

**UN System-wide Action Plan
on Gender Equality
and the Empowerment of Women
and
Gender in the World Bank Group**

Ursula Funk

Introduction and background

- For decades the UN promoted gender equality and the empowerment of women – with changes in terminology from the participation of women to women's empowerment and gender equality
- 1975 First World Conference on Women in Mexico
- 1980 – Copenhagen, 1985 Nairobi, 1995 Beijing
- Increasing commitments of the Member States
- Beijing Platform of Action – Measures taken to improve implementation of gender commitments

Introduction and background

- Progress on gender equality slow
- In order to respond to the slow progress in the implementation of the gender commitments, the UN Chief Executives Board for Coordination (CEB) established a policy in 2006.

UN CEB Policy

The Policy noted the importance of: “*accelerating* our efforts to advance the agenda for achieving gender equality and the empowerment of women through the *practical implementation* of the globally agreed commitments contained in the outcomes of global United Nations conferences and summits and their follow-up, in particular the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the internationally agreed development goals, including those contained in the Millennium Declaration, the outcome of the 2005 World Summit and Security Council resolution 1325 (2000).”

UN CEB Policy

- CEB Policy committed members to:
“providing **strong leadership** within our organizations to ensure that a **gender perspective is reflected in all** our organizational **practices, policies and programmes.**”
- CEB Request: Establishment of an Accountability framework for Gender equality and the empowerment of women – CEB 2006/2

UN CEB Policy

- The Policy noted: “A United Nations system-wide action plan that includes indicators and timetables, allocation of responsibilities and accountability mechanisms and resources is essential to make the strategy of gender mainstreaming operational.”

UN System-wide Action Plan (UN SWAP)

UN-Women established in 2011

UN-Women developed the UN-SWAP with six elements:

1. accountability
2. results based management
3. oversight
4. human and financial resources
5. Capacity and
6. knowledge exchange and networking

UN SWAP: the process

- Consultations : over 50 entities, Departments and inter-agency coordination bodies, between July 2011 and February 2012
- Pilot experiences by 8 entities: identified results and challenges

Consultations process

- Tailored process:
 - **UN Secretariat:** focused on individual departments and cross-Secretariat offices
 - **Funds and programmes:** UNDP, UNICEF, UNFPA part of pilot;
 - **Specialized entities:** dedicated outreach including individualized briefings for FAO, WFP, ICAO, IMO and IMF, with IAEA included as a pilot
 - Additional consultations with inter-agency bodies (UNEG, UNRIAS, JIU)

Some conclusions of pilot experiences

- Pilots – Eight (UNICEF, UNDP, UNFPA, UNAIDS, IOM, OHCHR, ESCWA, IAEA,)
- UN CEB-SWAP:

Technically sound, viable and feasible

Still needs advocacy, must remain vital and energized, needs resources and technical support

Best if aligned with gender strategies still to be prepared

UN-SWAP: Content

- Reframed gender equality and the empowerment of women by moving from a **reactive to proactive** approach
- **Reporting framework:** indicators, timelines, resources, accountability
- **15 Performance Indicators**, rated at five levels: *not applicable, missing, approaches, meets, exceeds* (level of ambition reasonable)
- UN-Women prepared **technical Notes** to support each Performance Indicator

UN SWAP: Performance Indicators, meeting requirements: **Accountability**

The following **performance indicators** show for all 15 indicators what is necessary to meet or exceed the requirements:

A: Policy/plan and gender responsive performance management:

1. The Agency's **policy** is up to date on gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, and **policies and plans** are implemented

2. The assessment of gender equality and the empowerment of women is integrated into **core values and/or competencies** for all staff, with a particular focus on levels P4 or equivalent and above

UN SWAP: Performance Indicators, meeting requirements: **Results Based Management**

B. Strategic planning and results performance indicators:

3. The Agency includes gender analysis in the **central strategic planning document** and **main country programme documents**; and

The central strategic planning document includes at least **one specific outcome/expected accomplishment** and **one specific indicator** on gender equality and women's empowerment

4. The Agency **Monitoring and Reporting** on gender equality and women's empowerment provides results in relation to the central strategic planning document; and

