



**SYSTEM-WIDE ACTION PLAN
FOR IMPLEMENTATION OF THE
UNITED NATIONS CEB POLICY
ON GENDER EQUALITY AND
THE EMPOWERMENT OF WOMEN**

FACILITATED BY UN WOMEN

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ACRONYMS

CEB	Chief Executives Board for Coordination
ECOSOC	Economic and Social Council
GFP	Gender focal point
HLCP	High Level Committee on Programmes
IANWGE	Inter-Agency Network on Women and Gender Equality
OECD-DAC	Organisation for Economic Cooperation and Development-Development Assistance Committee
RBM	Results Based Management
SWAP	System-wide Action Plan
UNCT	United Nations Country Team

1. INTRODUCTION

1.1 Background

A UN System-Wide Policy on Gender Equality and the Empowerment of Women was endorsed by the Chief Executives Board for Coordination (CEB) in October 2006, as a means of furthering the goal of gender equality and women's empowerment within the policies and programmes of the UN system, and implementing the ECOSOC agreed conclusions 1997/2.¹ The CEB policy notes: "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." This document responds to the CEB call for a system-wide action plan (SWAP).

The policy commits CEB members to: "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)."

The CEB policy further commits members to: "providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programmes." The policy sets out six key elements for promotion of gender equality and women's empowerment:

- Strengthening accountability² for gender equality results among staff at all levels in order to close implementation gaps both in policy areas and in the field
- Enhancing results-based management for gender equality by utilizing common-system indicators and measurement protocols
- Establishing oversight through monitoring, evaluation and reporting by utilizing, inter alia, peer reviews, gender audits as well as collecting sex-disaggregated data

¹ CEB/2006/2: *United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact.* http://www.un.org/womenwatch/ianwge/gm/UN_system_wide_P_S_CEB_Statement_2006.pdf
See Annex 1 for the policy.

² A/RES/64/259 defined accountability in its operative paragraph 8 as follows:
"Accountability is the obligation of the Secretariat and its staff members to be answerable for all decisions made and actions taken by them, and to be responsible for honouring their commitments, without qualification or exception; accountability includes achieving objectives and high-quality results in a timely and cost-effective manner, in fully implementing and delivering on all mandates to the Secretariat approved by the United Nations intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards; truthful, objective, accurate and timely reporting on performance results; responsible stewardship of funds and resources; all aspects of performance, including a clearly defined system of rewards and sanctions; and with due recognition to the important role of the oversight bodies and in full compliance with accepted recommendations." The SWAP has been developed taking into account recent literature on accountability in the UN system, including the 2010 Report of the Secretary-General Towards an accountability system in the United Nations Secretariat (A/64/640), individual UN entity accountability frameworks, and a draft of the Joint Inspection Unit review of accountability mechanisms in the UN system.

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- Allocating sufficient human and financial resources including better utilization of current resources, joint programming, allocation of additional resources where required, alignment of resources with expected outcomes and tracking the utilization of resources
- Developing and/or strengthening staff capacity and competency in gender mainstreaming by adopting both common-system and individual organizations' capacity development approaches
- Ensuring coherence/coordination and knowledge/information management at the global, regional and national levels

1.2 Conceptual basis of the SWAP

The SWAP is one of three inter-connecting mechanisms which will establish, in response to the CEB policy, a comprehensive UN accountability framework for gender equality and women's empowerment³, as follows:

1. Development of a SWAP at the corporate level. The focus of the SWAP is on corporate processes and institutional arrangements at the individual entity level, to support achievement of gender equality and the empowerment of women. As such, the Performance Indicators in the SWAP are at the process level, rather than at the level of results. Development results are to be covered under the third mechanism of the comprehensive accountability framework, for which see point 3 below.
2. The United Nations Country Teams (UNCT) Performance Indicators for Gender Equality and the Empowerment of Women, introduced in August 2008.⁴ The UNCT Performance Indicators focus mainly on joint processes and institutional arrangements within the UNCT that will lead to gender equality and the empowerment of women (e.g. the gender-sensitivity of the UN Development Assistance Framework, and joint programmes). The Performance Indicators in the SWAP have been aligned with the UNCT Performance Indicators, with use of the same language where there is overlap in measures (i.e. reflection of gender in the central planning document; training; and use of sex-disaggregated data).

