

UN Agencies Gender Architecture Mapping and Costing Study

UN System Coordination Division, UN Women
April 2022

Introduction

Background

- The current study is a part of the 2019-2021 Mapping and Costing Studies of Gender Equality Architecture (GAMC) across the United Nations system based on information collected from the entities and updated through October 2021. UN Women initiated this analysis of existing arrangements and resources within UN entities to implement the gender mainstreaming function. This exercise seeks to identify gaps and opportunities to improve, as well as to address the need to define further standards. The initial steps intended to collect start-up data on the human and financial resources devoted to gender equality work in UN entities and to conduct an analysis of the extent to which available resources meet the commitments to gender equality and empowerment of women (GEWE) as outlined in the 2030 Agenda for Sustainable Development and the ongoing reform of the UN System
- Further to this, the Secretary-General High-Level Task Force on Financing for Gender Equality recommended all UN entities to (1) establish the baseline investment in human resources for achieving GEWE objectives; (2) determine the existing human resources within the gender architecture; (3) provide budget allocations to meet no less than the established baseline; and (4) monitor gender architecture requirements and performance regularly. This recommendation was adopted in December 2019 by the Executive Committee of the Secretary-General together with other recommendations addressing financial resource tracking and allocations for gender equality and the empowerment of women.

Objectives and Presentation of Findings

- Since the initial passage of the System-Wide Action Plan (SWAP), entities have developed and implemented gender policies, increased senior level accountability for GEWE, improved and made new efforts to integrate gender focal points and gender mainstreaming in their work and planning, and participated in inter-agency coordination mechanisms.
- In December 2019, the High-Level Task Force on Financing Gender Equality concluded that financing for gender equality remains insufficient across the United Nations and that, without investment in gender equality outcomes, results will remain elusive. The Task Force recommendations offered practical ways to address current gaps and strengthen the resource base for gender equality, including through the implementation of a Gender Equality Marker system at the entity and country team level. Implementation across all entities was anticipated by 2020.
- Findings for the present study are divided into separate elements, including the integration of high level GEWE integration milestones across entities, architecture, costing and financial resourcing implicit in self-reported data provided by the responding entities and, finally, methodological and logistical issues that have constrained, or that could in the future facilitate, timely and accurate data gathering and analysis.

