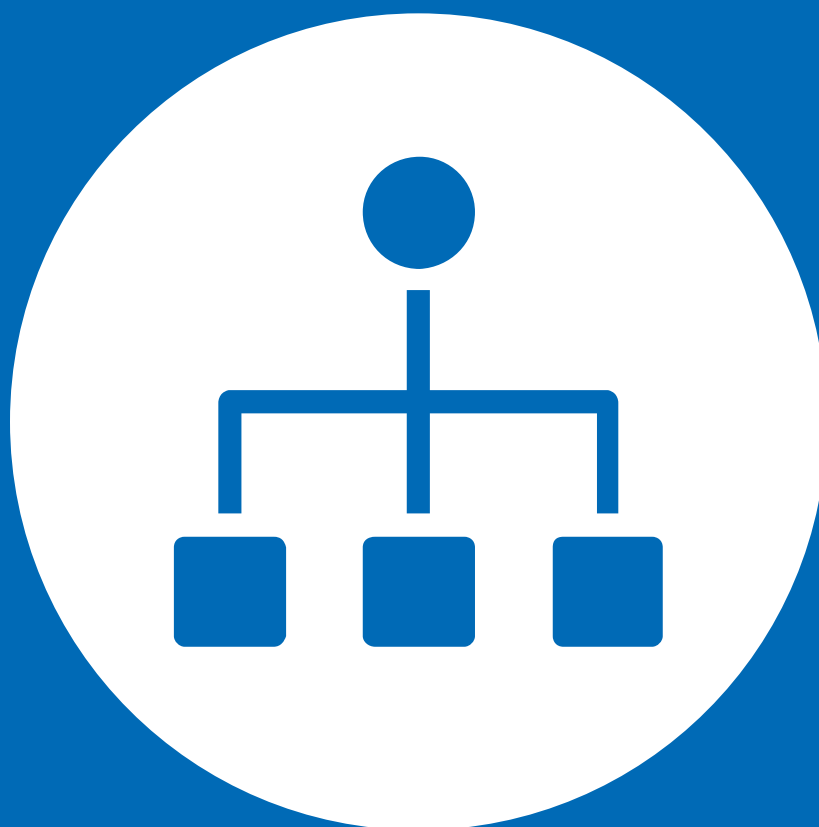





PERFORMANCE INDICATOR 11

GENDER ARCHITECTURE



11. Performance Indicator: Gender Architecture

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>11. Gender focal points or equivalent at HQ, regional and country levels are:</p> <ul style="list-style-type: none"> 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 	<p>11bi. Gender focal points or equivalent at HQ, regional and country levels are:</p> <ul style="list-style-type: none"> 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 <p>and</p> <p>11bii. Gender department/unit is fully resourced according to the entity mandate</p>	<p>11ci. Gender focal points or equivalent at HQ, regional and country levels are:</p> <ul style="list-style-type: none"> 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 <p>and</p> <p>11cii. Gender department/unit is fully resourced according to the entity mandate</p>



What is the Gender Architecture Performance Indicator?

Efforts to mainstream gender equality and the empowerment of women can be undermined by a lack of sufficient human and financial resources. Weak gender architecture, including understaffed and underfunded gender focal point networks and gender units, prevent UN entities from meeting their gender-related mandates. Given the paramount importance of ensuring adequate resourcing, the [2019 ECOSOC Resolution on Mainstreaming a gender perspective into all policies and programmes in the United Nations system](#), “requests the United Nations system, in particular UN- Women, in consultation with Member States, to address the issue of sustainable resourcing for the implementation of the System-wide Action Plan 2.0...”

Analysis of UN-SWAP 1.0 results has shown that entities with a dedicated Gender Focal Point system appointed at the P-4 or higher level, written Terms of Reference and a minimum requirement of 20 per cent of time allocated to gender equality work meet or exceed, on average, requirements for 1/3 more indicators than those entities that are missing a Gender Focal Point System. The lack of sufficient human and financial resources was highlighted by UN-SWAP reporting entities in 2020 as one of the most important factors to stall progress in the promotion of gender equality and the empowerment of women and girls.



Evidence base

Examples of documents to attach to substantiate reporting:

- Gender Focal Point TORs
- Overview of the gender unit's budget for the reporting year and list of posts (titles and grades of all staff in the unit/department)
- Organizational chart showing location of Gender Unit

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

An effective gender architecture supports the efficient use of human and financial resources for the achievement of gender equality and the empowerment of women across the UN system. To date, there is insufficient comparable data on the current gender architecture across the UN system to establish a comprehensive baseline.

