Facilitated by

UN WOMEN

UN System-wide Action Plan for the Implementation of the CEB Policy on Gender Equality and the Empowerment of Women

PERFORMANCE INDICATORS
TECHNICAL NOTES

Version
5
December
2016

Table of contents

Purpose and organization of the Technical Notes

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

- ➢ the Performance Indicator itself, organized by the six elements of the CEB Policy (Accountability, Results Based Management, Oversight, Human and Financial Resources, Capacity and Coherence, Knowledge and Information Management);
- ➢ the inter-governmental mandate on which the Performance Indicator is based;
- ➢ how to complete the rating for the Performance Indicator, i.e. guidance on what you need to do to report on each Performance Indicator; and
- ➢ current practice and examples from across the UN system that will support your entity in meeting and exceeding the Performance Indicators.

The Technical Notes have been revised based on the experiences of 2012 and 2013 UN-SWAP reporting and input from entities.

The Performance Indicators and Rating System

The UN-SWAP rating system consists of five levels. The ratings allow UN entities to self-assess and report on their standing with respect to each indicator. Further, the process of determining the ratings is expected to generate awareness and analysis of both past performance and future performance expectations. As such, the rating system is intended as an aid to promote leadership and direction and enhance coherence.

The five levels of the rating system are:

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

At a minimum, each UN system entity should aim to achieve "meets requirements". Meeting requirements is, however, a starting point, rather than the conclusion of an entity's promotion of gender equality and the empowerment of women. It is anticipated that all UN entities will aspire to "exceed requirements", with the UN thereby being an institutional leader in gender equality and the empowerment of women.

For the "approaches requirements" rating, where there is an either/or option, UN entities which meet one of the options should be rated under this heading. If neither option is met, the Performance Indicator should be rated as "missing". For the "meets requirements" and "exceeds requirements" ratings, all options must be met. Where there are two or more requirements for an element, if an entity approaches requirements in one element and exceeds requirements in another, UN entity performance should be rated as "approaches requirements".

The "missing" rating should be applied when the Performance Indicator is relevant to an entity, but the "approaches expectations" rating is not met. "Not applicable" applies where the Performance Indicator is not relevant to a UN entity, for example where the entity has no country programme documents.

As in all rating systems, there will be an element of subjectivity in the rating process. To minimise subjectivity, the Performance Indicators have been clearly defined and tested.

In the UN-SWAP web-based reporting system, UN entities are expected to provide a clear rationale for each rating. Where there are multiple elements to a Performance Indicator (e.g. for organizational culture there are seven requirements to be met), UN entities are required to report on each of the elements. In this context, for 2014 UN-SWAP reporting, additional mandatory explanation boxes have been added to facilitate more complete and accurate reporting.

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

Remedial Action Plans for Performance Indicators

UN-SWAP reporting requires the submission of Remedial Plans of Action to accompany ratings for *all* indicators, including *timelines, resources and responsibility for follow-up action*. The action plans are critical for enabling gaps and challenges to be addressed, and where possible should be agreed upon at the highest level of entities. Remedial Plans of Action provide opportunities for improvement across the UN system by indicating the extent to which the UN system is meeting and/or exceeding requirements for each indicator, and thereby highlighting areas that need attention and investment.

1. *Timelines:* Timelines for improvement in performance for each Performance Indicator should be realistic. Timelines should reflect implementation plans and review dates included in gender policies and plans and/or gender equality-related outputs included in strategic plans. Within "years" and "months", the respective number of years and/or months needed to attain the next performance level since the time of reporting should be indicated.

2. *Resources:* Entities are encouraged to reflect on the resources needed to improve performance for each Performance Indicator and to document the required resources in their Action Plans. Indicating resource requirements does not commit UN entities to the allocation of the funds; rather, they provide a notional guide to estimated resource requirements within entities and across the UN system for realizing gender equality and women's empowerment. Estimates of required financial resources are also useful with respect to resource mobilisation.

   In the "resources required" field of the online reporting system, UN entities should include costs associated with the implementation of the UN-SWAP Performance Indicators which are additional to recurring costs; for example, the cost of developing a policy or implementing a training course, rather than costs such as staffing. Development of a policy might require 25,000 USD in consultancy funds and implementing a training course may cost 100,000 USD. Staffing resources for work related to improving gender equality and the empowerment of women should only be included for Performance Indicator 10 (Gender Architecture and Parity). Funds for consultants, for example to develop gender policies, conduct gender audits or develop

training programmes, can be included in resource requirements for relevant individual Performance Indicators.

3. _Responsibility for follow-up:_ In order to encourage decentralization of responsibility and accountability for the achievement of gender equality and the empowerment of women within each UN entity, where possible staff other than the gender focal point(s) or gender unit should be assigned responsibilities for follow-up in the action plans. Designation of senior management as responsible for follow-up is also highly encouraged in order to strengthen accountability.

   A good practice in the area of decentralization of responsibility comes from the WFP. The WFP identified "Business Owners" for each of the UN-SWAP Performance Indicators. The Business Owners are responsible for reporting against the Performance Indicators and for championing progress in realizing gender equality in their individual areas. The WFP's Gender Office has conducted UN-SWAP orientation for Business Owners to ensure that they are equipped with the necessary knowledge to report on the Performance Indicators and will assist with the development of remedial action plans.

*NOTE: Please do not include acronyms in reporting. It is important to include full titles and office/department names.

For technical support or any clarifications, please contact the UN-SWAP Help Desk: unswap.helpdesk@unwomen.org

A. Accountability

1. Performance Indicator: Policy and Plan		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
1a. Gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans in the process of being developed[1]	1b. Up-to-date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented	1ci. Up to date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented

and

1cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women |

Mandate:

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

A/RES/64/141[3] requests the Secretary-General to review and redouble his efforts to make progress towards achieving the goal of 50/50 gender balance at all levels in the Secretariat and throughout the United Nations system, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 paragraph 3, of the Charter of the United Nations, considering, in particular, women from developing and least developed countries, from countries with economies in transition and from unrepresented or largely underrepresented Member States, and to ensure managerial and departmental accountability

---

[1] References to gender equality and the empowerment of women in this document refer both to gender mainstreaming and the equal representation of women.

[2] ECOSOC Agreed Conclusions 1997/2. *Mainstreaming a gender perspective into all policies and programmes in the United Nations system*.

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

with respect to gender balance targets, and strongly encourages Member States to identify and regularly submit more women candidates for appointment to positions in the United Nations system, especially at more senior and policymaking levels, including in peacekeeping operations.

A/67/347[4] recommends that Senior managers at all entities should be held accountable, in accordance with the relevant and applicable procedures, for their responsibility in the implementation of the prescribed measures through, inter alia, enhanced performance objectives; management compacts; appointment of focal points at appropriately high levels, with terms of reference, access to management and minimal 20 per cent allocation of time to associated functions; regular use of exit interviews and surveys of management and staff to identify organizational culture barriers, causes of separation and remedial measures and; full implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, the unified accountability framework for the Organization's work on gender equality and the empowerment of women, unanimously endorsed by CEB and welcomed by the Economic and Social Council, and mandatory annual reporting by entities;

How to use the performance indicator:

Please note: To meet the requirements for this indicator, entities must have both up-to-date gender equality and women's empowerment policies/plans that include equal representation of women *and* gender mainstreaming. These can be separate documents or can be included together in one document.

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

Gender equality and the empowerment of women policies/plans

Policy titles differ from entity to entity; in order to meet the requirement a policy, plan or equivalent should be in place. Further information regarding content and implementation of policies/plans that meet the requirements of this Performance Indicator is provided below.

a) Gender policy/plan includes:
   - implementation plan;
   - time frame for implementation;
   - resources needed for implementation; and
   - accountability of different levels of staff, including senior managers, for the promotion of gender equality and the empowerment of women, which is inclusive gender mainstreaming, gender-targeted interventions and equal representation of women in staffing clearly set out. Accountability measures should include assessment in performance appraisal and/or senior manager compacts that specify their accountabilities.

---

[4] *Improvement in the Status of Women in the United Nations System. Report of the Secretary-General.*

7

b) Monitoring and evaluation of the policy and action plan, with timeline.

c) Monitoring takes place as planned.

d) Evaluation takes place as planned.

e) Results of monitoring and evaluation are fed back into programming.

"Up-to-date" refers to a policy developed, reauthorized or revised, in the last five years. UN entities are required to monitor progress towards, and achievement of, the Performance Indicator.

UN Women has prepared a [Guidance Note](#) on the preparation of gender equality and the empowerment of women policies and strategies to ensure alignment with the UN-SWAP.
Policies and Plans for the Equal Representation of Women

To meet the requirements on the equal representation of women, UN entities need to demonstrate that they have implemented policies that support women's representation at the different levels of the organization. Ideally, these policies will be underpinned by a comprehensive strategy for achieving gender balance, which is linked to performance targets in the human resources and corporate strategies.

UN entities should establish individual targets for each staffing level and give particular attention to achieving gender parity at levels where specific barriers exist. Examples of policies that support the equal representation of women and men at all levels of the UN entity include:
➢ Minimum requirement of one woman and one man in lists of recommended candidates for job vacancies
➢ Stipulation actions for when gender targets are not being met
➢ Requirement that hiring managers must request permission from Human Resources to select a male candidate over a female candidate where candidates are equally qualified , where gender parity in staffing has yet to be achieved
➢ Monitoring staffing changes, with disaggregation of data by sex and grade
➢ Reserving posts for internal candidates and considering women serving in other entities of the UN system as internal candidates for promotion
➢ Specifying retention of female candidates on rosters for a longer period than male candidates
➢ Existence and use of rosters of female candidates
➢ Stipulating female/focal point representation on interview panels or review bodies
➢ Incorporation of gender perspectives in exit interviews and regularly analyzing results

Current practice and examples:

Gender equality and the empowerment of women policies constitute a key driver of institutional change. Accordingly, the UN-SWAP has focused significant attention on policy development. The importance of gender policies cannot be overstated. Entities with policies are, on average, "meeting" or "exceeding" double the amount of UN-SWAP Performance Indicators than those

without. It is expected, therefore, that a UN-SWAP aligned policy will greatly enhance an entity's contribution to gender equality and the advancement of women by strengthening accountability and providing direction for the achievement of all the UN-SWAP performance criteria by 2017.

Notably, thirty-seven out of 62 reporting entities met or exceeded the requirements for the gender policy indicator in 2014, or 59 percent of all reporting entities, an increase from 48 percent in 2013. An additional 9 entities have committed to completing policies in 2015. This means that almost 75 percent of the UN entities will have policies by the end of 2015, which is significant given that these policies constitute a key driver of institutional change.

In addition to the supporting documentation for this indicator below, which has been collected from UN-SWAP reporting submissions, UN Women has developed a repository of policies, strategies and action plans on gender mainstreaming. This repository is updated by the UN System Coordination Division of UN Women and can be found here: http://www.unwomen.org/en/how-we-work/un-system-coordination/gender-mainstreaming. Contributions can be sent to: un.coordination@unwomen.org

Senior Manager Accountability Mechanisms

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

For 2013, the Secretariat's Senior Managers' Compacts included as a performance measure: "Full compliance with UN SWAP baseline reporting requirements." The Senior Managers' Compact is an accountability tool used by the Secretary-General to communicate the priorities of the Organization and of individual senior managers during a given year and to evaluate senior managers' performance at the end of each compact cycle. 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. The Board also sends a letter to each senior manager noting his/her accomplishments and shortcomings, and publishes the detailed assessment results on iSeek. Each senior manager is asked to submit an action plan to address his/her weaknesses. Innovative approaches are shared with the other senior managers in order to strengthen individual as well as organizational performance.

