PERFORMANCE INDICATOR 17

COHERENCE

17. Performance Indicator: Coherence		
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 a 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 a UN-SWAP peer review process **and** 17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity

What is the Coherence indicator?

The Joint Inspection Unit's (JIU) review of the first phase of implementation of the UN-SWAP concluded that it has proven to be an effective framework for tracking system-wide progress and a useful benchmark and catalyst for advancement towards gender mainstreaming in most participating entities.

Furthermore, the review stated that the UN-SWAP has contributed to creating system-wide coherence in promoting gender mainstreaming and monitoring its progress. The Inspectors stressed that such success constitutes a system-wide achievement, as most of the reporting entities had a hand in the development of the framework and its implementation.

UN-SWAP implementation has helped revitalize and strengthen a network of solidarity across the UN system, through which UN entities and focal points are able to share expertise, lessons learnt, good practices and advocacy efforts. Focal points have indicated that the horizontality of the operational culture with which the UN-SWAP is led gives all participants equal influence, encourages inter-agency exchanges and constitutes one of the most distinguishing factors contributing to its success.

Through partnerships supported by the UN-SWAP, UN entities can access expertise, knowledge and good practices that are relevant to their work, making savings on scarce resources and reducing duplication. Effective partnerships are often listed by focal points among the key factors for UN- SWAP progress.

In particular, inter-agency meetings have been mentioned by reporting entities as one of the main drivers to propel and sustain progress. Opportunities for in-person interaction significantly and meaningfully solidify partnerships, support information sharing and peer learning, enhance coherence and strengthen coordination.

One way to share good practice, experience and mutual learning about components of UN-SWAP implementation, and gender mainstreaming more generally, is to conduct a UN-SWAP Peer Review. As a self-reporting exercise, UN- SWAP Peer reviews also offer an opportunity to enhance the accuracy and quality of UN-SWAP reporting. Continuous improvement in quality assurance methodologies for the UN-SWAP reporting process is essential to maintaining the credibility and accuracy of reporting.

Evidence base

Examples of documents to attach to substantiate reporting:

- Peer review report

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

How to approach requirements

To approach the requirements of this indicator, the entity should participate in inter-agency coordination mechanisms on gender equality and the empowerment of women in an ad hoc fashion.

Please see page 129 under Performance Indicator 16 for examples of inter-agency communities of practice on gender equality and the empowerment of women.

How to meet requirements

To meet the requirements of this indicator, the entity should systematically participate in inter-agency coordination mechanisms on gender equality and the empowerment of women, such as UN-SWAP Annual Meetings or workshops and/or the Inter-Agency Network on Women and Gender Equality (IANWGE).

In addition, to meet requirements entities must participate in a UN-SWAP peer review where two UN entities review each other's performance at least once every five years, fostering accountability, learning and networking.

The purposes of the peer reviews are to:

- Share good practices, experiences and mutual learning about components of UN-SWAP implementation
- Review and compare the UN-SWAP process within entities, including constraints and opportunities
- Build greater internal capacity to report against UN-SWAP requirements
- Improve credibility and accuracy of reporting through a formal peer assessment
- Strengthen networking and inter-agency partnerships for the promotion of gender equality and the empowerment of women

UN Women has developed a [guidance note on peer reviews](#), including key questions to ask and a suggested process, and templates for collecting information to be reviewed and reporting on results.

Peer reviews can take place between gender offices or other entity offices which work on any of the UN-SWAP Performance Indicators, e.g. strategic planning, evaluation, audit or human resources offices. Peer reviews can also take place concerning specific Performance Indicators. Entities are encouraged to include staff from outside the gender office in peer reviews.

UN-SWAP Peer reviews should:
- Be substantive exercises that involve systematic exchange of experience and information between entities.
- Be conducted between entities with similar mandates and operational sizes where possible.
- Cover all UN-SWAP performance areas. Separate independent peer reviews for particular UN-SWAP Performance Indicators can also take place, e.g. Evaluation, but are not enough to meet the requirements of the indicator on their own.
- Involve staff from outside the gender office or equivalent, including senior management where possible.
- Conclude with a final report of the assessment to be circulated internally and uploaded with the entity's annual UN-SWAP review. Reports must include: the methodology used, a list of all participants, responses to the peer review assessment questions, and overall conclusions and recommendations.