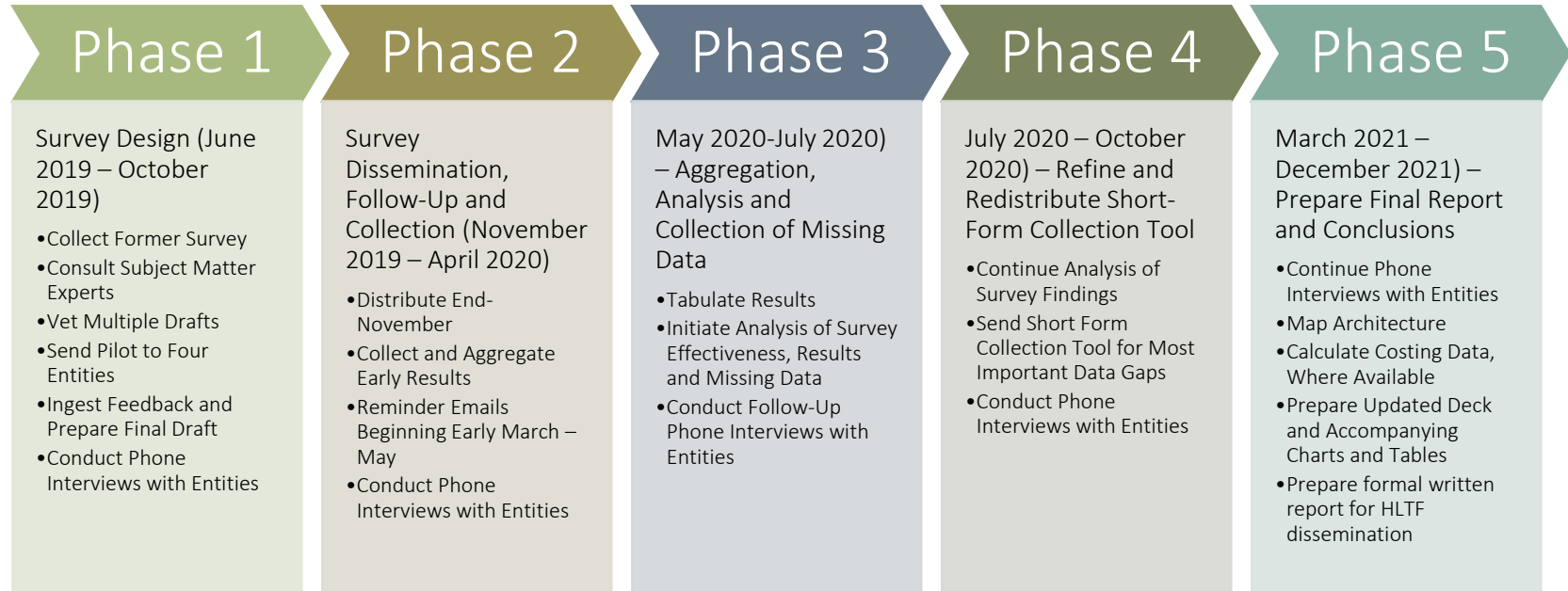
Scope, Timeline & Methodology

Scope

The scope of the mapping and costing exercise of the UN Gender Architecture includes exploring modalities at HQ, Regional, and Field Levels through two surveys incorporating existing exercises, drafts and in consultation with relevant stakeholders. In doing so, we:

- Reported on human resources, salary expenses, funding typologies
- Reported on financial resources, quantity and types of funding, including donor for implementation of GEWE and gender mainstreaming
- Conducted interviews and desk research to understand the UN reform context in which the survey is taking place
- Drafted a report compiling and analyzing the collected information
- Designed a follow-up system for easy collection of information through UN SWAP reporting mechanisms (extracted “best questions” from full length survey to be included going forward)

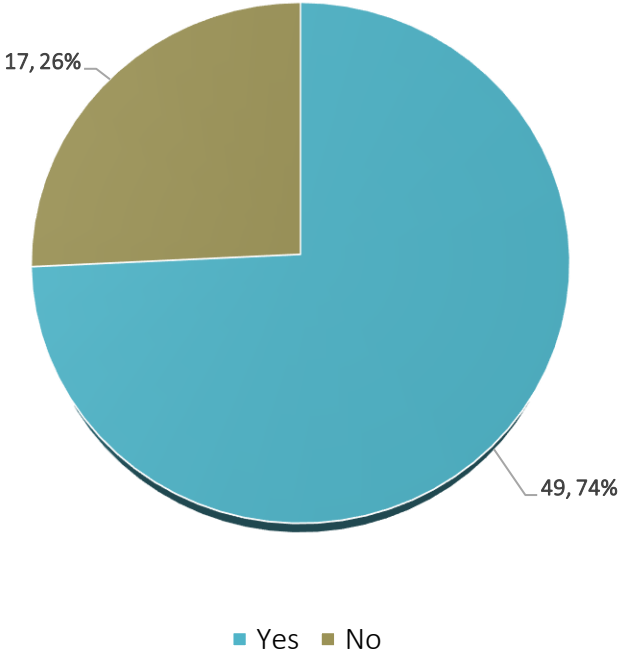
Timeline, & Methodology



As we concluded Phase 5 of the Project, phone interviews with entity professional proved to be invaluable, providing context on both the challenges in data collection and analysis of the reliability of findings