³ UN Women's mandate requires it to "lead coordinate and promote accountability of the work of the UN system on gender equality and the empowerment of women." This includes both gender mainstreaming and the equal representation of women. For a glossary of key terms, see the Technical Notes accompanying this document.

⁴ See <http://www.undg.org/index.cfm?P=222> for details.

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3. Accountability for the United Nations system's contributions to gender equality development results at country and normative levels, plans for which are proposed in Section 3. Whereas the SWAP and UNCT Performance Indicators focus mainly on processes, this mechanism will focus on actual development results to which the UN system contributes at country and normative levels. To ensure that the accountability framework is holistic, connections will need to be made between the first two mechanisms on process, and the third on development results, as the latter is developed.

To be successful leaders on gender equality and women's empowerment senior managers need clear guidelines as to what they are accountable for, aspirational indicators towards which to strive, and adequate resources and capacity in their entities. The accountability framework will support this by establishing a common understanding of as well as minimum requirements and aspirational guides for gender equality and women's empowerment. This in turn will facilitate an analysis of strengths and weaknesses across the UN system across the six CEB elements noted above, and identify the resources and capacity needed to build on strengths and fill gaps.

By establishing this common understanding of gender equality and women's empowerment, the accountability framework will increase coherence across the UN system, as requested by the CEB. Planning, monitoring, evaluation and reporting will be based on a common set of Performance Indicators, which individual entities can use and adapt to meet their own mandates on gender equality and women's empowerment.

Following the CEB policy, the SWAP includes both human resources and substantive elements. Human resources includes internal functions such as: performance appraisal for staff, compacts and any other accountability mechanisms for senior managers; UN staff capacity development; and the equal representation of women. Substantive elements include: strategic planning; programme review; evaluation; monitoring and reporting; and knowledge generation and management.

The SWAP provides an overarching framework for the UN system. It has been developed respecting the work of individual entities, which should continue to develop their own policies and plans on gender equality and women's empowerment; in fact, this is one of the requirements of the SWAP. Entity-specific policies and plans can draw on and adapt the SWAP dependent on their individual mandates. However, all entities will be expected to report on the SWAP Performance Indicators.

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1.3 Process of developing the SWAP

The development of the SWAP involved an extensive consultative process between July 2011 and February 2012 involving over 50 entities, Secretariat Departments, and inter-agency coordination bodies, facilitated by UN Women. A list of those consulted can be found in Annex 2. Meetings and conference calls were first held with gender focal points or their equivalent, followed by consultations within entities with relevant departments and units, led by the gender focal point or equivalent, followed by debriefing sessions with UN Women. UN Women consolidated comments on the various SWAP drafts and responded to each comment individually.

A key element in the consultative process was piloting of the SWAP by eight entities – ESCWA, IAEA, IOM, OHCHR, UNAIDS, UNDP, UNFPA, and UNICEF – from November 2011 to February 2012. Piloting entities included a representative sample from the UN system. Piloting entities tested the SWAP reporting framework (which can be found below) and validated the SWAP Performance Indicators. The process of completing the SWAP narrative framework was considered after the piloting to be manageable in most parts of the UN system, and technical support will be provided where this is not the case (see the roll-out strategy in Section 4).

The SWAP was also formulated based on a review of the large number of gender equality and women’s empowerment policies and plans developed, as well as evaluations, audits and reviews carried out, inside and outside the UN system over the last 15 years. It also involved a review of accountability, oversight and results based management experience and literature inside and outside the UN. For further details see the Background Paper to the consultations.⁵

Overall the process of development and refinement of the SWAP constitutes one of the most comprehensive consultations of its kind carried out on gender equality and the empowerment of women in the UN system.