The objective and its accompanying expected accomplishment and performance measure is below:

Objective	Expected accomplishment	Performance measure
To accelerate efforts to advance the agenda for achieving gender	Implementation of the UN System-wide Action Plan for Gender	Full compliance with UN SWAP

equality and the empowerment of women	Equality and the Empowerment of Women (UN SWAP).	baseline reporting requirements.

Equal Representation of women good practices

UN system entities have demonstrated use of a wide range of policies and practices related to the equal representation of women, including temporary special measures, flexible work arrangements, exit interviews and gender balance scorecards. A selection of these practices is highlighted below:

UNDP's Gender Parity Strategy includes measures such as (i) flexibility with 'time-in-post' policies to provide women opportunities to apply for P4/P5 positions after only two years in a duty station, as reviews reveal that men take an average 7,1 years to be promoted to P5 while women take 10 years to reach the same grade; (ii) special hiring policies for bureaux that
fall below a 45 per cent representation of women, including opening candidate pools only to women; (iii) a requirement that all bureaux address gender parity through retirement options for men and report on this issue as they work on the realignment of their capability during fiscal constraints; (iv) a requirement that all managers cultivate an inclusive work culture.

FAO's Gender Equality Action Plan includes five strategies, the objectives of which are (i) to provide career development opportunities which enable internal female staff to progress within the Organization; (ii) to attract a greater number of suitably qualified women from outside FAO to apply for vacant positions; and (iii) to embed values and policies which promote an inclusive work culture, which supports work-life balance and facilitates attraction and retention of staff, particularly of women. Furthermore, FAO has "An Action Plan for Achieving Gender Equality 2012-2013" in place since May 2012. The Action Plan sets forth targeted measures to attract, recruit and advance a greater number of women in professional and higher level staff categories. It proposes to establish a specialist career development function, which is expected to enable FAO to research and document the structural and cultural impediments to staff
advancement and to propose alternative models for promotion and advancement based on best HR and UN practice. It also puts forward the introduction of an informal mentoring programme to support junior staff (both men and women), particularly in their early months and years
at FAO.

The UNAIDS Secretariat Gender Action Plan to achieve gender balance and the empowerment of women staff outlines seven action areas and related measures to meet the Secretariat's gender-related workplace objectives, including leadership and accountability, organizational culture, and work-life balance. In relationship to the implementation of the Plan, the UNAIDS Secretariat developed six parity targets to advance gender balance at specific levels and categories of staff, for the period 2013-2015. These targets will use the March 2013 baseline data to measure progress and achieving the Plan's objectives. To facilitate and institutionalize consistent monitoring of gender balance progress within UNAIDS' workforce, a set of eight soft and quantitative targets were developed in line with specific UNAIDS' goals (e.g. "50% of UNAIDS Country Directors are women") as well as with those applied across the UN system (e.g. "50/50 gender balance at all levels") covering different staff categories, including key indicators such as P4 and above and General Service. A revised recruitment policy includes specific reference to the

action plan and provisions to ensure a gender lens is factored into all recruitments and selections (e.g. "at least half of short-listed candidates are women", etc.).

Senior managers in the Secretariat must report annually through the Senior Manager's Compacts with the Secretary General on equal representation. The corresponding equal representation performance measure in senior manager compacts is: "human resources are managed in alignment with General Assembly principles, in compliance with the Organization's rules, regulation and policies", including equal representation. In addition, two (of 6 total) indicators in the Human Resources Management Scorecard, co-signed by the ASG of OHRM, measure progress in gender parity. Percentage of female staff in all categories of posts (excluding WAE, USG, ASG)" and "Percentage of female staff in P-5, D-1 and D-2 posts." The targets are 50% or a decrease of 20% of the gap between December 2010 performance and the ultimate target of 50%.

The Secretariat scorecard is included in senior managers' compacts with the Secretary-General and its data is monitored for compliance. Since 2010, the scorecard has set a target for improving the representation of women at the senior (P-5 and above), non-senior (P-2 to P-4)
and General Service levels by 50 per cent of the gap between the current representation of women and the goal of 50 per cent representation. The resulting ratio is applied to entity's vacancies, with a target of filling all vacancies at this ratio.

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

Mandate:

ECOSOC Resolution 2006/36[5] calls on the UN system to strengthen accountability systems for both management and staff, through, inter alia, the inclusion of objectives and results related to gender mainstreaming in personnel work-plans and appraisals.

A/RES/59/184[6] requests the Secretary General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, justice, anti harassment and sexual harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for managerial accountability accelerate the goal of 50/50 gender distribution..

How to use the performance indicator:
To meet the requirements of this Performance Indicator, gender equality and the empowerment of women needs to be integrated into the core values and/or competencies, or equivalents, to be demonstrated by staff. The equal representation of women and men at all levels of the UN entity should be a core value.

---

[5] ECOSOC Resolution 2006/36. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4).
[6] GA Resolution 2005 Globalization and its impact on the full enjoyment of all human rights.

In its [Resolution 63/251](#)[7], the General Assembly requested the International Civil Service Commission to identify means of rewarding performance. While few performance rewards exist in the UN system, they can be introduced to promote gender equality and the empowerment of women. To "exceed requirements" for this Performance Indicator, there needs to be a system in place for recognizing excellent performance in promoting gender equality and the empowerment of women, for example a gender equality award or allocation of additional resources to units which display excellent performance.

In relation to equal representation of women and men, the basic requirement is that respect for diversity is built into the corporate competencies and ethical standards of all job descriptions and vacancy announcements. It is expected that responsibility for the achievement of equal representation of women and men is specified through clear and measurable targets outlined in competencies associated with senior managers and/or human resource managers, which are then measured and enforced through related accountability mechanisms, such as gender balance strategies, manager compacts and scorecards, or enhanced performance objectives.

For departments of the Secretariat, a common response for reporting on this Performance Indicator will be provided prior to the reporting deadline.

To exceed requirements, performance assessment should include decision-making positions in all Committees, Missions and Advisory Bodies, by which is meant any senior level bodies such as Advisory Bodies to the Secretary-General. This does not refer to regular staff missions or committees. A system of recognition should also be in place for excellent work promoting gender equality and women's empowerment

Current practice and examples
UNDP includes as a core competency for all staff: "Ensures an organizational environment that respects diversity, gender equality and cultural sensitivity and fosters openness to diverse perspectives". Starting from 2009, all UNDP managers are required to report on one mandatory key result on gender equality and gender parity in the UNDP Result Competency Framework.

UNFPA's Strategic Framework on Gender Mainstreaming and Women's Empowerment and the Strategic Plan is included in the policy and procedures manual of UNFPA. Gender equality is one of the core values specified in all vacancy announcements and specific requirements related to gender are detailed in programme and operations vacancies at UNFPA.

FAO has included gender equality issues in its Performance Evaluation Management System, for Assistant Director-Generals, Directors and Gender Focal Points in Decentralized Offices and at HQ. This includes both mandatory activities and a set of performance indicators against which to measure progress.

UNICEF's Competency Framework specifically and explicitly covers gender for all staff
The Performance Management system assesses performance against the Competency Framework. Job Descriptions of senior positions (and others) explicitly include gender, against which performance is assessed.

---

[7] *United Nations Common System: Report of the International Civil Service Commission*.

As of January 2013, 100% of OHCHR job openings include gender-sensitivity as a competency under Professionalism (not Diversity) with the following formulation: "Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work." Accordingly interview panels are requested to systematically assess the gender-sensitivity of candidates. The OHCHR Gender Equality Strategic Plan (2014-17) foresees that 100% of staff should have a goal, action or success criteria in their performance evaluation related to their gender integration responsibility in their annual ePerformances evaluation (staff performance assessment system).

UNHCR's revised 2012 Competency Framework mainstreams gender in several competencies: i. The value "Respect for Diversity" has behavioral indicators on supporting gender equality, including among staff, and developing skills in Age Gender and Diversity analysis. ii. The competency on "Communication" includes adapting communication style to an understanding of diversity, including gender. iii. The competency on "Judgment and Decision Making" has as an indicator on taking a stand on the principles of gender equality and empowerment. iv. The managerial competency on "Managing Resources" includes planning and using resources in accordance with the gender equity policy. v. The cross-functional competency "Negotiation and conflict resolution" refers to acknowledging Age Gender and Diversity differences.

Examples of systems of recognition:

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

UNHCR has a system of recognition in place for promoting gender equality: the Team Achievements in Gender Award. For this Award, Representatives are invited to nominate country teams that have undertaken exemplary work with refugees, IDPs and returnees to promote gender equality mainstreaming and women's empowerment. The names of the teams are then announced by the Deputy High Commissioner.

UNDP is implementing a programme designed to certify and recognize the performance of Country Offices/Units and its managers in advancing gender equality and the empowerment of women. The UNDP Gender Equality Seal is a capacity building and quality assurance mechanism which evaluates both accountability and the development of gender equality and the empowerment of women initiatives. It is a corporate certification process that recognizes good performance of UNDP offices/units to deliver gender equality results. It offers three levels of certification: Gold, Silver, and Bronze. The Gender Equality Seal initiative aims to accelerate gender equality in the workplace and generate data and evidence to improve and demonstrate efficiency and results.

In 2013, IFAD implemented Gender Awards for Project Performance. The Gender Award is an initiative of IFAD management, implemented by the gender desk in the Policy and Technical

Advisory Division. It recognizes the efforts and the achievement of IFAD-supported projects in delivering on the strategic objectives of the IFAD's policy on Gender Equality and Women's Empowerment. The purpose is to recognize the best performing projects in addressing gender inequalities and empowering women in each region, providing them with visibility and recognition throughout IFAD and its network of partners.

B. Results based management

3. Performance Indicator: Strategic Planning		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
3ai. Gender analysis in the central strategic planning document and main country programme documents	3bi. Gender analysis in the central strategic planning document and main country programme documents	3ci. Gender analysis in the central strategic planning document and main country programme documents
or	and	and
3aii. The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment	3bii. The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment	3cii. The central strategic planning document includes more than one specific outcome/expected accomplishment and more than one specific indicator on gender equality and women's empowerment

Mandate:

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

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

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

---

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

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

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

How to use the performance indicator:

a) In order to meet the first part of this Performance Indicator (3bi.), the central strategic planning document (e.g. the Strategic Framework, Plan or Multi-Year Funding Framework), and country programme documents (where there is a country level presence and such documents are produced), should include adequate gender analysis. In the case of the Secretariat, this refers to the Programme level. Given restrictions in the length of overview sections for Programmes in the Secretariat Strategic Framework a short reference to the importance of promoting gender equality and the empowerment of women in the "Overall Orientation" section at the Programme level will suffice to meet this requirement. For example, in the 2012-2013 Secretariat Strategic Framework the Department for Economic and Social Affairs (DESA) included the following: "The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes."

A UN definition of gender analysis can be taken from the ECOSOC Agreed Conclusions 1997/2: "…the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels."