Systemwide Participation

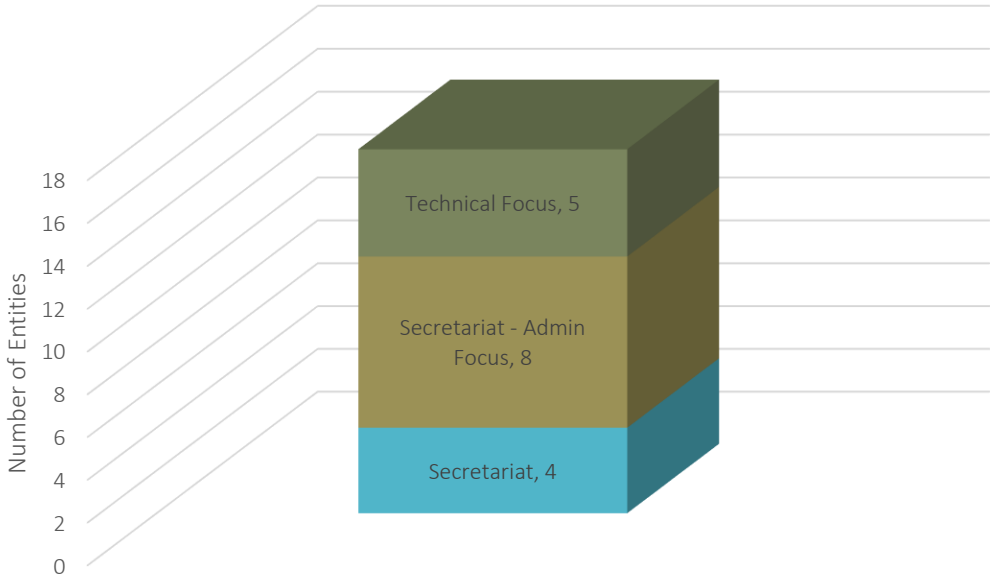
Gender Architecture and Costing Participation



Non-Responders

Entities that did not respond to our survey outreach attempts include DMSPC, DOS, DSS, IAEA, ICAO, IMO, OAJ, OIOS, OLA, OSAA, OSRSG-CAAC, UN Global Compact, UNDRR, UNOMS, UNON, UPU, and WMO.

Non-Responders by Type of Entity



Sub-Group Participation Rate

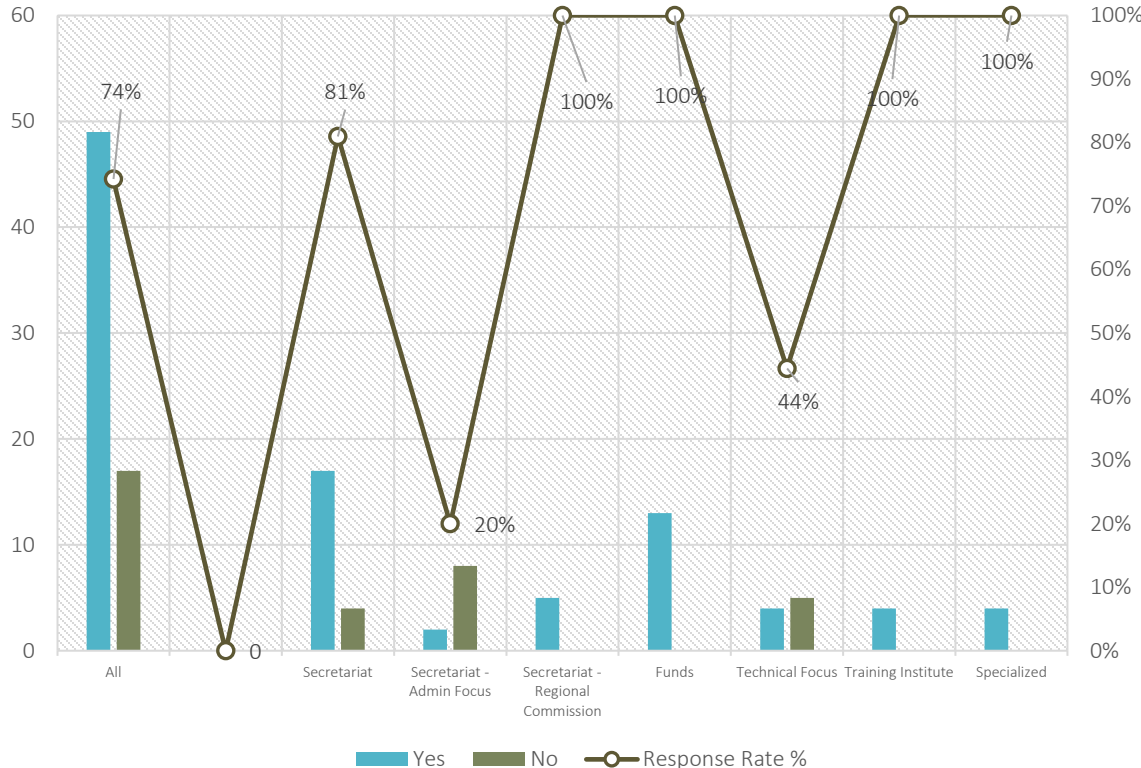
The five types of UN entities differ significantly by size & sphere of action and, accordingly, the rate at which they responded to this survey.