1.4 Outline of the SWAP

This document outlines in Section 2: a matrix of Performance Indicators that set out minimum requirements for UN entities on gender equality and women’s empowerment; reporting requirements by entities and for the system as a whole, including timelines for reporting and by when the minimum requirements need to be met; and details on the main responsibilities and accountabilities and resources related to the SWAP. Section 3 proposes a plan of action for finalizing the third mechanism in the accountability framework, for gender equality development results at country level. Section 4 outlines the roll-out strategy for the SWAP.

⁵ UN Women (2011) “System-wide Action Plan for Implementation of the CEB policy on gender equality and the empowerment of women. Background paper for consultations.” Mimeo. Available on request. For a listing of current gender equality and women’s empowerment policies and plans, go to <http://www.un.org/womenwatch/ianwge/repository/>

2. SWAP REPORTING FRAMEWORK

This Section covers the SWAP reporting framework, including Performance Indicators and rating, timelines, responsibility, and resources required. Two types of timelines are discussed, timelines for reporting, and timelines for improving performance. The reporting framework is set out in Figure 1. The components of the reporting framework are explained in this Section.

Figure 1: SWAP reporting framework

6 elements of the CEB policy	Performance Indicators	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
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The 6 elements of the CEB policy in Figure 1 refer to the CEB policy areas as set out in Section 1 of this report. UN Women will provide the reporting framework to entities in a web based format.

2.1 SWAP matrix of Performance Indicators

Table 1 sets out the matrix of Performance Indicators agreed across the system for reporting on gender equality and women’s empowerment at the corporate level. Meeting these Performance Indicators across the UN system will be central to ensuring accountability and leadership.

The matrix includes a five level rating system:

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

The ‘meets requirements’ rating is set as a minimum for UN entity performance, based on UN inter-governmental mandates on gender equality and women’s empowerment. To achieve a particular rating the entity must meet all of the Performance Indicators. For example, under the element: “Strategic planning” in Table 1 there are two Performance Indicators to meet requirements; the entity would have to be considered adequate on both of these Performance Indicators to meet requirements. Because of challenges of assigning weights to different Performance Indicators, ratings will not be aggregated by entity into a composite rating. Rather, ratings will be aggregated across the UN system by Performance Indicator. When completing the reporting framework, entities should include in the third column a brief note on why the chosen rating has been given, including any data sources.

2. SWAP REPORTING FRAMEWORK

If an entity does not meet the “approaching requirement” rating, it should be rated as “missing”. If a Performance Indicator is not relevant for an entity, this should be rated as “not applicable” (e.g. where there is no central strategic planning document).

Technical Notes for each Performance Indicator are provided as a separate document, and set out: links to the relevant UN inter-governmental mandate; what the Performance Indicator means; how to complete the rating; and current practice and examples. These Technical Notes are a “living document” and will be updated periodically.

The Performance Indicators are intended to be a mutually reinforcing set of measures. For example: a competency on gender equality and the empowerment of women will support capacity assessment and development; tracking resource allocation will help ensure that adequate resources are allocated to capacity development; and gender-responsive auditing will ensure that entities have the capacity to fulfil their gender equality and women’s empowerment mandate.

Table 1: Matrix of Performance Indicators

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
A. ACCOUNTABILITY	1. POLICY AND PLAN	MISSING OR N/A	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 ⁶	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
	2. GENDER RESPONSIVE PERFORMANCE MANAGEMENT		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

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

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
B. RESULTS	3. STRATEGIC PLANNING	MISSING OR N/A	APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
			3a. Gender analysis in the central strategic planning document and main country programme documents or 3a The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment	3bi. Gender analysis in the central strategic planning document and main country programme documents and 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	3ci Gender analysis in the central strategic planning document and main country programme documents and 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
	4. MONITORING AND REPORTING		4a. Reporting on gender equality and women's empowerment results in relation to the central strategic planning document or 4b. All key entity data is sexdisaggregated, 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 sexdisaggregated, 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 sexdisaggregated, or there is a specific reason noted for not disaggregating data by sex and 4ciii. Entity RBM guidance mainstreams gender equality and the empowerment of women