An adequate gender analysis is inclusive of the following elements[11]:

➢ examination of the inequalities between women and men, for example roles and responsibilities, relations between women and men, girls and boys, access to and control of resources, productive and reproductive activities, obstacles and constraints to participation, vulnerabilities, capabilities, practical needs, strategic interests, with the aim of being able to document (a) the life situations, activities and experiences of women and men, girls and boys, including inequalities, (b) the (cooperative and conflictual) relations between women and men, girls and boys, (c) the presence and practice of discrimination and subordination of women by men, or of men by women, (d) the possession and exercise of power by women and men, girls and boys, and (e) the needs and interests of women and men, girls and boys – with respect to any area of focus.
➢ assessment as to how gender equality can be promoted;
➢ scrutiny of assumptions about "families", "households" or "people" that may be implicit in the way a problem is posed or a policy is formulated;
➢ collection and analysis of data or information as to the experiences and situations of both women and men (girls and boys);
➢ sex-disaggregation of data that enables formulation of gender-responsive/transformative approaches to development;
➢ substantive consideration of activities where women are numerically dominant (such as domestic work);
➢ analysis of the problem or issue and proposed policy and/programme options for implications in the lives of women and men, girls and boys, and realization of gender equality, with associated adoption of interventions that support an equitable distribution of benefits and opportunities.

---

[11] Adapted from OSAGI (2002) *Gender Mainstreaming: an overview*. New York: Office of the Special Adviser on Gender Issues and the Empowerment of women.

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

b) The introductory/overarching section to central strategic planning documents should make explicit reference to the ways in which the UN entity will promote gender equality and the empowerment of women.

c) At least one outcome/expected accomplishment in the central strategic planning document should reflect the main work of the entity on gender equality and the empowerment of women. "Outcome" refers to a key desired result of the UN entity, and not to a sub-outcome or output. That is, the central strategic planning document of the UN entity should include a gender equality outcome, such as "Gender equality and the empowerment of women will be promoted through a focus on girls' education". Results statements that include lists of "vulnerable" groups, including women, do not meet the requirement for Performance Indicator 3 because the result is not gender equality and the empowerment of women. If more than one outcome/expected accomplishment, or if all outcomes/expected accomplishments, include reference to gender equality and the empowerment of women, then the rating should be "exceeds requirements".

In Annex 4 of the Support Guide to the Proposed Strategic Framework for 2016-2017, UN entities of the Secretariat are instructed as follows: "Programme managers, as part of the process of gender mainstreaming, should look to integrate gender perspectives in the operational activities of each subprogramme as applicable. Departmental gender focal points should be consulted when preparing the biennial programme plan to formulate the programme's strategy and prepare the logical frameworks. Programme managers can integrate gender concerns into current expected accomplishments with phrases such as "with a focus on gender equality" or "including gender perspectives."

d) The central strategic planning document of a UN entity should include at least one indicator that references a quantifiable measure of the related outcome/expected accomplishment. For example an indicator might read: "Increase in girls' retention in primary school by 20 per cent over five years". Indicators that include phrases such as "including attention to women" do not meet the minimum requirement because they do not measure the promotion of gender equality and the empowerment of women.

Strategic planning offices in each UN entity should develop a monitoring system to track the gender-responsiveness of the central strategic planning document.

*The UN entity can be considered to approach requirements if either of the Performance Indicators in the "approaches requirements" column are met. If neither of the requirements are met for this Performance Indicator, the rating is "missing".

Current practice and examples:

UNFPA's 2014-17 Strategic Plan includes all of the UN-SWAP indicators within the Organization's forthcoming Strategic Plan 2014- 2017, as part of the Organizational Effectiveness and Efficiency component.

In UNESCO's Medium-Term Strategy (2014-2021)and its biennial programme and budget documents, gender equality is one of the two global priorities of UNESCO. All Major Programmes and Main Lines of Action (MLAs) include Expected Results that explicitly set gender equality-related outcomes per each programme sector and are linked to the Gender Equality Action Plan.

The UNDP Strategic Plan 2014-2017 is aligned to the main system wide commitments related to gender equality and the empowerment of women. The Strategic Plan establishes gender equality as one of the five key development challenges to be addressed by the Organization. It also includes gender analysis across core sections of the document. In addition, all Country Programme Documents (CPD) are reviewed by gender experts to ensure that gender considerations are included in each section of the UNDP Country Programme Action Plans (CPAP). Tools to equip regional bureaux with guiding country offices in their integration of gender equality have also been developed. Most of the CPDs also include sex-disaggregated indicators in at least one programming area.

The UNAIDS 2012-2015 Unified Budget, Results and Accountability Framework includes two goals on meeting the gender-specific needs of women and girls in the AIDS response and zero tolerance for gender based violence. Each goal has outcomes, outputs and activities, and there are indicators at impact, outcome and output levels. Each country links the outcomes from its country-level results framework to up to three UNAIDS themes – including women and girls (C3). A total of 40 countries explicitly include gender analysis.

In 2014-2015 the Department of Economic and Social Affairs (DESA) included references to gender equality and the empowerment of women in at least one expected accomplishment for almost all sub-programmes, along with corresponding indicators of achievement.

4. Performance Indicator: Monitoring and Reporting

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

Mandate:

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

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

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

---

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

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

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

How to use the performance indicator:

Many UN entities report annually on their *central strategic planning document* to their Governing Bodies. To meet the requirement for this Performance Indicator, reporting should measure the main gender equality and empowerment of women results in accordance with the gender-sensitive indicators included in the central strategic planning document. When rating Performance Indicator 4, all reports on performance re: strategic planning documents produced since the publication of the last central strategic planning document, should be reviewed.

For 4aii, 4bii and 4cii, "key entity data" includes:
a) data in the central strategic planning document;
b) data in reports on the central strategic planning document; and
c) data in key country programme documents, such as country programme strategies, where these exist.

In order to exceed requirements for this Performance Indicator, entity results-based management guidance, such as in a policy/programme manual, should include information on developing results statements and indicators that are gender-responsive, with examples.

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

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

Current practice and examples:

The UNDP Annual Report of the Administrator notes progress and achievements on the integration of gender equality as a cross-cutting development result, in relation to the five UNDP specific areas of work. It also reports on progress made towards gender parity across UNDP. UNDP annually reports to its Executive Board on the implementation of UNDP Gender Equality Strategy. In addition, in 2011, UNDP established a mandatory reporting requirement in the Results Oriented Annual Report (ROAR) to disaggregate all data related to development results. The UNDP Results Based Management system integrates gender considerations into its functions of planning, monitoring and reporting. Related to monitoring: a) the UNDP Results Oriented Annual Report system (ROAR) reports on gender development results as well as institutional results on gender equality, and gender investments (gender marker) b) UNDP Scorecard integrates a question

---

[15] *Common Principles of Results Reporting. A UNDG-HLCM Joint Study*. Final Report, 15th July 2011, mimeo.

related to gender balance. c) Internal surveys such as the Global Staff Survey (GSS), Partners Survey or Products and Services surveys also integrate gender considerations.

Progress on the implementation of UNICEF's Gender Action Plan is reported to the Executive Board annually. In addition, UNICEF is active in the production of gender statistics, both through the use of and the implementation of data collection tools and through the development of specific indicators and methods to reflect existing gender concerns and differentials. Secondly, UNICEF works to highlight the importance of gender statistics, through the appropriate presentation and dissemination of data via the production of publications, including the 2014 edition of The State of the World's Children (SOWC) that included graphs and statistical tables with gender-relevant indicators and sex-disaggregated data.

UNESCO reports every six months to the Executive Board, and every two years to the General Conference. Since becoming a Global Priority, the implementation of gender equality at the field level is reported to the General Conference in the form of a stand-alone report. The biannual reports to the Executive Board include separate chapters for each Major Programme with a paragraph on Priority Gender Equality and a separate Chapter on Priority Gender Equality. The chapters are expected to highlight the implementation of the sectors' gender-related expected results mentioned in Indicator 3 as well as high visibility events promoting gender equality and are prepared by the Sectors. The section on Priority Gender Equality is prepared by the Division for Gender Equality and includes (i) an assessment of the implementation of the Expected Results attributed directly to the Division (ii) an assessment of the strengths and challenges in implementation across all UNESCO's programmes and institutes (iii) a summary of the gender-related activities implemented by all UNESCO's programmes and Institutes.

In 2010, the United Nations Development Group (UNDG) produced guidance on RBM which includes generic information on how to develop gender-sensitive results statements and indicators, and two gender-related results matrices.

C. Oversight

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

Mandate to integrate Gender Equality in Evaluation:

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

Quadrennial Comprehensive Policy Review ECOSOC Resolution 67/226 *notes* the development of the **norms and standards** for evaluation by the **United Nations Evaluation Group** as a professional network, and encourages the use of these norms and standards in the evaluation functions of United Nations funds, programmes and specialized agencies, as well as in system-wide evaluations of operational activities for development. It *encourages* the United Nations development system to institute greater accountability for gender equality in evaluations conducted by country teams by including gender perspectives in such evaluations.

How to use the performance indicator:

The reporting process for the evaluation performance indicator includes completion of the UNEG endorsed UN-SWAP Evaluation Scorecard, Peer Learning Exchange on a voluntary basis, qualitative feedback from UN Women Independent Evaluation Office focal point, and a summary report of the reporting trends across UNEG members.

---

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

Detailed guidance for reporting on this Performance Indicator can be found in the UNEG endorsed Technical Note on the [UNEG website](). On a voluntary basis, evaluation units can engage in Peer Learning Exchange as a means for supporting learning and enhancing credibility of the rating. The Peer Learning Exchange is meant to be part of the wider UN-SWAP Peer Review, but when no broader peer review is completed evaluation units are encouraged to engage in the Peer Learning Exchange on the Evaluation Performance Indicator, which is supported by the UNEG Working Group on Gender Equality and Human Rights (see the website for details).

An entity should only report 'not-applicable' if there is no evaluation unit or evaluations conducted by the entity. However, if no evaluations were conducted in the previous year, the last rating completed should be used with a clear note indicating the year upon which the rating is based. This approach is being used to avoid confusion with those entities that do not have an evaluation unit/conduct evaluations and thus the indicator is 'not applicable'.

What are the UNEG gender-related Norms, Standards and Guidance?

The UNEG Norms and Standards for Evaluation[17] were developed in response to General Assembly resolution A/RES/59/250[18]. While the UNEG Norms seek to facilitate system-wide collaboration on evaluation by ensuring that evaluation entities within the UN follow basic principles, the UNEG Standards are intended to guide the establishment of the institutional framework, management of the evaluation function and the conduct and use of evaluations. The following box outlines the specific UNEG gender-related norms and standards for evaluation.

UNEG Gender Related Norms and Standards

Competencies (Standard 2.4) – Evaluators need to have technical knowledge of, and be familiar with, the methodology or approach that will be needed for the specific evaluation to be undertaken, as well as certain managerial and personal skills.

Specialized experience and/or methodological/technical knowledge, including some specific data collection and analytical skills, may be particularly useful in the following areas:

'Understanding of gender considerations'.

Ethics (Norm 11 and Standard 2.5)
> ➢ Norm 11: In light of the United Nations Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender inequality.
> ➢ Standard 2.5: Evaluators should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relationships with all stakeholders:
> 'Evaluators should be aware of differences in culture, local customs, religious beliefs and practices, personal interaction and gender roles, disability, age and ethnicity, and

---

[17] For link to full list of UNEG Norms and Standards, please download at:
http://www.uneval.org/normsandstandards/index.jsp
[18] Document A/C.2/59/L.63 of 17 December, paragraph 69.

be mindful of the potential implications of these differences when planning, carrying out and reporting on evaluations.'

