




**PERFORMANCE INDICATOR
06**

POLICY



06. Performance Indicator: Policy

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



What is the Policy indicator?

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 number 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 Indicators.



How to use this performance indicator

Entities must have up-to-date gender equality and women's empowerment policies/plans (developed, reauthorised or revised, in the last five years) that include both equal representation of women and gender mainstreaming. These can be separate documents or can be included together in one document. Entities with a mainly support or administrative function (e.g. UNOG, UNOV, UNON, DGACM, OLA, OAJ, UNOMS) may focus their efforts on policies and strategies on the equal representation of women and organizational culture. As Performance Indicator 12 focuses on gender parity strategies, entities are encouraged to report on the implementation of gender mainstreaming policies/plans under Performance Indicator 6.



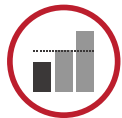
Evidence base

Examples of documents to attach to substantiate reporting:

- Gender mainstreaming policy/strategy
- Gender Action Plan/Implementation plan

- Gender parity strategy
- Documents to demonstrate that the policy is being monitored, for instance Gender Steering Board or Senior Management Team meeting agenda/minutes
- Senior level mechanism for accountability for promoting GEEW (e.g. Gender Steering Board TORs/agenda/minutes, Compact including GEEW goals)

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



How to approach requirements

To approach the requirements of this indicator, entities should be in the process of developing a gender equality and women's empowerment policy/strategy and plan.



How to meet requirements

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. To meet requirements entities must have in place that include:

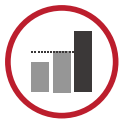
- a) Implementation strategy
 - implementation plan;
 - time frame for implementation;
 - resources needed for implementation; and
 - accountability of different levels of staff, including senior managers, for the promotion of gender equality and the empowerment of women, which is inclusive gender mainstreaming, 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.
- 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.

In addition, entity policies should include a section which outlines in detail the main GEEW results, tied to the SDGs, that the entity intends to achieve, and how these results will be tracked and reported. This can be an elaboration of the main strategic planning document.

Policies for the Equal Representation of Women

To meet the requirements on the equal representation of women, UN entities need to demonstrate, with supporting documentation as evidence, 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.



How to exceed requirements

To exceed requirements for this indicator, entities need to have an up-to-date gender equality and women's empowerment policy/strategy and implementation plan (including gender mainstreaming and the equal representation of women) - and have specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women. This could be, for instance, a Gender Equality Steering Board and/or GEEW-related goals included in the Senior Management Compact.



Example: Meeting Requirements

The **International Organisation for Migration (IOM)** adopted its Gender Equality Policy 2015-2019 with an accompanying strategic implementation plan in 2015. The Gender Coordination Unit (GCU) leads the implementation of the policy, in close collaboration with the business owners of the relevant sections. IOM's Diversity and Inclusion Workplan includes targets for gender parity and other activities to foster a gender-inclusive work environment. Implementation of the Diversity and Inclusion Workplan is coordinated by the Diversity and Inclusion Officer who is part of the Human Resources Management Division (HRM).

GCU, HRM and other relevant offices continue to inform staff about the Gender Equality Policy through various trainings and presentations at Headquarters and in the field. In particular, staff are informed about their specific responsibilities under the policy as they relate to, inter alia, project development and endorsement, monitoring and evaluation, human resources management, and so forth.

Regarding gender parity in staffing, in 2018, a Diversity and Inclusion Steering Committee was formed and met twice in 2018. The Committee is chaired by the Deputy Director General and has ten members in total. It is gender balanced, includes the Gender Officer (Head of GCU) and has representation from various levels and locations.

A Mid-Term Evaluation of the IOM Gender Equality Policy was finalized in late 2017 and distributed to IOM staff in May 2018. A report of the evaluation findings and recommendations, along with IOM's progress on implementing the UN- SWAP framework from 2012-2017, was distributed to IOM Member States in April 2018 and later presented to IOM Member States at the Standing Committee on Programmes and Finance meeting in June 2018.

The **Economic and Social Commission for Asia and the Pacific (ESCAP)** launched the ESCAP Gender Equality Policy (2019-2023) and Gender Equality Policy Implementation Plan (2019-2023) in November 2019. The Policy sets out the overarching architecture to promote targeted and mainstreaming efforts to integrate gender equality in the work programme and administrative operations of the organisation. The Implementation Plan identifies three key goals and strategic areas in terms of a) strengthened delivery of gender-related SDG results b) tracking financial resources for gender equality and c) strengthened institutional framework. ESCAP continues to implement its ESCAP Strategy on Gender Parity Implementation Plan (2018-2021), which includes a detailed action plan and dashboard to monitor its implementation. As annual review will take place to monitor progress on the implementation of the Policy and Plan.



Example: Exceeding Requirements

The **United Nations Industrial Development Organization (UNIDO)**'s Policy on Gender Equality and the Empowerment of Women includes performance requirements that align with the six pillars of the UN-SWAP (Accountability, Results-based Management, Oversight, Human and Financial Resources, Capacity Development, and Coherence and Knowledge, and Information Management) and respond to the respective performance indicators within each pillar. The gender policy highlights gender mainstreaming and the equal representation of women as key priorities for the Organization. In addition, the gender policy outlines the Organization's gender architecture, which introduced more senior accountability mechanisms to ensure the full and meaningful mainstreaming of gender at all levels and within all areas of work.

In addition, UNIDO has a Gender Equality and Empowerment of Women Strategy 2020-2023 that provides a clear results-oriented framework and plan of action. The gender strategy is fully aligned with the Organization's strategic planning documents. Similar to its gender policy, UNIDO's gender strategy aligns its focus areas with the six pillars of the UN-SWAP, including a road map to comply with UN-SWAP standards.

UNIDO's Gender Mainstreaming Steering Board oversees the implementation of UNIDO's gender strategy. It is chaired by the Director General and comprises the three Managing Directors (i.e. UNIDO's Executive Board). The authority and responsibility for achieving gender mainstreaming in UNIDO lies with the Director General.

The **United Nations Development Programme (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.

The **UN Office of Counter-Terrorism (UNOCT)** USG's compact with the Secretary-General contains three indicators that are fully aligned with UN-SWAP performance indicators. Namely, (1) number of projects/programmes implemented by UNOCT that produce gender responsive and substantive results; (2) systematic integration of meaningful and substantive human rights and gender considerations within statements and strategic planning documents; (3) A Gender Policy and Implementation plan are adopted and funded.



Additional Points

Policy-related documents can be found on the UN-SWAP Knowledge Hub housed on the online UN-SWAP reporting site.

A [Guidance on the preparation of a UN-SWAP 2.0- aligned gender equality and the empowerment of women policy](#) is available online.