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
C. OVERSIGHT	5. EVALUATION	MISSING OR N/A	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
	6. GENDER RESPONSIVE AUDITING		6a. Entity audit office partly resourced to assess progress in promotion of gender equality and the empowerment of women	6b. Entity audit office fully resourced to assess progress in promotion of gender equality and the empowerment of women every five years	6ci. Entity audit office fully resourced to assess progress in promotion of gender equality and the empowerment of women every three years and 6cii. ILO Participatory Gender Audit or equivalent carried out at least every five years
7. PROGRAMME REVIEW		7a. Programme quality control systems partly integrate gender analysis	7b. Programme quality control systems fully integrate gender analysis	7ci. Programme quality control systems fully integrate gender analysis and 7cii. Recognition in place for programmes that excel on gender equality and women's empowerment	

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
D. HUMAN AND FINANCIAL RESOURCES	8. FINANCIAL RESOURCE TRACKING	MISSING OR N/A	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
	9. FINANCIAL RESOURCE ALLOCATION		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
	10. GENDER ARCHITECTURE		10ai. 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 or 10aai. 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 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 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 and Funds linked to the entity irrespective of budgetary source and 10ciii. Gender department/unit is fully resourced according to the entity mandate

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
D. HUMAN AND FINANCIAL RESOURCES	11. ORGANIZATIONAL CULTURE	MISSING OR N/A	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
E. CAPACITY	12. ASSESSMENT		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 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	121ci. Entity-wide assessment of capacity of 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
	13. DEVELOPMENT		13a. Working towards ongoing mandatory training for all levels of 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

AREA OF THE CEB POLICY	ELEMENT	PERFORMANCE INDICATORS			
F. COHERENCE, KNOWLEDGE AND INFORMATION MANAGEMENT	14. KNOWLEDGE GENERATION AND COMMUNICATION	MISSING OR N/A	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 share 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
15. COHERENCE		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 the SWAP peer review process	

2. SWAP REPORTING FRAMEWORK

2.2 Format and timelines for reporting

Reporting processes

Reporting on the SWAP will mainly be through self-assessment, which will take place once a year. The data from self-assessment will be analysed in two main ways. The first is internal analysis by entities in relation to their own performance; the second is system-wide analysis, which will be carried out by UN Women, which will act as a depository for individual entity reports.

Self-reporting will be supported by entity peer review, which will be carried out on an ongoing basis, facilitated by UN Women. Peer review will involve one entity visiting another and reviewing the SWAP reporting procedures and results, similar to the OECD-DAC peer review of entity evaluation functions.⁸ The purposes of the peer review will be to:

- Promote cross-agency learning about accountability mechanisms and functions
- Review the SWAP process within entities, including constraints and opportunities
- Share experience concerning the SWAP and accountability for gender equality and the empowerment of women within the UN system

Guidance on the peer review process will be developed during the roll-out of the SWAP in 2012.

A review of SWAP reporting by an external body such as JIU is also being considered once every five years.

Reporting for individual entities has been set up to add as little as possible additional work. Reporting on most of the Performance Indicators in Table 1 will involve collecting data that is readily available in many entities. The piloting process and consultations revealed that some entities may need technical support for reporting, which is being factored into the roll-out strategy for the SWAP (see Section 4).

As part of the reporting process, entities will be expected to set out clearly in the reporting matrix actions that will be taken when the entity does not meet the requirements, including responsibility for follow-up, timing of follow-up, and resources required.⁹ Resources should include both staff time and financial resources.

⁸ <http://www.oecd.org/dataoecd/12/56/41612905.pdf>

⁹ While it is preferable to include a timeline and budget for follow-up, this may not be possible in all cases because of individual entity planning cycles.

2. SWAP REPORTING FRAMEWORK

Qualitative reporting

Entities should include a narrative report of one to two pages along with their reporting framework, noting causes of results, and changes in relation to the entity mandate, and advances and challenges in promoting gender equality and women's empowerment that are not captured in the reporting framework. A format for the narrative report will be provided as part of the web-based reporting system.

Reporting for 2012

Given that the SWAP is to be presented for approval to the CEB in April 2012, it will not be possible to either report on or undertake its full roll out across the UN system during that year. Instead, UN Women will report on the process and lessons of the process of development and piloting of the SWAP, and distribute a questionnaire for 2012 based on the SWAP Performance Indicators and particularly directed at the pilot entities, the responses to which will be analysed by UN Women and feed into the Report of the Secretary-General to ECOSOC on "Mainstreaming a gender perspective into all policies and programmes in the UN system".