Design (Standard 3.7) - Evaluation methodologies should be sufficiently rigorous to assess the subject of evaluation and ensure a complete, fair and unbiased assessment:

'... Methodology should explicitly address issues of gender and under-represented groups.'

Design (Standard 3.9) – The evaluation design should, when relevant, include considerations as to what extent the UN system's commitment to the human-rights based approach has been incorporated in the design of the undertaking to be evaluated with specific consideration of gender issues.

Selection of Team (Standard 3.14) – the composition of evaluation teams should be gender balanced, geographically diverse and include professionals from the countries or regions concerned.

Implementation (Standard 3.15) – Evaluations should be conducted in a professional and ethical manner.
'Evaluations must be gender and culturally sensitive and respect the confidentiality, protection of source and dignity of those interviewed'.

Report (Standard 4.8) – The evaluation report should indicate the extent to which gender issues and considerations were incorporated where applicable.
  ➢ How gender issues were implemented as a cross-cutting theme in programming, and if the subject being evaluated gave sufficient attention to promote gender equality and gender sensitivity

The report should include an analysis of gender and how the design and implementation of the subject being evaluated addressed the gaps.

Implementing and reporting against the UN-SWAP Evaluation Performance Indicator

To report on progress against the UN-SWAP Evaluation Performance Indicator, UN entities will need to conduct a meta-analysis of a portion of the evaluations that they have managed and/or conducted during a one-year period that assesses the level of integration of gender dimensions in their evaluations.

The use of the UNEG endorsed [UN-SWAP Evaluation Scorecard](#) provides a basis for harmonising the meta-analysis conducted by different entities by assigning an overall aggregate score for reporting against the UN-SWAP Evaluation Performance Indicator's scaled rating system: *missing,*

approaching requirements, meeting requirements, or exceeding requirements. Every effort has been taken to ensure the applicability of the Scorecard criteria to all types of UN entity. It is advised that:

- UN entities that have already established meta-review/evaluation processes (conducted internally or externally) should seek to incorporate all elements of the guidance provided in this note and the Scorecard into their existing processes so as to institutionalize the review of these elements and avoid parallel or duplicate reporting processes.

- Those UN entities that have no such processes in place should use the Scorecard to report against this performance indicator on an annual basis.

It is important that Evaluation Offices conduct an annual meta-analysis in order to report on their performance by the UN-SWAP reporting deadline. Respective evaluation units should assess whether they have the capacity to undertake the meta-analysis internally or whether there is a need to utilize external resources to undertake the exercise.

What should be included in the UN-SWAP meta-review/evaluation?

For the purpose of reporting against this indicator, UN entities should include in their UN-SWAP meta-review/evaluation only those reports that meet the UNEG definition for evaluation:

> An evaluation is 'an assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, institutional performance etc. It focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors an causality, in order to understand achievements or the lack thereof. It aims at determining the relevance, impact, effectiveness, efficiency and sustainability of the interventions and contributions of the organizations of the UN system. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lesions into the decision-making processes of the organizations of the UN

There are other forms of assessments being conducted in the UN system that vary in purpose and level of analysis, and may have some overlapping elements. Evaluation is to be differentiated from the following: self-assessments, appraisals, monitoring exercises, reviews, inspections, investigations, audit, research and internal management consulting. While useful in their own right, these assessments should not be included in the meta-review/evaluation.

Both evaluations conducted or managed by central evaluation offices and decentralized evaluations undertaken by entities should be included in the meta-review/evaluation.

- For UN entities with a *high number of evaluations*, a <u>minimum</u> of 30 evaluations carried out by the entity for the year should be included in the meta-review/evaluation.
- For UN entities with *less than 30 evaluations* managed and/or conducted for the year under review, a 100% of evaluations should be included in the meta-review/evaluation.
- Those entities with *established meta-review/evaluation processes* in place should try to include a 100% of evaluations for the year under review when feasible.

Those entities selecting a sample of evaluations for meta-review/evaluation should aim to select a representative sample so as to minimize sample bias. Selection criteria should include:

➢ Evaluation managed/conducted by both central evaluation offices and decentralized evaluations;

➢ Balance in terms of mid-term versus final evaluations;

➢ A mix of evaluation types: project, programme, policy, outcome, impact, evaluation of normative work, strategic, etc.;

➢ A balanced mix of topics, themes and sectors;

➢ Widespread geographical coverage;

➢ Interventions[19] where gender equality is the primary focus of the interventions and where gender is not the primary focus but mainstreamed throughout the intervention.

UN-SWAP Evaluation Scorecard

The UN-SWAP Evaluation Scorecard is a reporting tool organized around 4 scoring criteria that capture the overall elements related to mainstreaming gender equality as reflected in the evaluation reports conducted by the entities in a given year.[20] The basic data source and the unit of analysis for scoring are the actual evaluation reports. Due to practical feasibility, and the lack of capacity of several entities to undertake a more complex analysis, the criteria included in the Scorecard are those that can be assessed by reviewing the evaluation reports.

The 4 scoring criteria included in the Scorecard are:

➢ *GEEW is integrated in the Evaluation Scope of analysis and Evaluation Indicators are designed in a way that ensures GEEW-related data will be collected*

➢ *GEEW is integrated in Evaluation Criteria and Evaluation Questions specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved.*

➢ *A gender-responsive Methodology, Methods and Tools, and Data Analysis Techniques are selected.*

---

[19] The term 'interventions' can be substituted by 'policies' or 'strategies' depending on the type of evaluation conducted to better reflect the nature and focus of institutional evaluations. Since the reporting tool is organized around standard evaluation practice it is in principle adaptable to different evaluation typologies (e.g. evaluation of normative work, policy, institutional evaluations, etc),

[20] It has been developed from the principles outlined in the UNEG gender-responsive norms and standards, guidance, existing UNEG checklists, ethical code, etc.

> *The evaluation Findings, Conclusions and Recommendation reflect a gender analysis.*

Scoring uses a four point scale (0-3).

UN entities that have more detailed systems in place and that are able to undertake a more comprehensive analysis could also include design documents, evaluability assessments, TOR, inception reports as sources of reference for their assessment. Some entities may also include phone interviews in view of collecting data from evaluation managers and evaluation teams to help with completing the Scorecard.

1. How to score each evaluation criterion

UN entities will use the Scorecard to assess each evaluation report using a four point scale rating system for each criterion. Each of the scoring levels below corresponds to a numbered score:

> 0 = Not at all integrated. Applies when none of the elements under a criterion are met.

> 1 = Partially integrated. Applies when some minimal elements are met but further progress is needed and remedial action to meet the standard is required.

> 2 = Satisfactorily integrated. Applies when a satisfactory level has been reached and many of the elements are met but still improvement could be done.

> 3 = Fully integrated. Applies when all of the elements under a criterion are met, used and fully integrated in the evaluation and no remedial action is required.

It is important to note that <u>no decimals should be provided in the scoring of criteria, only whole numbers</u>.

During the piloting of the previous version of this technical note it has been reported that there is room for subjectivity in the assessment of the different criteria. This implicit subjectivity, which is inherent to any type of assessment of this kind, particularly when self-assessing the reports of our own organizations, is acknowledged. It is therefore highly desirable that the meta-review/evaluation for the assessment of the UN-SWAP Evaluation Performance Indicator is integrated in the corporate meta-evaluation system when those exist or otherwise conducted externally, when possible.

The Scorecard includes references to the UNEG Guidance Integrating Human Rights and Gender Equality in Evaluations; and UNEG Handbook on Integrating Human Rights and Gender Equality in Evaluation. Entities are encouraged to review those guidance documents and take the reference and the examples provided there when undertaking the analysis. This technical note is not intended to repeat information already included there. Annex 1 Individual Scoring Tool includes detailed references to both the guidance and the handbook. One of the limitations faced by the UNEG Guidance Integrating Human Rights and Gender Equality in Evaluations is the limitation of existing examples in the UN system. UN-SWAP reporting against the Evaluation Performance

Indicator is a promising system that will eventually allow collecting examples of best practices and challenges in integrating gender in evaluations in the UN system, by analysing the qualitative feedback provided by the entities during each reporting cycle.

2. How to score individual evaluation report

Since each evaluation report is assessed against 4 criteria the maximum possible number of points that a report can obtain is 12 (by obtaining 3 points in each of the 4 criteria).

Entities will use the Scorecard to assess each evaluation report by determining the rating for each criterion as outlined above. To calculate the overall individual evaluation score the total number of points for each criterion will be added up and the overall evaluation rating will be given using the scoring system below:

➢ 0-3 points = Missing requirements

➢ 4-7 points = Approaches requirements

➢ 8-10= Meets requirements

➢ 11-12 = Exceeds Requirements

For example, if the evaluation score is 11 or above the rating for the evaluation would be 'Exceeds Requirements' while an aggregate value of 10 would be 'Meeting Requirements'.

How to calculate the meta-review/evaluation score

The scoring system above used to score individual evaluation reports will also inspire the aggregate overall rating for the UN-SWAP Evaluation Performance Indicator. To calculate the meta-review/evaluation score to be reported against the Evaluation Performance Indicator, the average score for each evaluation under review is added and then divided by the total number of evaluations to obtain an aggregate average.

The aggregate meta-evaluation scoring system used to report against the evaluation performance indicator is very similar to the scoring system for individual reports:

➢ 0-3,5 points = Missing requirements

➢ 3,51-7,5 points = Approaches requirements

➢ 7,51-10,5 points= Meets requirements

➢ 10,51-12 = Exceeds Requirements

For example, if there are three evaluations in the meta-review/evaluation that have individual scores of 10, 8, and 12 respectively, the sum of the three scores would be 30, which divided by 3 (the number of evaluations under review) would give an average of 10. This would give a meta-review/evaluation rating of "*Meets Requirements*". If there are three evaluations in the meta-review/evaluation that have individual scores of 9, 8, and 12 respectively, the sum of the three

scores would be 29, which divided by 3 (the number of evaluations under review) would give an average of 9.66. This would also give a meta-review/evaluation rating of "*Meets Requirements*".

Examples of completed Scorecards on how to report against this performance indicator can be found in Annex 1 and 2.

Online Reporting System and qualitative feedback

During annual UN-SWAP reporting, Evaluation Offices are responsible for conducting and sharing their meta-reviews/evaluations and/or completed Scorecards with their organizational UN-SWAP Focal Point[21], who is responsible for uploading these on the web-based reporting system. Evaluation Offices are also encouraged to include examples of evaluations that demonstrate how entities are approaching, meeting or exceeding requirements for this indicator overall or for specific dimensions for upload to the web-based system.

Beyond the provision of the actual Scorecard and the final aggregated scoring UN entities are encouraged to provide also qualitative analysis that outlines challenges, barriers and factors supporting implementation Evaluation Office staff are encouraged to liase with their UN-SWAP Focal Point and ensure that they are familiar with the web-based reporting system section for the evaluation indicator and familiarize themselves with the different areas for input.

UN entities are encouraged to include qualitative analysis of their assessment of the UN-SWAP Evaluation Performance Indicator. There are elements which are very important in the evaluation process, beyond the analysis of the actual evaluation report, including the integration of gender related considerations in the preparatory and follow up phase of an evaluation process. While due to practical feasibility the assessment of those elements are not included in the UN-SWAP Evaluation Performance Indicator Scorecard, entities that have the capacity of doing so should provide qualitative feedback on the integration of gender during the different stages of the evaluation process (detailed guidance for providing qualitative feedback is included in the UNEG Technical Notes for reporting on this Indicator).