17 Secretariat agencies with a programmatic focus (“Secretariat”) responded to the survey (81% response rate), albeit with relatively low levels of completeness (59%). Regional Commissions had a high reporting rate of 100% with relatively informative data provided in terms of costing. Those agencies with an administrative focus tended to be non-responsive to the survey and – when responding – provided little costing data.

Funds, which typically have external donors and partners, achieved a 100% reporting rate, perhaps reflecting the increasing importance of GEWE across a spectrum of development finance entities contributing earmarked resourcing. Training Institutes were 100% compliant with the survey requests with surveys generally well-completed, to the extent the questions were applicable.

Could greater compliance & comparability be achieved by setting parameters applicable to entity typology?

Reporting Entities, by Sub-Group



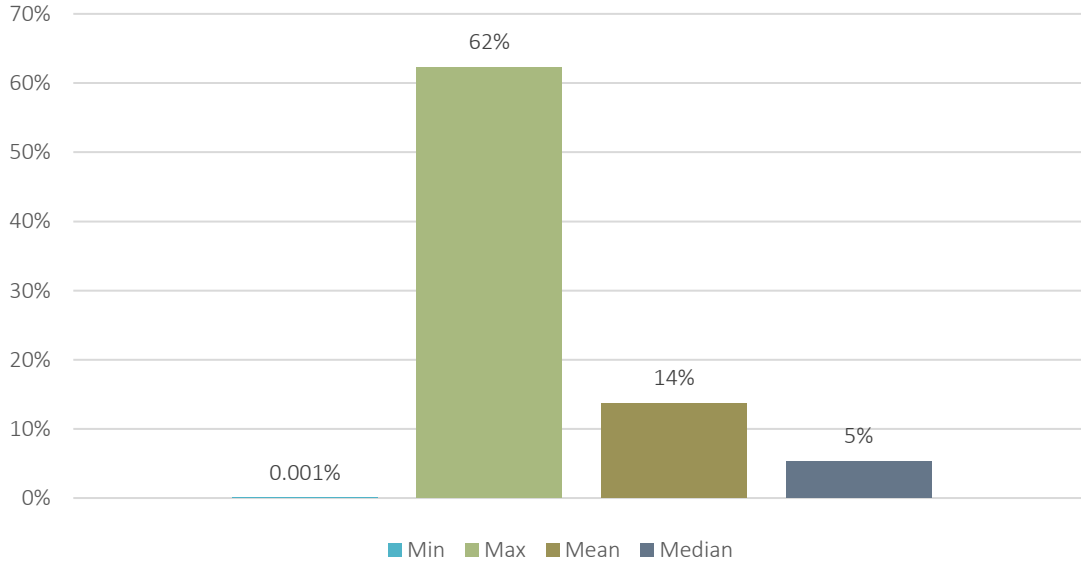
Principal Findings

Overview



- We have seen wide variations in GEWE architecture and costing within the UN system, as well as in the methods and success of data collection to facilitate knowledge acquisition and management.
- Findings from the present study fall broadly into three components:
 - Integration of high level GEWE objectives across entities,
 - Architecture, costing and financial resourcing implicit in self-reported data provided by the responding entities and,
 - Methodological, and logistical issues that have constrained, or that could in the future facilitate, timely and accurate data gathering and analysis.