Reporting for 2013

Using the web based tool developed by UN Women for the SWAP, completed SWAP matrices should be provided to UN Women by early January 2013. The web platform is expected to also allow UN Women to develop a substantive data base of SWAP framework relevant policies and practices across the UN System.

UN entities will be expected to meet all of the requirements in Table 1 by reporting for 2017, or set out why the requirements are not relevant to their entity. For UN entities with less than 500 staff, or with a mainly technical focus, the time period for meeting requirements can be extended to 2019 if needed.

Reporting to the HLCP/HLCM

The CEB requested regular reporting to its High Level Committees, which will initially be carried out on a biennial basis, with first reporting in 2014.

Reporting to governing bodies

Entities will determine internally if reporting to their governing body against the SWAP is relevant, based on their governance structures.

Reporting to ECOSOC

Entity reporting on the SWAP will be aggregated by UN Women to feed into the Report of the Secretary-General to ECOSOC on "Mainstreaming a gender perspective into all policies and programmes in the UN system".

2. SWAP REPORTING FRAMEWORK

2.3 Accountability and resources

Entity level

A central purpose of the SWAP is to improve promotion of gender equality and women's empowerment across the UN system, using a common set of Performance Indicators to measure this. For this reason, developing follow-up plans where entities do not meet minimum requirements is central to the exercise. It will be key for departments other than the gender department and/or focal point to take the lead in developing follow-up plans and allocating resources for follow-up where minimum requirements are not met.

System-wide level

It will be UN Women's responsibility to identify the main system-wide strengths and weaknesses, and to coordinate work on how strengths can be built on and gaps filled, in consultation with entities. This will include supporting the centres of excellence in different areas of the SWAP, outlined in Section 4.

Resources and timelines for improvement

The second level of resources will be at the system-wide level. Funding allocated by individual entities in the SWAP reporting framework can be aggregated to give concrete figures on the amount that the UN system is disbursing to improve its performance on gender equality and women's empowerment. The analysis of SWAP reporting will support coherence by identifying those areas where entities can partner and support each other to work together towards common goals, as well as key areas for UN Women's intervention.

2.4 Completing the SWAP reporting framework

Figure 2 presents an example of a completed section of the reporting framework, *for illustrative purposes*.

6 elements of the CEB policy	Performance Indicators	Rating and explanation of why rating has been given, including data sources	Timeline for improvement ¹⁰	Responsibility for follow-up	Resources required
1. Accountability	Up to date gender equality and women's empowerment, and gender balance, policies and plans implemented	Approaches requirement <u>Reason</u> - policy being developed but not in place	Policy to be in place and implementation to begin in May 2013	Policy unit	-US\$30,000 for completion of policy -US\$200,000 each year over four years (2013-2017) for implementation

¹⁰ While it is preferable to include a timeline and budget for follow-up, this may not be possible in all cases because of individual entity planning cycles.

3. ACCOUNTABILITY FOR GENDER EQUALITY DEVELOPMENT RESULTS AT COUNTRY AND NORMATIVE LEVELS

UN Member States have for some time been requesting strengthened accountability for gender equality results at the country and normative levels. The development of both the SWAP and the UNCT Performance Indicators for Gender Equality and the Empowerment of Women, both of which focus mainly on processes, has been accompanied by similar requests from different UN entities.

It is proposed to set up an inter-agency working group, chaired by UN Women, on accountability for gender equality development results at country and normative levels. The working group would have at least a one-year mandate and would present the third level of the comprehensive accountability framework to the CEB. Tasks will consist of the following, with timelines to be determined:

- Synthesising findings from relevant work on accountability for gender equality development results at country and normative levels
- Developing a prototype system for ensuring accountability for gender equality and women's empowerment development results at country and normative levels
- Ensuring coherence between this prototype and the SWAP, and the UNCT Performance Indicators for Gender Equality and the Empowerment of Women
- Piloting the prototype system in at least five countries (to include equitable geographical distribution, presence of multiple institutions in country, and prior information to selected countries to allow background work)
- Finalizing the country level gender equality results framework
- Presenting the framework to the CEB

4. ROLL-OUT STRATEGY FOR THE SWAP

The following table, based on input received during the consultations for development of the SWAP and the piloting process, sets out the roll-out strategy for the SWAP during 2012. UN Women will play a coordinating function and elicit support from entities on an ongoing basis.