Current practice and examples:

It is important to note that several entities have reviewed their evaluation policies since the adoption of UN-SWAP. In all cases, the entities have reported inclusion of GEEW considerations in the reviewed policies has improved. In other cases, where entities have not reviewed their policies recently but plan to do so, EPI Focal Points have indicated that the entities plan to reflect GEEW considerations in upcoming reviews.

Based on the details reported by entities during 2014 reporting cycle, references to the integration of GEEW considerations in the different evaluation guidance/evaluation training materials in the reporting entities varies across the board. While in some cases this has been

---

[21] All UN entities have designated UN-SWAP Focal Points who do consolidate reporting against all UN-SWAP performance indicators and that enter the data in the online reporting system on behalf of their respective organizations. These colleagues are generally staff of the Gender Units/Gender Divisions of the entities.

reported in a very consistent manner, in other cases references on how entities have integrated those are vague and not systematically reported. This also applies to the inclusion of UN-SWAP Technical Note and Scorecard references and GEEW considerations in the ToR developed by the different entities and to the inclusion of gender background in the requested qualifications of evaluators/evaluation teams.

Some entities have also reported good practices on interagency work to promote GEEW in their evaluation practices. This has been mainly reported as a good practice by Rome-based entities (IFAD, FAO and WFP).

Detailed good practices and remedial actions reported/committed by entities include:
- Integration of GEEW considerations in newly adopted evaluation policies (ECE, ESCWA, UNESCO)
- Integration of UNEG HR&GE Guidance in different stages of the evaluation process (ECLAC, UNCDF)
- Planning capacity development action on GEEW responsive evaluation at the global, regional and country level (UN-Habitat)
- Internal coordination to improve the quality of decentralized evaluations (UNDP, WHO)
- Organization of interagency training (IFAD, FAO and WFP)
- Organization of training/workshop for field offices (UNFPA)

6. Performance Indicator: Gender responsive auditing		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
6a. The risk related to the organisation's strategy and plans to achieve gender equality and the empowerment of women are considered as part of the risk based annual planning cycle	6b. 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	6ci. Consultation takes place with all levels of the organisation on risks related to gender equality and the empowerment of women as part of the risk based audit annual planning cycle and 6cii. ILO Participatory Gender Audit or equivalent carried out at least every five years

Mandate:

A/RES/64/141[22] encourages increased efforts by Governments and the United Nations system to enhance accountability for the implementation of commitments to gender equality and the empowerment of women at the international, regional and national levels, including by improved monitoring and reporting on progress in relation to policies, strategies, resource allocations and programmes, and by achieving gender balance

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

How to use the performance indicator:
Audit work plans are primarily risk based to conform to the International Standards for Professional Practice of Internal Auditing, adopted by the Internal Audit Services of the UN Organizations. This requires that the internal audit services consider all significant entity risks in prioritizing their annual or multi-year audit work programmes.

Work planning documentation supporting the preparation of annual or multi-year audit work programmes record the extent to which the risks related to the achievement of gender equality and the empowerment of women in the organization's programmes are being managed. This preparatory analysis may indicate the need for including (in the audit work programmes) standalone audits of how the risks are managed across the organization, or the incorporation of

---

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

coverage in broader scoped programme or project audits. Alternatively the analysis may indicate, without the need for additional audit testing, that the risks are adequately managed.

To "exceed requirements", a participatory gender audit or equivalent should be carried out covering the headquarters level at least every five years.

For departments of the Secretariat, a common response for reporting on this Performance Indicator will be provided by OIOS to all Secretariat Focal Points prior to the reporting deadline.

Current practice and examples:

The ILO has developed a methodology for [participatory gender audit](), which has been widely used within the UN system and elsewhere. This accountability tool is well accepted by ILO constituents, ILO administrative units, regional partners and the UN family to assess and monitor progress towards the achievement of gender equality. It is also a tool for gender mainstreaming in the Common Country Assessments and UNDAF processes. The audit recommendations are firmly owned by the audited entity. Training of audit facilitators (TOF) creates a multiplier effect by building capacity on gender equality among Member States, national gender experts and UN staff. To support this, the International Training Centre of the ILO in Turin (ITC-Turin) has conducted since 2007 a standard course on "Training for gender audit facilitators" (offered in English, French and Spanish).

In 2012 UN-HABITAT undertook a gender audit to assess the extent to which gender was mainstreamed into policies, projects, programmes, organisational structure, internal practices and procedures (human resource, budgeting and strategic planning); and provide learning on how to effectively implement gender mainstreaming in the various aspects of UN-Habitat work as per its mandate. The analytical framework for the audit was drawn mostly from the UN SWAP areas of analysis and was further informed by the gender audit methodologies developed by the ILO, as well as methodologies developed by DFID and InterAction.

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

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

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

UNICEF included gender equality and the empowerment of women in the audit universe as a separate "auditable unit" in the 2013 annual work plan approved by the Executive Director.

ESCWA conducted its first participatory gender audit in 2014. To ensure that the gender audit was conducted in a participatory manner, the Executive Secretary of ESCWA formed an internal team comprising of a team leader and five team members, who worked closely with a regional consultant. The gender audit utilized the ILO participatory methodology that aimed at providing in-depth insight on how gender is mainstreamed at the planning, implementation and evaluation levels in ESCWA. Results of the ESCWA participatory gender audit informed the development of ESCWA policy on gender equality and the empowerment of women.

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

Mandate:

ECOSOC Resolution 2005/31[23] calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, to intensify efforts to address the challenges to the integration of gender perspectives in policies and programmes, including by: developing action plans, where these do not yet exist, with clear guidelines on the practical implementation of gender mainstreaming in policies and programmes.

How to use the performance indicator:

Most UN entities have a quality control system in place for reviewing programmes to ensure that they align with the entity's mandate and promote normative, development and humanitarian goals.

To meet the requirement for this Performance Indicator, the following must be evident in the UN entity's programmes:
- in the background and justification of a programme document, there should be analysis of the roles of, and relations between, women and men, girls and boys (i.e. gender analysis);
- the ways in which gender equality and the empowerment of women will be promoted should be explicitly noted in the programme results statements; phrases such as "supporting women" or "with attention to vulnerable groups including women" are not sufficient;
- if the programme seeks to support rights holders how benefits are intended to accrue to females and males should be explicitly stated;
- who will implement the programme - men, women, boys, girls – and their roles should be specified;
- the programme monitoring and evaluation plans should include assessment of whether the gender equality and empowerment of women objectives of the programme have been met;

---

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

- all key population-based data should be disaggregated by sex (that is any population-based data in relation to poverty, hunger, education, health, infrastructure, housing, control of resource, and/or economic development), or a rationale provided as to why data is not sex-disaggregated

For Technical Cooperation programmes/projects, review checklists should include the aforementioned criteria. Some technical programmes/projects, such as those which set norms and standards in technical areas, may be rated "not applicable".

Programme reviews should involve persons with sufficient expertise in relation to gender equality and the empowerment of women.

To exceed the Performance Indicator, programmes that excel on gender equality and the empowerment of women should be publicly recognized; for example through an award and/or public citation in speeches.

Current practice and examples:
UNDP has developed a Check List to ensure Country Programme Documents (CPDs) meet gender equality standards. This tool includes a set of questions to guide staff to integrate gender analysis during the planning and formulation of CPDs. Also the checklist helps those assessing how gender is integrated into CPDs to ensure consistency. Questions are related to the situation analysis, proposed programme, Monitoring and Evaluation System and Results and Resource Framework (RRF). UNDP has also reinforced its internal appraisal review process by ensuring that each new CPD is reviewed by a gender expert, including gender considerations in each section of the UNDP template for Country Programme Action Plans and developing training tools to equip Regional Bureaux to guide country offices in integrating gender equality.

ITC's guidelines for project design govern the design and quality assurance process for all ITC projects. Gender is to be addressed as a cross cutting issue within these guidelines and is an integral part of project template documents. ITC has drafted a Development Marker that allows project managers to indicate the level of inclusiveness of their projects, including gender. It is planned to operationalise this through the projects portal, ITC's project management tool. In addition, a member of the Women and Trade team sits on the Project Quality Assurance Group (PQAG). PQAG is ITC's peer review mechanism for quality assurance, and reviews all projects above US$200,000 to ensure projects are results-oriented and of a good quality.

UNICEF has fully integrated gender in the following programme guidance: 1) Results Assessment Module of the VISION Performance Management System; 2) Mid-Term Review guidelines; 3) and Situation Analysis guidelines; 4) CPD assessment criteria. An external review of the CPDs to assess their conformity with the cross cutting and foundational strategies of the MTSP (one being gender mainstreaming) is conducted every year.

As part of UNIDO's efforts to mainstream gender in the design of its technical cooperation programmes and projects, a Gender Advisor has been appointed in the Organization's Appraisal Group (AG), which assesses the quality of all newly developed programmes and projects before they are submitted for final approval. The Gender Advisor has the responsibility to ensure that each programme or project includes a gender perspective, inter alia, by the inclusion of a gender analysis, sex disaggregated indicators, and gender sensitive activities.

UNCDF ensures that the Programme Appraisal and Investment Committee processes respectively ensure that the Gender dimension be integrated and mainstreamed throughout interventions from the programme formulation to the approval stage. The revised practice intervention frameworks, accompanying performance indicators as well as targeted training, provide UNCDF programme staff with concrete guidance on how to better incorporate gender analysis in the project cycle and policy issues. In addition to evaluations, internal programme reviews are conducted by practice areas and include an assessment of GEEW concerns in their methodology. GEEW is also discussed at the project inception phase when new project ideas are discussed in UNCDF's coordination and coordination committee (CCC).

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

D. Human and Financial Resources

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

Mandate:

Several ECOSOC resolutions[24] have either called upon or requested the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the UN system, including by tracking gender-related resource allocation and expenditure, including through the promotion of the use of gender markers.

How to use the performance indicator:
To meet the requirement for this Performance Indicator, UN entities should have a financial tracking system in place to quantify funds disbursed for the promotion of gender equality and the empowerment of women.

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

---

[24] ECOSOC resolutions 2011/6 para 7d, 2012/28 para 8d, 2013/16 para 10d , 2014/2 para 6f, 2015/12 para 14i, on Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

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

Current practice and examples:
The UNDG has produced a *Gender Equality Marker Guidance Note* and its companion *Financing for Gender Equality and Tracking Systems - Background Note.* The former explores what a system-wide report on allocation and tracking of resources could include and the responsibilities of each entity to develop systems that will enable them to contribute to this data set. The *Background Note* also highlights the importance of agreement on minimum standards for institutional gender equality markers and stresses the need for clarity and transparency in reporting. The *Guidance Note* sets out common principles and standards for gender equality marker systems that track and report on allocations and expenditures for gender equality and women's and girls' empowerment. It is intended as a guide to the development of an effective and coherent approach for tracking resources that support gender equality results with agreed upon parameters and standards inside the UN system. This will allow for UN system-wide reporting with regard to funds contributing to promoting gender equality. The *Guidance Note* is also intended to provide direction for individual entities instituting or improving their gender equality marker systems.

There are a number of gender marker systems in place in the UN system that meet the requirement for this Performance Indicator.

