PERFORMANCE INDICATOR

17

COHERENCE
### 17. Performance Indicator: Coherence

<table>
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<th>Approaches requirements</th>
<th>Meets requirements</th>
<th>Exceeds requirements</th>
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<td>17a. Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women</td>
<td>17bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and 17bii. Participates in a UN-SWAP peer review process</td>
<td>17ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and 17cii. Participates in a UN-SWAP peer review process and 17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity</td>
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### What is the Coherence indicator?

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

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

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

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

In particular, inter-agency meetings have been mentioned by reporting entities as one of the main drivers to propel and sustain progress. Opportunities for in-person interaction significantly and meaningfully solidify partnerships, support information sharing and peer learning, enhance coherence and strengthen coordination.
One way to share good practice, experience and mutual learning about components of UN-SWAP implementation, and gender mainstreaming more generally, is to conduct a UN-SWAP Peer Review. As a self-reporting exercise, UN-SWAP Peer reviews also offer an opportunity to enhance the accuracy and quality of UN-SWAP reporting. Continuous improvement in quality assurance methodologies for the UN-SWAP reporting process is essential to maintaining the credibility and accuracy of reporting.

Evidence base

Examples of documents to attach to substantiate the entity self-assessment for this indicator:

- Peer review report

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

How to approach requirements

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

How to meet requirements

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

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

The purposes of the peer reviews are to:

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

UN Women has developed a guidance note on peer reviews, including key questions to ask and a suggested process, and templates for collecting information to be reviewed and reporting on results.
Peer reviews can take place between gender offices or other entity offices which work on any of the UN-SWAP Performance Indicators, e.g. strategic planning, evaluation, audit or human resources offices. Peer reviews can also take place concerning specific Performance Indicators. Entities are encouraged to include staff from outside the gender office in peer reviews.

UN-SWAP Peer reviews should:

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

How to exceed requirements

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

Example: Meeting Requirements

Please see page 126 under Performance Indicator 16 for examples of inter-agency communities of practice on gender equality and the empowerment of 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.

In 2015, ESCAP and ESCWA participated in the UN-SWAP peer review exercise. The peer review was conducted in two stages. The first stage included a visit by ESCWA’s Senior UN-SWAP Coordinator to ESCAP to look at ESCAP’s experience. The second phase included a mission by ESCAP’s Chief of its Gender Equality and Women’s Empowerment Section to examine ESCWA’s experience. The peer
review focused on key progress made in each of the fifteen performance indicators and the key factors driving this change. It also identified key challenges obstructing improvements in certain areas and possible ways of breaking these obstacles.

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

Example: Exceeding Requirements

In 2019, the United Nations Development Programme (UNDP) supported the Office of the High Commissioner for Human Rights (OHCHR) to implement the OHCHR Gender Incentive Programme based on the UNDP Gender Seal methodology.