GEWE Program Expenditures as % of Total Entity Budget



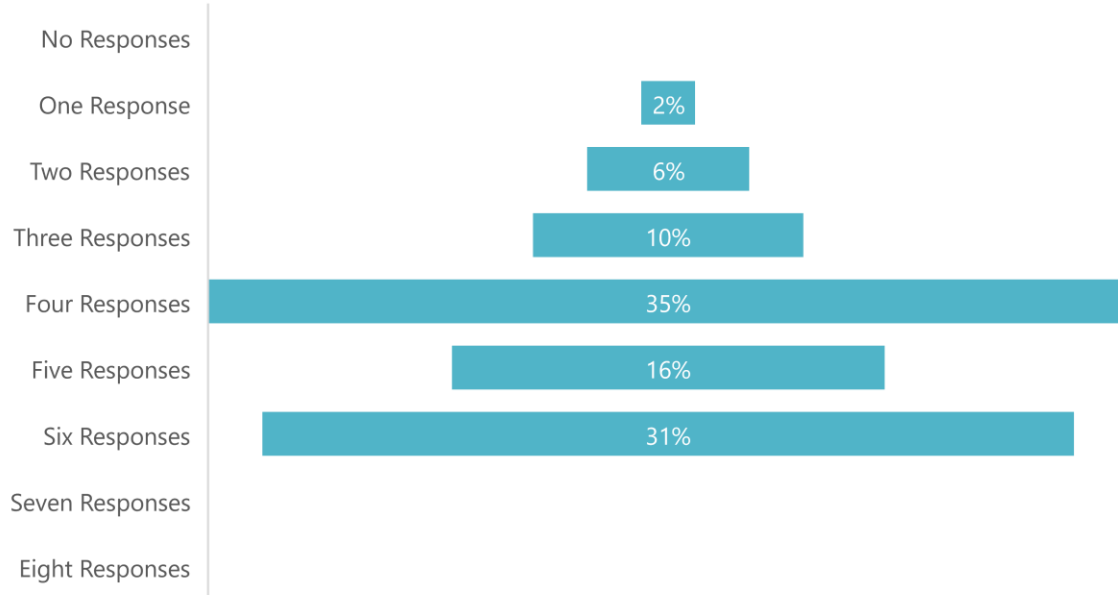
Spending on GEWE

Recognizing the reporting difficulties associated with financial tracking -- including unknown and missing data, and differing definitions, currencies, and year-ends -- entities are overwhelmingly spending a only small fraction of their total budget on what they define as GEWE-targeted.

This data must be recognized for its gaps in consistency, yet still tells a story of the relatively low levels of GEWE budgeting and spending within organizations.

Reporting on GEWE Spending

Ability to Provide Responses Enabling GEWE Costing Comparisons Across Entities



Overwhelmingly, entities find it difficult to track expenditures on GEWE -- both with staff (HR) and programming. That said, from the data collected and analyzed, as well as subsequent discussions, it is clear that a majority of entities are budgeting only a small fraction of total entity resources for GEWE staff and GEWE programming. Recognizing that gender markers are designed to track programmatic expenditures on GEWE, the existence of gender markers (no matter at what output level integrated) is correlated with better access to GEWE costing data for both HR and programming. It appears that gender makers assist in budgeting for, tracking for and even motivating GEWE expenditures in the entity.

As an example of the widespread difficulty in providing costing data, of 8 survey questions critical to provide standardized costing data, no entities were able to provide all 8 responses. More than 60% of respondents provided five or fewer responses. The requested datapoints were:

Total Entity Staff

Total Cost of All Staff

What is Total Entity Programmatic Budget

Total Programmatic Expenditures

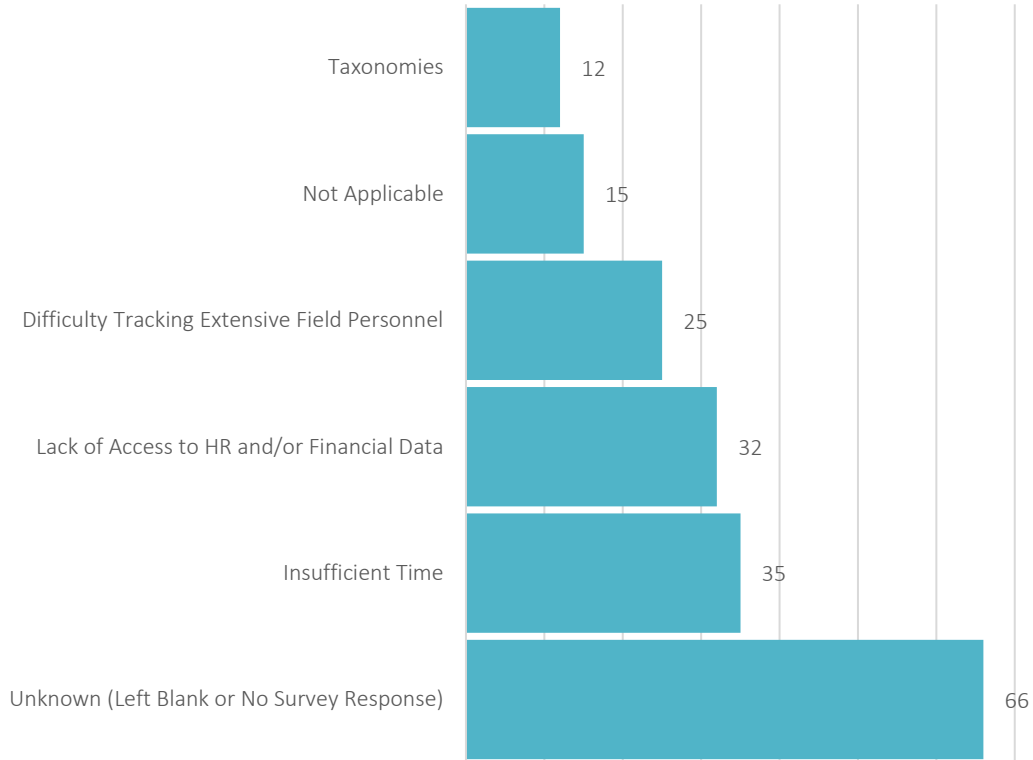
GEWE Program Expenditures

Source / Type of Funding for GEWE programs

Total GEWE Staff Systemwide

Total GEWE Staff Cost

Reasons Cited for Missing Architecture and Costing Data

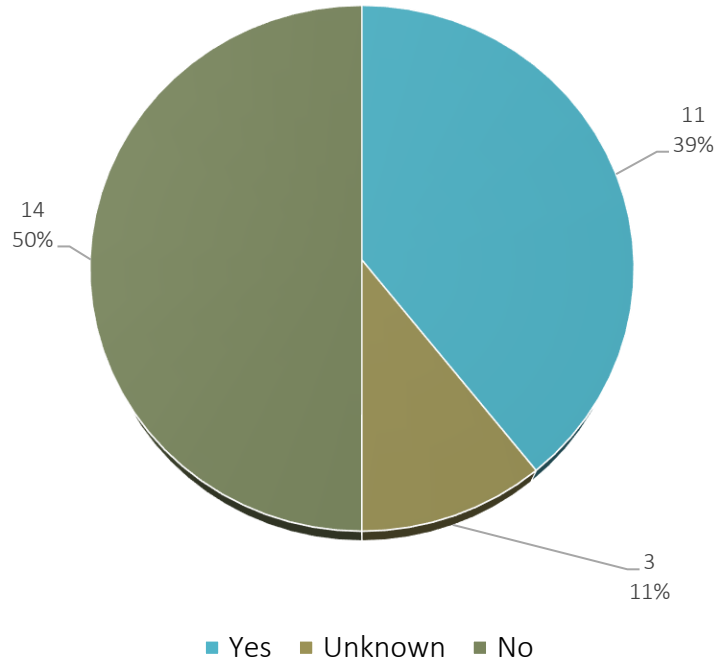


Difficulties Providing Costing Data

Several reasons appear to underly the difficulty in providing comprehensive and, ultimately, reliable GEWE costing benchmark data.

Among the most common reasons cited in survey responses and follow-up phone interviews were insufficient time, lack of access, and uncertainty as to definitions (driven in part by varying terminology across entities). Some of the challenges cited overlapped withing these broader reasons.

Is the Gender Unit Remit Expanding?