These gender marker systems usually rate interventions in a similar way to the OECD-DAC Gender Equality Policy Marker, and in their coding system provide an indicative overview of resources allocated to promotion of gender equality and the empowerment of women. For example, the Inter-Agency Standing Committee Gender Marker is required in all Consolidated Appeals Processes and other humanitarian appeals and funding mechanisms. This uses a 0-2 scale for projects, where:

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

While for projects rated 2b close to 100 per cent of financial resources may be assumed to promote gender equality, no similar calculation can be made for projects rated 1 or 2a under this gender marker system, which is why assessment of resource disbursement is indicative only. In 2012 this marker began allocating financial amounts to each category, so the marker is being used for both planning and reporting purposes. UNDP and UNICEF are using similar systems, although the unit of analysis differs – outputs in the case of UNDP, and intermediate results in the case of UNICEF. UNDP rolled out its gender marker in 2009, and has been a pioneer entity in implementing the gender marker and providing advice and technical support to UN entities in this area.

Gender marker systems are also being developed in the UN system, which are tied to percentage allocations of resources to promote gender equality and the empowerment of women – see the example of the Peacebuilding Fund under performance indicator 9 on resource allocation. These systems will be more related to determining resource allocation than tracking resources already

disbursed, which is why they are referred to under Performance Indicator 9. These percentage based systems should also be rated as meeting requirements under Performance Indicator 8.

UNICEF has developed the Results Assessment Module (RAM) in the VISION Performance Management System through which the status and likelihood of achieving results, the challenges, and any revisions to mitigate and/or to overcome them are assessed during mid-year, annual, mid-term and end of cycle reviews. These reviews record analytical statements. The statements make reference the extent to which the gender equality objectives of results and their associated indicators are being achieved, particularly in relation to results rated 2 (significant) or 3 (principal). If bottlenecks and barriers to achieving the targets on gender equality are identified through the RAM adjustments are made to address these challenges. In addition, as of 2012, the IASC Gender Marker has been a mandatory part of CAPS OLS system, and all CAP projects must be scored. Training on GEM was carried out in collaboration with GenCap on GEM use have been conducted at CO, RO and HQ level with UNICEF colleagues.

UNFPA's gender marker is mandatory and captured for all programme funds. Management funds are presently not included. A pilot phase was carried out in 2012 after which the coding was adjusted from a 3 to a 4-point scale. Initially UNFPA settled on a 3 point scale, however, the pilot revealed the limits of 3 points scale. Subsequently UNFPA opted for 2a/2b (not 2 and 3) because it did not want to create the impression that 3 was superior to 2. The 2a/2b also gave more granular information which was missed with a 3-point scale.

The marker was implemented in UNFPA's ERP system (Atlas-PeopleSoft) in 2014 as part of the rollout of the Global Programming System (GPS) which is a customized (bolt-on) module built within its ERP. When creating electronic workplans in GPS, each workplan activity is tagged to Gender Marker and other attributes such as SP output & Outcome, PC outputs, Intervention area etc.

Activity tagging is mandatory and, unless tagged, users are not able to create programme budget or expend against the budget. The tagging can be revised throughout the year, but is locked down when the accounts are closed. Even though any GPS user can do the tagging for the activities of a Workplan, Programme Managers are responsible for reviewing and adjusting the accuracy of the tagging.

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

Mandate:

ECOSOC Resolution 2011/6[25] requests the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: enhancing resource mobilization capacity and increasing the predictability of both human and financial resources for gender equality and the empowerment of women

ECOSOC Agreed Conclusions 1997/2[26] states that clear political will and the allocation of adequate and, if need be, additional human and financial resources for gender mainstreaming from all available funding sources are important for the successful translation of the concept into practice

How to use the performance indicator:

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

Current practice and examples:

There have been previous attempts in the UN system to set financial targets for support to gender equality and the empowerment of women. For example, in 1997 research indicated that less than two percent of UNDP's core resources were being allocated to gender equality, which was then one of five UNDP Focus Areas. As a result the Administrator's requested managers to allocate twenty percent of thematic funds to gender equality (Direct Line 11), a requirement that was discontinued in 2000.[27]

---

[25] ECOSOC Resolution 2011/6. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7c and 7j).

[26] ECOSOC Agreed Conclusions 1997/2. Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

[27] *UNDP Gender Equality Strategy 2008-2011*, p. 36.

However, through its [Gender Equality Strategy 2014-2017](#), UNDP has set a financial benchmark for meeting its gender equality and empowerment of women mandate corresponding to a target of 15% of the expenditures of the organization. This measure will be tracked and monitored through UNDP's Gender Marker.

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

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

10. Performance Indicator: Gender architecture and parity		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
10ai. Gender focal points or equivalent at HQ, regional and country levels are: a. appointed from staff level P4 and above b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions or 10aii. Plan in place to achieve the equal representation of women for General Service staff and at P4 and above levels in the next five years	10bi. Gender focal points or equivalent at HQ, regional and country levels are: a. appointed from staff level P4 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 10bii. The entity has reached the equal representation of women for General Service staff and also at P4 and above levels and 10biii. Gender department/unit is fully resourced according to the entity mandate	10ci. Gender focal points or equivalent at HQ, regional and country levels are: a. appointed 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 10cii. The entity has reached the equal representation of women for General Service staff and also at P4 and above levels including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source and 10ciii. Gender department/unit is fully resourced according to the entity mandate

Mandate:

ECOSOC Resolution 2004/4[28] requests all entities of the United Nations system to enhance the effectiveness of gender specialist resources, gender focal points and gender theme groups, by establishing clear mandates; by ensuring adequate training, access to information and to adequate and stable resources; and by increasing the support and participation of senior staff.

ECOSOC Resolution 2001/L.30[29] requests the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: enhancing resource mobilization capacity and increasing the predictability of both human and financial resources for gender equality and the empowerment of women; and ensuring progress, including through managerial and departmental accountability, towards achieving the goal of a 50/50 gender balance at all levels in the Secretariat and throughout the United Nations system, with due regard to the representation of women from developing countries and keeping in mind the principle of equitable geographical representation, in conformity with Article 101, paragraph 3, of the Charter of the United Nations.

A/64/347[30] recommends that Senior managers at all entities should be held accountable, in accordance with the relevant and applicable procedures, for their responsibility in the implementation of the prescribed measures through, inter alia, enhanced performance objectives; management compacts; appointment of focal points at appropriately high levels, with terms of reference, access to management and minimal 20 per cent allocation of time to associated functions.

How to use the performance indicator:

For this Performance Indicator, UN entities need to meet all three requirements – gender focal points, gender parity in staffing and a resourced gender unit.

The junior level of the designated gender focal points has frequently been raised in reviews in the last 10 years as symptomatic of lack of commitment to gender equality and the empowerment of women across the UN system, in addition to the lack of progress in achieving gender parity.[31] Gender focal points have often been the most junior female staff members, which sends a message that gender equality is not being taken seriously. Further, the resolutions of the General Assembly have repeatedly called for their appointment at high levels. To meet requirements for this Performance Indicator, an entity must have a gender focal point

---

[28] ECOSOC Resolution 2004/4. Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system (paragraph 9).
[29] ECOSOC Resolution 2001/L.30. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7c and 7j).
[30] Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System
[31] For an overview see AfDB (2011) *Mainstreaming gender: a road to results or a road to nowhere. Evaluation synthesis*. Addis Ababa: African Development Bank, pp. 40-2.
http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Gender%20Synthesis%20-%20Working%20paper%20-%20Ed.pdf

appointed from the P4 level or above. If the P4 level requirement has been satisfied, additional focal points can be from all professional levels.

The number of gender focal points within a UN entity is determined by that UN entity. For the 20 per cent time allocation, this can be distributed across Gender Focal Points; one Focal Point does not have to dedicate 20 per cent of his/her time to gender focal point responsibilities. The 20 per cent requirement can be achieved by summing the time several gender focal points devote to the associated functions, thereby allowing for burden sharing, especially in those cases where the focal point is undertaking the UN-SWAP/gender functions in addition to their regular functions no related to gender work.

The Performance Indicator on gender focal points refers to "equivalents". Some UN entities, such as OHCHR and UNDP, are moving away from a focal point system. In UNDP the move is to a team-based system, where teams assign specific gender focal point functions – human resources, programming, etc. – to different staff members, with the teams reporting to a senior manager. In OHCHR Gender Facilitators are assistants to senior managers in charge of programme development and follow up on compliance within a Branch or Division. The requirements of this Performance Indicator apply, whether the UN entity chooses to appoint individual staff members as gender focal points or form a gender focal point team.

In order to meet the requirements of this Performance Indicator, one of the designated responsibilities for the gender focal points should pertain to achievement of gender balance in staffing and representation. Some UN entities may opt to have separate *gender balance* focal points, or equivalent. Gender balance focal points support senior management in relation to staff selection processes, identifying qualified female candidates and supporting the development of policies. Gender balance focal points may be required to serve on interview panels and review bodies, and assist with monitoring the status of women and men within their organizations.

Most UN entities already track the representation of women and men in staffing. To approach the requirement for this Performance Indicator, the UN entity must have a realistic plan in place for achieving the equal representation of women, including:
  ➢ an assessment of staffing changes in the next five years, including likely retirements; and
  ➢ an assessment of the numbers and percentages of men or women who will need to be hired over the next five years, broken down by grade and by major department, for achievement of gender parity.

Examples of gender architecture that facilitates the achievement of gender parity, include:
  ➢ mechanisms for collaboration between human resources offices and senior management on issues of gender balance;
  ➢ review bodies to ensure candidates are evaluated appropriately and without bias for appointment and promotion;
  ➢ staff selection systems that support specific targets for improvements and acceleration of achievement of parity at all staffing levels and in all occupational groups;
  ➢ gender balance scorecards with real-time data that is regularly shared with staff and used to develop targets and inform accountability mechanisms; and
  ➢ staff surveys and mandatory exit interviews which are regularly analyzed to promote the retention of qualified staff members of the underrepresented sex at any given level of the

department or office. Generally that implies female staff members at the professional and above levels and males at the General Service levels.

The gender unit/department can be considered to be fully resourced if it has adequate human and financial resources to support the UN entity in meeting its gender equality and empowerment of women mandate. This will differ from entity to entity. To estimate if the unit/department is fully resourced, the requirements as set out in the UN entity gender equality policy, and assessment against the UN SWAP Performance Indicators, can be taken into account. All UN entities should eventually be exceeding requirements. UN entities will thus need to determine the quantity of resources required by its gender unit/department for fulfilment of its gender mandate, including coordination, capacity development, quality assurance and inter-agency networking.

Resources

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

Current practice and examples

The Secretariat has an established network of departmental focal points coordinated by a Focal Point for Women established since 1997 at the Director level, and now in UN Women. As well a specific network of focal points for Flexible Work Arrangements has been established to encourage uptake of the policy. Since 2008, the Secretariat has terms of reference for Departmental focal points for women in the Secretariat (ST/SGB/2008/12).

FAO has Gender Focal Points in HQ, regional, sub-regional and country level offices. The process of appointing GFPs in all of the HQ units and divisions, as well as regional, sub-regional and country offices, is ongoing. There are GFPs and alternates in most of the divisions and offices at FAO headquarters and in the decentralized offices. In 2014, there were 60 GFPs and alternates appointed at headquarters and more than 130 in decentralized offices. The majority of FAO's GFPs are appointed from staff level P4 and above (i.e. more than 65% of the GFPs in FAO headquarters are P4 and above). FAO's GFPs have written terms of reference and they are requested to allocate 20% of their time to the gender focal point functions. In addition, FAO has developed terms of reference that are specific to the GFPs in decentralized offices.