How to exceed requirements

In addition to the "meeting" requirements, to exceed requirements entities should support implementation of at least one UN-SWAP Performance Indicator in another entity. This should be substantive support, i.e. for development of a GEEW policy or gender marker. It should go beyond one off activities such as holding a workshop, and involve assisting another entity to meet or exceed UN-SWAP requirements in one Performance Indicator where it did not previously do so.

Example: Meeting Requirements

UN-SWAP Peer Reviews

In 2019, **International Organisation for Migration (IOM)** and the **World Food Programme (WFP)** successfully completed a peer review on all reportable UN-SWAP 2.0 performance indicators for each entity. The peer review consisted of the development of a concept note to guide the process, a desk review of relevant documents from each entity, a field visit to each entity by the other entity's peer review team and the development of peer review reports assessing each entity's progress on implementing the UN-SWAP 2.0 performance indicators, including good practices, risks and recommendations. The concept note and reports from this peer review were shared with UN Women, UN-SWAP focal points and IOM staff, as had been done for past peer reviews. IOM noted that all peer review experiences proved to be very informative and useful in understanding how IOM is progressing on UN-SWAP indicators and what steps the Organization can take to improve.

In 2020, the **International Trade Center (ITC)** partnered with **the World Health Organization (WHO)** to conduct a peer review exercise of the organizations' 2019 UN-SWAP 2.0 reports. The shared goal was not only to provide an additional layer of quality assurance and scrutiny of the organizations' respective self-ratings, but also to share good practices, exchange experiences and enhance organizational learning. Along with sharing observations by indicator, the reports also provide specific recommendations for strengthening the partner entity's performance under each indicator, highlight key risks and challenges, point out good practices and enabling factors, and map out areas for future collaboration.

In 2022, the **Universal Postal Union (UPU**) and the **International Telecommunication Union (ITU)** conducted a peer review of the organizations' 2021 performance against UN-SWAP 2.0. Both the UPU and ITU agreed that the peer review would cover all 17 indicators for each entity, with a particular focus on low-performing indicators in order to make the best use of time and of this mechanism for feedback and improvement. Best practices and lessons learned were drawn from the indicators that the entities met or exceeded.

Example: Exceeding Requirements

In 2020, the **United Nations Development Programme (UNDP)** continued supporting the Office of the High Commissioner for Human Rights (OHCHR) to implement the OHCHR Gender Incentive Programme based on the UNDP Gender Seal methodology.

As part of this process, in January 2020, UNDP carried out missions to three locations. UNDP provided expert advisory services to support OHCHR Women's Human Rights and Gender Section and Country Offices in two locations to test and validate the gender accreditation framework and methodology, including design of standards for gender equality adapted to OHCHR mandate and organization. The technical advice and support included: workshops facilitation, co-designing framework, standard and assessment matrix, sharing expertise, lessons learnt and good practices, and testing its implementation in the two OHCHR presences, and final validation of the proposed methodology.

In 2021, the **International Trade Centre (ITC)** continued its practice of supporting the implementation of different UN-SWAP 2.0 Performance Indicators in other entities, especially on enabling environment. For example, the introduction of ITC's '100 Coffees for Inclusion' initiative/ one module of a senior leadership training with WTO; ITC's Mentoring Programme for Women to IAEA; Sharing of ITC's 2021 Gender Unit pocket guide on making work objectives more gender-sensitive, and the sharing of key organizational policies, strategies and other materials with other entities, such as ITC's Work-Life Balance policies, its Breast-and Bottle-feeding policy, its 2020 Capacity Assessment Report and Capacity Development Plan, '100 Coffees for Inclusion' toolkit, ITC PolicyLab initiative with the broader UN-SWAP community.

The **United Nations Population Fund (UNFPA)** constantly provides support to other UN entities by sharing knowledge, data, and information on UNFPA's Gender Marker system.