is an effective method of identifying your organisation's Strengths and Weaknesses, and to examine the Opportunities and Threats you face. Often carrying out an analysis using the SWOT framework will be enough to reveal changes which can be usefully made. To carry out a SWOT Analysis write down answers to the following questions:

- **Strengths:**
 - What are your advantages?
 - What do you do well?

Consider this from your own point of view and from the point of view of the people you deal with. Don't be modest, be realistic. If you are having any difficulty with this, try writing down a list of your characteristics. Some of these will hopefully be strengths!

- **Weaknesses:**
 - What could be improved?
 - What is done badly?
 - What should be avoided?

Again this should be considered from an internal and external basis - do other people perceive weaknesses that you don't see? Do your competitors do any better? It is best to be realistic now, and face any unpleasant truths as soon as possible.

- **Opportunities**
 - Where are the good chances facing you?
 - What are the interesting trends?
Useful opportunities can come from such things as:
 - Changes in technology and markets on both a broad and narrow scale
 - Changes in government policy related to your field
 - Changes in social patterns, population profiles, lifestyle changes, etc.
 - Local Events

- **Threats**
 - What obstacles do you face?
 - What is your competition doing?
 - Are the required specifications for your job, products or services changing?
 - Is changing technology threatening your position?
 - Do you have bad debt or cash-flow problems?

Carrying out this analysis is will often be illuminating - both in terms of pointing out what needs to be done, and in putting problems into perspective.

It is useful to organise a SWOT analysis in the following manner.

Strengths	Weaknesses
Opportunities	Threats

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