ILO has a Gender Focal Point Network of over 120 focal points in the field offices and at HQ with written, detailed TORs indicating the amount of time to be devoted to gender-related outcomes. ILO Action Plan for Gender Equality has an indicator "No. of units and field offices without GFPs" with a target of "None". There is also an indicator on percentage of male focal points at HQ and in field offices.

ITC-ILO Gender Focal Points network is composed of two representatives per Programme (one Professional and one administrative staff). In this way, G staff is also involved in the promotion of

gender equality. This system also helps promoting the idea that everyone in the organization – regardless of his or her professional category – is accountable for gender equality.

ESCWA established a gender focal point system in 2008 with defined TORs and 20% of time dedicated to gender focal points functions. In its HR gender policy action plan, UNRWA has set a target to reach gender parity in women in senior position by 2015. In addition, in 2014, ESCWA established a post for a Senior SWAP Coordinator with direct reporting lines to the Commissioner General.

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

Mandate:

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

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

A/64/347[32] recommends that executive heads of entities should place special emphasis on the promulgation and enhanced implementation of work-life policies and practices to meaningfully support flexibility in the workplace and to accommodate disproportionate caregiver burdens.

How to use the performance indicator:
A positive and supporting organizational culture for all staff has been repeatedly identified as a key enabler in the promotion of gender equality and the empowerment of women. The available literature considers "organizational culture" as a set of deeply rooted beliefs, values and norms (including traditions, structure of authority and routines) in force within the institution; and a

---

[32] Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System

pattern of shared basic assumptions internalized by the institution. This is materialized in the following:

- Ways in which the institution conducts its business, treats its employees and partners
- Extent to which decision-making involves workers (irrespective of rank, grade or opinion) and power and information flow (formal and mostly informal)
- Commitment of workers towards collective objectives

To meet this Performance Indicator, the UN entity needs to demonstrate in its reporting that it is carrying out the following.

1. **UN Ethics-related Legal Arrangements**
    1.1 UN rules and regulations on ethical behaviour are enforced and staff are required to complete the mandatory ethics training, with zero tolerance for unethical behaviour implemented.
    1.2 Implement policies for the prevention of discrimination and harassment, including special measures for prevention from sexual exploitation and sexual abuse, ethics office, abuse of authority, administration of justice, conflict resolution and protection against retaliation

2 **Facilitative Policies**
    2.1 Implement, promote and report on facilitative policies for maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare.
    2.2 Implement, promote and evaluate policies related to work-life balance, including part-time work, staggered working hours, telecommuting, scheduled breaks for extended learning activities, compressed work schedules, financial support for parents travelling with a child and phased retirement.
    2.3 Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade.
    2.4 Periodic staff meetings by units are scheduled during core working hours and on working days of staff working part-time, with teleconference or other IT means actively promoted.

3 **Monitoring Mechanisms**
    Conduct regular global surveys and mandatory exit interviews which obtain and analyse data relevant for an assessment of the qualitative aspect of organizational culture and provide insight into issues that have a bearing on recruitment, retention and staff experience.

To demonstrate enactment of the preceding requirements, UN entities are required to upload supporting documentation, such as policies, surveys and training manuals, to the UN-SWAP online reporting system. If any of the required actions have not been undertaken, the rating for this Performance Indicator is "approaches requirements".

To exceed the requirement for this Performance Indicator, senior managers should demonstrate public leadership on an organizational culture supportive of gender equality and women's empowerment (a) in speeches, and (b) through promotion and implementation of relevant policies to ensure an environment free of discrimination, harassment and abuse of power, including sexual harassment.

Current practice and examples:
Facilitative Policies

ESCWA had developed a tracking system for the flexible working arrangement with an aim of tracking numbers and the status of requests. The online tracking system allows staff to set requests for any of the four options of the flexible working arrangements. The new application also contains four short videos that were developed to facilitate the use of the system. In addition, the online application serves as a resource application containing all documents related to FWAs (i.e. frequently asked questions, myths and facts about FWAs, STI on FWA). Each request follows an approving process that is aligned to ESCWA's rules and regulations. Managers not approving FWAs requests are obliged to justify their decision, which will be reflected in a quarterly report produced by the application. This is expected to allow ESCWA to detect and thus facilitate addressing resistance. The tracking system was officially launched in October 2014.

OHCHR has developed an internal mechanism to track implementation and use of Flexible Work Arrangements and UN Regulations on ethical behaviour to make reporting possible. This mechanism is also an additional tool to ensure that management is accountable for the way in which these policies are implemented.

UNAIDS implements facilitative measures under its new Flexible Working Arrangements policy, including: Flexible Working Hours; Compressed Working Schedule, and Flexible Place of Work/Teleworking. In addition, the policy provisions supporting facilitative measures with regards to maternity-paternity leave, breastfeeding hours, Family leave for child care, adoption, family emergency, Special leave without pay (after maternity, for childcare or family issues) as well as part-time work are available and regulated under Staff Rules and Regulations.

In 2014, UNICEF revised its Administrative Instructions on "Special leave"; and "Family, adoption, maternity and paternity leave". The principal purpose in amending these Instructions was to extend leave for maternity from the present 16 weeks mandated in the UN Staff Rule to 24 weeks through the addition of 8 weeks of special leave with full pay. A change in the Staff Rule on pre-delivery maternity leave was also made to eliminate the need for a certificate regarding their state of fitness for staff to continue working up to 2 weeks before the anticipated delivery date.

UN Ethics-related Legal Arrangements

For the 2014 Report of the Secretary General on the Improvement of the Status of Women in the UN system, all thirty-five entities required to submit data reported having policies that prohibit discrimination, harassment and abuse of authority.

UNAIDS introduced the Prevention of Harassment E-module in 2011 which is mandatory for all staff.

Monitoring Mechanisms
The Global Staff Survey is UNDP's internal mechanism to annually track implementation and accessibility, by gender, to work-life policies and unethical behaviors. An on line course on

Prevention of Sexual Harassment is mandatory for all UNDP staff. During 2011, UNDP implemented a gender-sensitive exit interview for international staff to inform its UNDP Gender Parity Action Plan.

In order to develop its Gender Action Plan, UNAIDS implemented an all-staff Survey on Achieving Gender Parity and Empowerment of Women; the survey was accompanied by individual interviews and focus groups with staff at HQ and in the field. The survey focused on organizational culture as well as other dimensions. In 2009, UNAIDS established the Ethics and Change Management Office with a mandate to assist the UNAIDS Executive Director in ensuring that all staff members observe and perform their functions in consistency with the highest standards of integrity.

UN Women's 2014 Global Workforce Survey included a specific set of questions on Gender Capabilities and Knowledge, with the results indicating that staff are confident that managers understand and practice Gender in the workplace. Following the Global Workforce Survey, a set of global Working Groups and Aligned Focus groups, containing women and men, were established, so as to ensure a fully participative approach to institutional strengthening.

Demonstration of leadership and public championing of promotion of the equal representation of women by Senior Management

WFP's Executive Director places gender as a priority for the Organisation and in her "Fit For Purpose" document 2012, states "Gender is a cross-cutting theme requiring the highest level of attention across the entire WFP organization. The gender unit will report directly to the DED and COO and it will receive the resources necessary to carry out its functional responsibilities." This has now been implemented with the Gender Unit previously reporting to the Director of the Policy, Planning and Strategy Division, now upgraded to a Gender Office with its resources increased by 89% and reporting to the Deputy Executive Director and the Chief Operating Officer.

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

The Secretary-General annually chairs a regular meeting at the highest level (Policy Committee) dedicated to gender equality and the empowerment of women issues or to particular topics of relevance to organizational culture. Decisions emanate from these and are duly followed up on an annual basis. The Deputy Secretary-General in the Secretariat, as Chair of the Change Management Committee, regularly placed gender related items on the Change Management Agenda, elevating the issue of Flexible Work Arrangements to an institutional campaign under her watch.

E. Capacity

12. Performance Indicator: Capacity assessment		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
12a. Assessment of capacity in gender equality and women's empowerment for individuals in entity is carried out	12bi. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out

and

12bii. A capacity development plan is established or updated at least every five years | 12ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out

and

12cii. A capacity development plan is established or updated at least every three years |

Mandate:

ECOSOC Resolution 2011/6[33] requests the United Nations system, including its agencies, funds and programmes within their organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: improving the application of a gender perspective in programming work and enhancing a broader approach to capacity development for all United Nations staff, including the Secretariat staff, including through working on guidelines which could provide specialized instructions on gender mainstreaming and serve as performance indicators against which staff could be assessed; and ensuring that all personnel, especially in the field, receive training and appropriate follow-up, including tools, guidance and support, for accelerated gender mainstreaming, including by providing ongoing capacity development for resident coordinators and the United Nations country teams to ensure that they are better able to assist national partners in achieving gender equality and the empowerment of women through their development frameworks.

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

---

[33] ECOSOC Resolution E/2011/6. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7e and 7h).

Lack of capacity in promoting gender equality and the empowerment of women has been defined as one of the key constraints to better performance and leadership.[34] UN staff need the capacity to fulfil the UN's gender mandate, which many currently do not have. An assessment is the first step to enhancing capacity.

Capacity assessment can be based on the entity's core value/competency on gender equality and women's empowerment. It could also be carried out using the Performance Indicators for the UN-SWAP. It could form part of performance review or other ongoing staff assessment, or it could be through a self-administered on-line questionnaire. All of these initiatives meet the requirement for this performance indicator. UN Women has developed a generic capacity assessment which is anticipated can be used across the UN system. It is available through the UN-SWAP Help Desk.

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

Current practice and examples:

As part of development of its gender strategy, UNCDF undertook a gender equality and the empowerment of women capacity assessment by sending out a questionnaire to 130 UNCDF staff. The purpose of the questionnaire was to assess current capacity in UNCDF for gender mainstreaming and elicit recommendations for the content of the strategy and its accompanying implementation plan. Accordingly, the results were analyzed and findings utilized to develop capacity development plans for the organization. While the capacity assessment will be repeated every three years, the Global Staff Survey is conducted annually and will provide UNCDF with an idea of how the organization is doing on a broader level in terms of capacity in gender equality and women's empowerment.

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

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

---

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

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

FAO has carried out numerous assessments of individual and organizational capacity to address gender equality and women's empowerment, in both technical units and field offices. For the entity as a whole, this includes a Gender Audit and a Gender Evaluation. In-person qualitative assessments of capacity at selected decentralized offices were carried out in 2012, and 11 units within the organization have carried out gender stocktaking exercises which investigated existing staff capacity to address gender issues in the technical work of FAO. An in-depth analysis was carried out of staff capacity needs building on the findings of these assessments, complemented by short survey monkeys with the divisional gender focal points and other selected staff. In February 2013, the gender unit of FAO endorsed a Strategy to develop capacities of Member countries and staff on gender equality in food security and agriculture, with a work plan to implement the strategy.

OCHA completed a department-wide assessment of OCHA's knowledge and skills on gender as a baseline for developing its OCHA Gender Equality Policy. This will be repeated every five years or sooner. Results of the assessment demonstrated that OCHA staff require additional training. An OCHA Gender Tool Kit has been developed to assist staff to implement the new Policy. GenCaps can also support this training. Staff can also benefit from the use of the IASC e-learning and regular webinar trainings.

A needs assessment was conducted at IFAD in 2013 to assess the capacity of gender resource people at HQ and in IFAD-supported projects and country offices, including project directors, gender focal points and government officers; 231 responses were received. The survey results provided insights into the need for new methods of communication, collaboration, and learning that would enable IFAD to intensify its efforts to close gender gaps and improve the economic and social empowerment of rural women.