All key entity **data is sex-disaggregated**, or there is a specific reason noted for not disaggregating data by sex

UN SWAP: Performance Indicators, meeting requirements: **Oversight**

C. Oversight:

5. Agency evaluations meet the **UN Evaluation Group** gender-related norms and standards

6. Entity **audit office fully resourced** to assess progress in promotion of gender equality and the empowerment of women every five years

7. **Program Quality control systems** fully integrate gender analysis

UN SWAP: Performance Indicators, meeting requirements: **Human and Financial resources**

D. Human and Financial Resources

8. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment

9. The financial benchmark for resource allocation for gender equality and women's empowerment mandate **is met** (question remains on where the benchmark is set)

UN SWAP: Performance Indicators, meeting requirements: **Human and Financial resources**

10. **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
- and ,

The entity has reached the **equal representation of women** for General Service staff and also at P4 and above levels

UN SWAP: Performance Indicators, meeting requirements: **Organizational culture and Capacity**

11. **Organizational culture** fully supports promotion of gender equality and the empowerment of women

E. Capacity

12. **Entity-wide assessment of capacity** of staff at HQ, regional and country levels in gender equality and women's empowerment is carried out and

13. A **capacity development plan** is established or updated at least every five years

UN SWAP: Performance Indicators, meeting requirements: **Knowledge exchange and networking**

14. **Knowledge** on gender equality and women's empowerment is systematically documented and publicly shared
and

The agency's **Communication plan** includes gender equality and women's empowerment as an **integral component** of internal and public information dissemination

15. The agency participates systematically in **inter-agency coordination mechanisms** on gender equality and the empowerment of women

UN SWAP Implementation

- UN SWAP was approved by the CEB in April 2012
- UN System asked to engage
- Principle of Self-Reporting
- Reports submitted by :
 - 55 entities (82%) in 2012
 - 62 entities (90%) in 2013

Elements of UN SWAP roll out strategy

- 1. Ongoing support: SWAP reporting framework
- 2. Technical support provided by UN-Women
- 3. Outreach to specialized entities
- 4. Coordination and Networking
- 5. Peer reviews