Activity	Rationale
1. Ongoing technical support from UN Women concerning the SWAP reporting framework	Entities will require ongoing support as they prepare for first SWAP reporting in 2013. UN Women will provide a help desk.
2. Establishment of centres of good practice in SWAP Performance Indicators	UN Women cannot lead on all areas of the SWAP and has sought support from the rest of the system. Centres of good practice will become repositories of best practice in the areas covered by the Performance Indicators (strategic planning, audit etc), and support the system in meeting the requirements of the Performance Indicators.
3. Outreach to specialized entities	Specialized entities with a mainly technical focus face greater challenges than the rest of the UN system, and will require tailored support from UN Women. Formulation and implementation of an action plan with specialized entities is required.
4. Coordination and Networking	There are significant gains to be made through supporting synergies around the SWAP and coordinating the system on meeting the Performance Indicators, e.g. in relation to development of policies and plans, rolling out of a system-wide gender marker, and training. Networks can be set up geographically (e.g. Geneva, Vienna), and special events can be held on request. UN Women will take a lead role in this.
5. Peer reviews	The SWAP includes a peer review mechanism where entities with similar mandates will visit each other to ensure accurate reporting on the SWAP, and share experience on good practices and challenges. UN Women will provide methodological guidance and ongoing technical support related to peer reviews. Costs of the peer review visits will rest with individual entities.

4. ROLL-OUT STRATEGY FOR THE SWAP

Activity	Rationale
6. Communication strategy	Development of a communication strategy on the SWAP with Member States, donors and partners, by UN Women.
7. Input into Secretariat work on accountability, RBM and change management	UN Women can have significant input into the change management process, to promote gender equality and equal representation of women.
8. Establishment of and orientation on web based reporting system for the SWAP	Establishment of a web based tool is essential for systematization of system-wide practice and policy relevant to the SWAP and for efficiencies with respect to regular reporting, led by UN Women.

ANNEX 1 CEB POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

UNITED NATIONS SYSTEM-WIDE POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN: FOCUSING ON RESULTS AND IMPACT¹¹

Preamble

We, the members of the United Nations System Chief Executives Board for Coordination are committed to 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).

We reaffirm that the full and complete realization of the human rights of women and girls as an inalienable, integral and indivisible part of all human rights and fundamental freedoms is essential for the advancement of development, peace and security. It is consistent with principles enshrined in the Charter of the United Nations, the Universal Declaration of Human Rights and other international human rights instruments, in particular the Convention on the Elimination of All Forms of Discrimination against Women, and is essential for the advancement of development, peace and security.

Policy statement

We state our intention and commitment to continue to pursue the goals of gender equality and the empowerment of women, both collectively within the United Nations system and individually within our specific organizations, through coherent and coordinated implementation of the gender mainstreaming strategy adopted by the Economic and Social Council in its agreed conclusions 1997/2.

We commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programmes.

¹¹ This statement is extracted from the report of the CEB from the Second regular session of 2006.

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We remain determined to advance the agenda of gender equality and the empowerment of women through the utilization of knowledge, expertise and experience available throughout the United Nations.

We shall use the complementary and comparative advantages of each United Nations entity to address gender equality in the concrete areas of development, peace and security and as a cross-cutting issue.

We also undertake to accelerate our efforts to achieve the goal of gender balance among all categories of United Nations employees, in particular at decision-making levels.

We shall employ the diversity of our experiences, expertise and cultures within the United Nations system as a source of inspiration and creativity to achieve a strong partnership among our organizations in a collective endeavour to advance our common objective of promoting gender equality and the empowerment of women.