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

Mandate:

ECOSOC Resolution 2006/36[35] Calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to make specific commitments annually to gender mainstreaming training, including in core competence development, and ensure that all gender equality policies, strategies and action plans include such commitments; and to make gender training mandatory for all staff and personnel and develop specific training for different categories and levels of staff.

How to use the performance indicator:
To meet this indicator, all relevant staff should receive stand-alone training on how to promote gender equality and the empowerment of women. This does not preclude training on gender equality and the empowerment of women being mainstreamed into other entity training. Training should be adapted by staff member type (ex. non-gender specialist should receive introductory gender training similar to UN Women's new I Know Gender e-course). The following constitutes an adequate level of entity-wide training:

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

Entities should determine which training courses, from the number of courses available, are most relevant for their staff.

---

[35] ECOSOC Resolution 2006/36. Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4 a and c).

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

Current practice and examples:

Details of UN System-wide training courses can be found on the **UN Women Training for Gender Equality Community of Practice (CoP)** platform[36].

Blended Course for UN System Gender Focal Points: The UN Women Training Centre holds training for UN System Gender Focal Points. It is a collaborative effort between UN Women Training Centre and ITC-ILO and is only open to UN System GFPs. It includes an online phase followed by a one week long residential phase. The training focuses on the UN Gender architecture and explores strategies and tools for addressing women's empowerment and gender equality within the UN. It examines gender mainstreaming tools (such as gender markers and the UN System Wide Approach on Gender Equality) and their concrete application, as well as tackling gender equality issues within substantive areas. The course also aims to build a community of practice within UN GFPs to foster discussion and sharing of good practices. Participation in this course would meet the requirements for the tailored training of Gender Focal Points component of this Performance Indicator.

Introductory Online Gender Course: UN Women´s Training Centre has developed an introductory, interactive and self-paced e-course on gender to be offered to all staff across the United Nations System called I Know Gender: An Introduction to Gender Equality for UN Staff (launched in October 2014).

The overall objective of the Introductory Gender Course is to develop and/or strengthen understanding and awareness of basic concepts of gender equality and women's empowerment for all staff at HQ, regional and country level and promote a first step towards behavioural change and integration of a gender perspective in everyday work.

The course:
- Is a contribution of UN Women to the UN System and can be used as needed by each agency. It complements and include references, when possible, to other existing UN courses.
- Does not replace the mandatory existing courses required by different agencies.
- Provides a background of general knowledge and information about gender equality and women's empowerment.
- Is not a technical course per se, as it does not aim to provide technical skills on gender analysis and mainstreaming methods and techniques important to users and practitioners.

---

[36] The Training for Gender Equality CoP is a global online community for knowledge sharing on Training for Gender Equality. It includes a calendar of trainings and a clearinghouse of training resources.

- Is self-paced and takes approximately 2.5 hrs. It has 3 mandatory modules and 6 optional modules.

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

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

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

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

In early 2013, UNHCR launched an on-line course on age, gender and diversity (AGD) for all staff, which has already attracted more than 800 staff. This course focused on UNHCR's AGD approach and explains how age, gender and diversity issues affect protection risks and programming. It is expected that by the end of 2013 the course will be mandatory for all staff and open to partners. Additionally, UNHCR launched Sexual and gender-based violence on-line course for staff, which illustrates key concepts that help recognize SGBV and identify prevention and response strategies. The latter course has more than 2,000 enrolled staff members.

Twice yearly mandatory training for all DPA staff, including staff in SPMs, on gender mainstreaming and women, peace and security issues is conducted. Gender is also included in DPA induction courses for new staff. The DPA Gender team has developed three training programmes to cover the broad range of 1325 issues: i) Women, peace and security training (WPS) for DPA staff at HQ and field missions; ii) Gender and Mediation training for mediators and selected staff, and iii) a Mediation and Sexual Violence in Conflict training module in response to SCR 1820/1888/ 1960. Gender is similarly being mainstreamed in thematic trainings, e.g. conflict-related sexual violence is integrated into the Norwegian Defence International Centre.

UNRWA has mandatory gender awareness training for all staff. Furthermore, UNRWA is developing capacities on gender in relationship with its programmes. For example, within the current education progamme reform, UNRWA is working on addressing gender stereotypes and bias through a new curriculum framework and through building the capacity of UNRWA teachers (approximately 20,000) who will receive clear gender guidance and with gender included in their performance review.

F. Coherence, knowledge and information management

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

Mandate:

ECOSOC Resolution 2007/33[37] calls upon the United Nations system to share and disseminate good practices, tools and methodologies electronically and through regular meetings on gender mainstreaming, including through the Inter-Agency Network on Women and Gender Equality and its task forces, as well as the United Nations country teams.

A/RES/58/144[38] welcomes the objective of improving gender balance in action plans on human resources management for individual departments and offices, and encourages further cooperation, including the sharing of best practice initiatives, between heads of departments and offices, the Special Adviser on Gender Issues and Advancement of Women and the Office of Human Resources Management of the Secretariat in the implementation of those plans, which include specific targets and strategies for improving the representation of women in individual departments and offices.

---

[37] ECOSOC Resolution 2007/33. Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4a and c).
[38] GA Resolution 58/44. Improvement of the status of women in the United Nations system.

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

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

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

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

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

As part of its knowledge management strategy, UNDP has consolidated different knowledge mechanisms:

1. **The UNDP Gender-Net**. The *Gender-Net* was created to connect and support gender practitioners. It's an expanded Community of Practice with about 2,000 members. The Net promotes thematic e-discussions and consultations, dissemination of relevant information (news and updates), key and new gender resources, etc. This is the UNDP

global tool used as a core resource for Country Offices, civil society organizations and academic centers.

2. **_UNDP Regional Knowledge Management Platform "America Latina Genera"_** is a regional knowledge broker on gender equality in Latin America with some 35,000 monthly visits. This innovative Portal has generated a wide range of knowledge products (conceptual frameworks, toolkits, rosters, Virtual Communities of Practice, Knowledge Fairs and documents for the debate). The platform is designed in such a way as to greatly facilitate accessibility and understanding of the contents. http://www.americalatinagenera.org/es/

Gender is a key consideration in the production of OCHA's communications products and information sharing platforms. It is one of the searchable themes in OCHA's external websites, such as IRIN, ReliefWeb, and OCHA Online. Both gender and Gender Based Violence (GBV) are also themes on the OCHA's intranet, facilitating access for staff seeking to learn more about gender. This includes OCHA-on-Message, a simple document informing all staff about the OCHA position on this issue. Finally, as spelled out in its new Advocacy and Communications Strategy (2013-2015), OCHA will shortly be developing both an annual Advocacy Action Plan, as well as one-page advocacy briefs on key priorities, including gender equality and the empowerment of women.

DPKO/DFS pursues knowledge generation and communication via a range of initiatives including the International Network of Female Peacekeepers, a Gender Community of Practice and the use of social media (such as the Facebook page on UN peacekeeping). In addition, gender equality and women's empowerment are integral to communication activities of the Public Affairs Section of DPKO-DFS, notably through specific digital media campaigns including profiling Peacekeeping gender initiatives and operations in the lead up to the Commission on the Status of Women and International Women's Day in March each year.

Imparting information on gender dynamics and keeping gender issues visible are key elements of WFP's communications activities. They are outlined prominently in WFP's "2012 Communications Priorities" plan. They are featured on their dedicated gender intranet page and gender website page. WFP produces numerous gender-specific materials, has launched campaigns specifically to boost women's visibility, and, more importantly, WFP regularly looks for opportunities in their communications work to keep gender issues visible (such as ensuring that women are represented in examples cited in news stories or in images used in photo galleries). WFP has featured gender equality and the empowerment of women as the theme of recent issues of its staff magazine and all-staff communication contests, and promoted a special photo exhibit on the role of women in WFP's work.

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

Mandate:

ECOSOC Resolution 2006/36[39] calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to create or expand electronic knowledge networks on gender mainstreaming to increase effective support for and follow-up to capacity -building activities; strengthen inter-agency collaboration, including through the work of the Inter-Agency Network on Women and Gender Equality, to ensure systematic exchange of resources and tools across the system to promote cross-fertilization of ideas.

ECOSOC Resolution 2004/4[40] recommends that all entities of the United Nations system continue to promote cooperation, coordination, sharing of methodologies and good practices, including through the development of tools and effective processes for monitoring and evaluation within the United Nations, in the implementation of agreed conclusions 1997/2, in particular through the Inter-agency Network on Women and Gender Equality, and recommends further that all inter-agency mechanisms pay attention to gender perspectives in their work.

How to use the performance indicator:

The main UN system wide co-ordination mechanism on gender equality and women's empowerment is the Inter-Agency Network on Women and Gender Equality; a network of gender focal points chaired by UN Women. Regular participation in this network would meet the requirement for this Performance Indicator.

---

[39] ECOSOC Resolution 2006/36. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4d).

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

To exceed requirements for this Performance Indicator, UN entities must participate in a UN-SWAP peer review wherein a UN entity's performance is reviewed by another UN entity, fostering accountability, learning and networking. The purposes of the peer review are to:

- promote cross-agency learning about accountability mechanisms and functions;
- review the UN SWAP process within entities, including constraints and opportunities to achieving gender equality and women's empowerment; and
- share experiences of UN SWAP and accountability for gender equality and the empowerment of women within the UN system.

Current practice and examples

Examples of inter-agency coordination mechanisms

- Inter-Agency Network on Women and Gender Equality (IANWGE)
-UN-SWAP Inter-Agency Network
- Coordination with Regionally-based Agencies to promote GEWE (Ex. Rome, Geneva, Nairobi, etc.)
- Inter-Agency Standing Committee (IASC)
- UNDG Task Team on Gender Equality
- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) Inter-agency task force
- High Level Committee on Programmes (HLCP)/Chief Executives Board for Coordination (CEB)
- UN Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women

UN-SWAP Peer Reviews

In 2013 and 2014, Rome-based entities (WFP, IFAD and FAO) carried out UN-SWAP peer reviews by visiting each other and reviewing each other's UN-SWAP reporting procedures and results. They came together to:

- ▶ Map agency ratings with respect to 15 indicators
- ▶ Allocate agencies to lead discussion in areas where had comparative strength
- ▶ Have substantive discussion focused on variables where the most marked difference in performance was present.
- ▶ Share good practices.

Glossary

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

Equal Representation of Women
The goal of gender balance / gender parity / the equal representation of women and men applies throughout the United Nations system, and in every department, office or regional commission, overall and at each level. Gender parity applies to all posts, without regard to the type or duration of the appointment, the series of Staff Rules under which the appointment is made, or the source of funding.

Gender Equality – Equality Between Women and Men
"Gender equality" refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men are the same but that women's and men's rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but concerns all men, women, girls and boys. Equality between women and men is both a human rights issue and a precondition for, and indicator of, sustainable people-centred development.
Source: http://www.un.org/womenwatch/osagi/conceptsandefinitions.htm

Gender
"Gender" refers to the social attributes and opportunities associated with being male and female, and the associated relationships between women, men, girls and boys. The attributes, opportunities and relationships assigned to women and men, girls and boys, are socially constructed and are learned; they are context and time-specific, and thus subject to change. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources and decision-making opportunities.
Source: http://www.un.org/womenwatch/osagi/conceptsandefinitions.htm