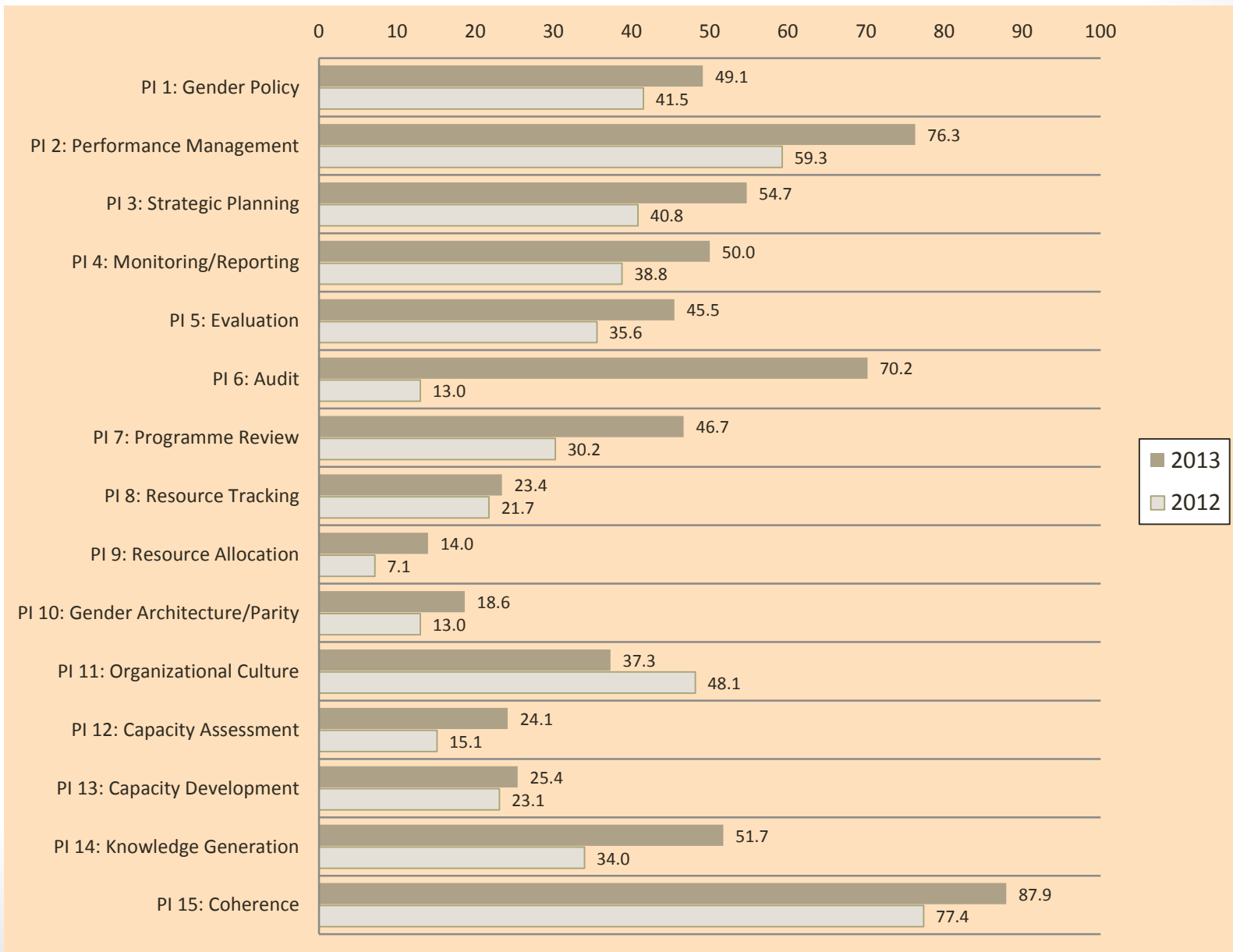
Elements of UN SWAP roll out strategy

- 6. Communication strategy
- 7. Input into Secretariat work on accountability, RBM and change management
- 8. Establishment of and orientation on web based reporting system for the SWAP
- 9. **Working Group** on accountability for gender equality development results at country and normative levels

Overview of preliminary findings

- Encouraging progress made between 2012 and 2013
- UN SWAP is effective and making a difference- driven by network
- Success story for UN System and individual entities
 - The United Nations system **meets or exceeds requirements in 42% of ratings** on performance indicators in 2013 vs. 31% in 2012 = an increase of 11% points.
 - The number of missing ratings has decreased from 17% in 2012 to 13% in 2013.
- Although progress is encouraging, systematic efforts still required to meet/exceed requirements by 2017.