To close the data gap and provide justification for the rating selection, **UN-SWAP reporting now requests the following data on financial and human resources for gender mainstreaming in the UN system:**

- Total number of entity staff
- Total cost of all entity staff

If the entity has a gender unit:

- Does the entity have a Gender Unit? Yes/No
- If yes:
 - Total number of staff in the gender unit
 - Total staff cost of gender unit
 - Has the remit of the gender unit recently expanded to address other cross-cutting issues than GEWE? Yes/No
 - If the gender unit addresses cross-cutting issues in addition to GEWE, please select all that apply:
 - Racism
 - Environment
 - Disability
 - LGBTQI+
 - Parity
 - Peace and security
 - Risk management
 - Education
 - Partnership and resource mobilization
 - Other (please describe):
 - Please explain the extent to which the additional cross-cutting issues have been accompanied by an increase of financial and human resources allocated to the Gender Unit.
 - Where is the gender unit located in the organigram / reporting lines?

All entities:

- Where is the gender parity function located?
- Total number of gender focal points in the entity
- Number of gender advisors and women's protection advisor posts that have been vacant for six months or more in the previous reporting year
- Does the entity have gender advisors/specialists (not part of the gender unit)? Yes/No.
- If yes:
 - Total number of gender advisors/specialists (not part of the gender unit)
 - Total cost of gender advisors (not part of the gender unit)



How to approach requirements

Gender Focal Points

To approach requirements for this indicator, entities need to have Gender Focal Points or equivalent at HQ, regional and country levels who are appointed from staff level P4 and above, have written terms of reference and have at least 20 per cent of their time allocated to gender focal point functions.

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.¹² 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 appointed from the P4 level or equivalent 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 equality functions in addition to their regular functions not related to gender equality 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.

It is recommended that, one of the designated responsibilities for the gender focal points should pertain to achievement of gender balance in staffing and representation of women. 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.

¹² 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://idev.afdb.org/en/document/mainstreaming-gender-equality-road-results-or-road-nowhere>



How to meet requirements

To meet this Performance Indicator, UN entities need to meet both requirements – gender focal points and a resourced gender unit.

Gender Unit

A Gender Unit or Equivalent (Office, Department, Branch, etc) is a separate organizational unit charged with coordinating the entity's work on GEEW through providing strategic support for the development of policies, projects, capacity building and strategic initiatives, etc.

The gender unit 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 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.

Gender units should be strategically placed in the entity and have adequate authority and capacity to influence entity's policies and decision-making. Optimally, gender units should be located at the highest possible level in the organigram and in direct connection with the executive office.

Strong gender architecture within an entity may be reflected by:

- senior gender personnel having roles within institutional decision-making and programmatic delivery, including authority/influence over budgets and policy (ie. extent to which perspectives of gender staff reflected in key policies, programmes and procedures);
- participation of gender-dedicated staff in cross-functional teams in priority issue areas (other than gender) and chairing internal task forces and inter-agency mechanisms;
- adequate capacity and training for gender personnel to carry out their functions; and
- associated budgets under gender experts' responsibility.



How to exceed requirements

To exceed requirements for this Performance Indicator, UN entities need to meet both requirements – gender focal points and a resourced gender unit – and have specific funds allocated to support gender focal point networking.



Examples: Meeting and Exceeding Requirements

The **Food and Agriculture Organization of the United Nations (FAO)** has established a Technical Network of gender focal points at headquarters and in the sub-regional and country 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 2020, there were approximately 40 GFPs and alternates at headquarters and more than 180 in decentralized offices. In addition to a D1 staff member and a few P5 staff members in the GFP network, many of the GFPs are appointed from staff level P4. FAO's GFPs have written terms of reference and they are requested to allocate 20 per cent of their time to the gender focal point functions. The time allocation is reflected in their annual work plans and in the annual performance evaluation process. In addition, specific funds have been allocated to support the GFP network through the Technical Network on Gender, which is coordinated by the Gender Team in the Inclusive Rural Transformation and Gender Equity Division.

The **International Labour Office (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. The 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.

The **International Training Centre of the International Labour Office (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.

The **United Nations Industrial Development Organisation (UNIDO)**'s gender policy has institutionalized and expanded the network of mid to senior level Gender Focal Points (P3 to Directors). According to the policy, Gender Focal Points (GFPs) are appointed in each Division of the organization and in field offices, are expected to devote 20 per cent of their time to GFP functions and serve for a period of 2 years. As of January 2020, there are 26 active Gender Focal Points at headquarters and numerous Gender Focal Point Alternates and additional Gender Supporters. In addition, UNIDO has an Office for GEEW, which serves as the institutional coordination point for the implementation of UNIDO's Policy and Strategy for GEEW and is in the Office of the Managing Director in the Directorate of Corporate Management and Operations. The Office is headed by a Gender Coordinator and normally consists of 2 full-time professionals as well as ad-hoc consultants supporting gender mainstreaming and administrative efforts.