Strategy

Gender mainstreaming as a key strategy for achieving gender equality and the empowerment of women is intended to work in conjunction with women-specific actions. It should not be seen as replacing them, but rather as supplementing and enhancing their effectiveness.

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.

The main elements of the strategy include:

(a) Accountability. Accountability processes and mechanisms will be strengthened or developed within the United Nations system in a coherent, coordinated and consistent manner. Such a system-wide approach to accountability will make it possible to assess progress and gaps at all levels of the Organization's work on gender mainstreaming, both in policy areas and in the field. The accountability mechanisms will incorporate and build on those that have been proved most effective in their use by United Nations entities and/or partner organizations. While coherent system-wide accountability is the desired goal, individual

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United Nations entities will retain their ability to add or enhance their internal approaches to accountability and to take into account their specific mandates and roles. However, such efforts should not circumvent, diminish or otherwise compromise the system-wide efforts.

(b) Results-based management for gender equality. Results-based management will be further strengthened throughout the United Nations system. By utilizing common-system indicators and measurement protocols, where applicable, United Nations system-wide results-based management for gender equality will provide timely information to senior managers to enable them to make strategic decisions. This would enhance their entity's work on gender equality and serve as an invaluable approach for working with Member States at the country level to ensure that the focus is on results and impact as opposed to processes alone.

(c) Oversight through monitoring, evaluation, audit and reporting. 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. The establishment of common indicators and benchmarks in the context of monitoring, evaluation and reporting will be a determining factor in making the achieved progress measurable and visible. Reviews of tangible results in gender mainstreaming through external and internal programme evaluations, gender audits and peer reviews are some of the important tools for assessing the impact of the work of the United Nations system, especially at the country-level. This approach will help to close the gap in the collection and analysis of sex-disaggregated data within the United Nations system at the programme level as well as with partner countries. The lack of sex-disaggregated data is one of the major barriers to the accurate assessment of how policies and programmes to promote gender equality and to empower women should be refined, designed and implemented.

(d) Human and financial resources. To achieve desired outcomes, adequate human and financial resources will be allocated to the implementation of gender mainstreaming. This will entail better utilization of current resources, the assignment of additional resources where required and the alignment of resources with expected outcomes. The development of common-system approaches whereby the entire United Nations system will apply agreed-upon norms and standards, indicators and targets, and evaluation frameworks will considerably

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reduce duplication of efforts, especially at the country level. At the same time, opportunities for joint programming, including with Member States through the United Nations country teams, will be created. Applying these strategies will contribute to the optimal use of both human and financial resources, since competing system-wide organizational priorities will be significantly reduced.

(e) Capacity development. Developing and/or strengthening staff capacity and competency in gender analysis are essential to the successful mainstreaming of a gender perspective into policies and programmes. A significant proportion of staff throughout the United Nations system, including senior management, has serious gaps in expertise in that area. This contributes to an inadequate and often negligible effort within the United Nations system to identify and address gender issues in many sectors. Staff members who are responsible for programme design and implementation, as well as those responsible for technical advisory services, require capacity development in order to ensure that a gender perspective is reflected in their work at all times. These capacity gaps need to be addressed comprehensively and systematically, including through awareness-raising campaigns and training, at the individual, entity and system-wide levels so that the United Nations system becomes fully capable of delivering gender equality results. Both common-system and individual organizations' approaches to capacity development for gender equality will be used.

(f) Coherence, coordination and knowledge and information management. Coherence and coordination of efforts in the implementation of the gender mainstreaming strategy are essential if there are to be meaningful results towards the achievement of the goals of gender equality and the empowerment of women. Notwithstanding the specific mandates of United Nations entities, the overall system must reinforce common goals and consistent working methods in promoting gender equality and the empowerment of women. This is especially important at the country level in order to allow Member States to interact with a harmonious United Nations team. The knowledge management system that will include experiences, expertise and practices of various United Nations entities on the promotion of gender equality and women's empowerment will be established for use by United Nations entities themselves, the country teams and Member States and other partners. Such a coordinated effort, when managed well and made easily accessible, will form a powerful asset for technical and advisory services, including in-country training, designed to achieve gender equality results.