Entities Meeting or Exceeding Requirements 2012 + 2013

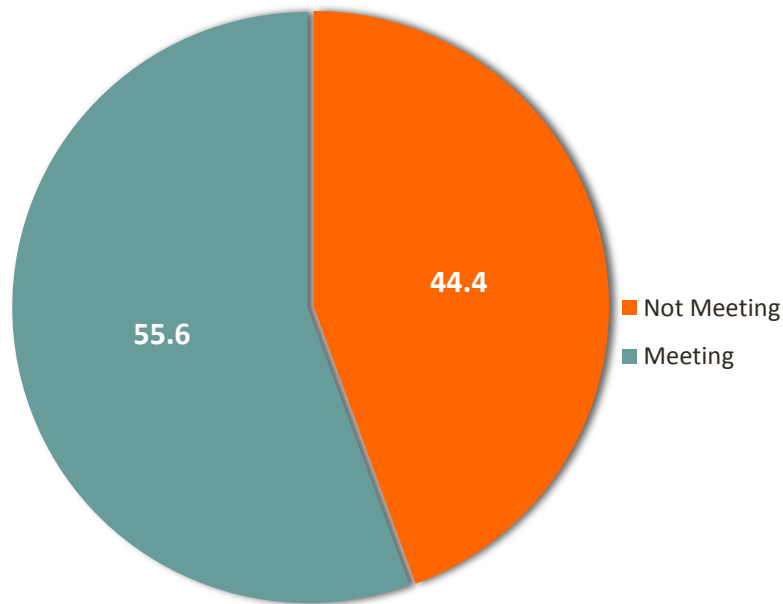


Performance in 2012 and 2013

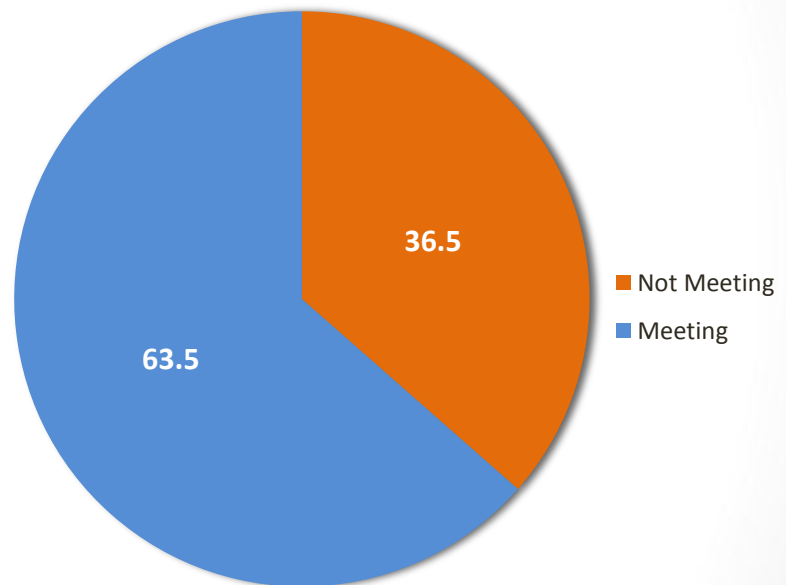
- Progressive improvement in performance between 2012 and 2013 achieved for 14 of 15 indicators, overall 11 percent
- Areas of particular growth include:
 - **Audit:** increase of 57% points for meeting or exceeding requirements – primarily because of UN Secretariat.
 - **Knowledge generation and communication:** increase of 18% points - primarily due to inclusion of GEEW in formal entity communication plans.
 - **Performance management:** increase of 17% points— primarily because of more accurate reporting from UN Secretariat.
 - **Programme Review:** increase of 17% points – primarily due to new gender markers and new programme review guidelines with greater incorporation of gender perspectives

Performance per Entity Type for 2013 – meet/exceed

Funds and Programmes



Specialized



Gender in the World Bank Group

- Also a long history to take gender considerations into account
- Gender Action Plan 2007 - 2011
- World Development Report on Gender 2012
- Paper on Implications of WDR on World Bank
- Gender-informed analysis, operations, monitoring
- Gender Focal Points, Regional Action Plans, Gender Labs – Impact Evaluations on «What works»
- Annual Update on the Implementation of the Gender Equality Agenda at the World Bank Group
- Significant analytical and operational work conducted across the WBG in FY14 to address priority gender gaps at the country and regional level as well as in using the institution's convening power to build support for this agenda
- Additional analytical reports: e.g. Voice and Agency

Gender in the World Bank Group

- In December 2012, the International Finance Corporation adopted gender as one of six cross-cutting strategic priorities, with an overarching goal of strengthening women's roles as leaders, entrepreneurs and stakeholders and a new gender strategy, and mainstreamed gender throughout the Performance Standards and instituted structural reforms
- Strong WBG's corporate commitments, first key targets met
- Need for further deepening and greater attention to impacts and results on the ground
- Gender maintained as a special theme in IDA 17 with stronger indicators, scorecard
- Support to country teams intensified and enhanced efforts to address critical knowledge and data gaps.
- Senior Gender Director and New WBG Strategy in preparation

Conclusions and recommendations

Long process – needs perseverance

Factors most critical to progress:

- Commitment of senior most and senior management
- The development and endorsement of a gender equality policy
- Most prominent reason for stalled progress:
 - Inadequate staffing, resources and capacity for promoting gender equality

Conclusions and recommendations

- Institutional measures versus the human factor
- Progress through positive competition between institutions
- Need to increase human and financial resources
- Capacity building and coaching
- Clear communication – what does gender mean - creating understanding at different levels
- Increase gender expertise
- Engaging men – Gender stereotypes limit women and men – gender equality can have advantages for men – complementarity and partnership
- Creating networks and alliances for change and transformation