Gender Units and Expanding Remit

The evolving and expanding responsibilities assigned to gender units reflect a trend towards clustering multiple discriminations together. With the same resources and expertise, some entities are reporting an expanding remit, with additional portfolios on diversity and inclusion of additional marginalized groups, including persons with disabilities, Indigenous communities, and LGBTQI+. In light of this and other considerations to be discussed, there appears to be some dilution in the resources and time gender units can dedicate to the issues of gender equality and the empowerment of women.

Are gender unit staffing and funding levels keeping up?
Or does this pose a risk of diluting the GEWE mandate?

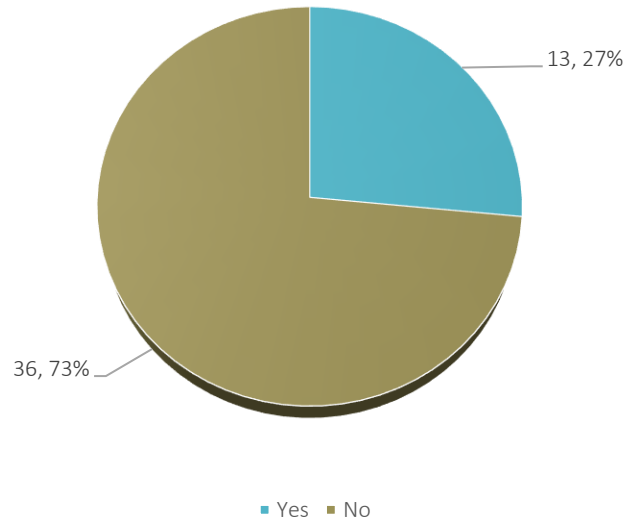
It became apparent to us, as we collected and analyzed survey data, that the monitoring of resource allocation -- against this backdrop of expanding gender unit remits -- will be important to ensure that resources are increased in accordance with the expanded mandate and responsibilities of the personnel.

The Connection Between Location and Influence

The location and reporting lines of the gender mainstreaming function is correlated to the influence of GEWE resources in the organization decision-making processes. Inevitably, there are trade-offs in the placement. Institutional impact, opportunity and space for decision making budget management and policy influence are elements that need to be included in any assessment of the gender architecture.

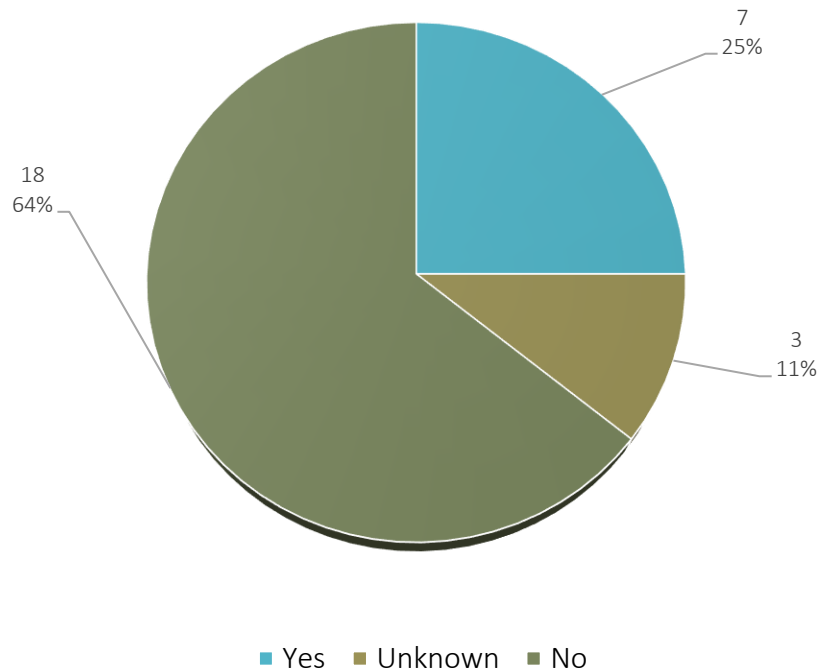
GEWE resources located in the front office report to the head of the entity. While that signals capacity to influence decisions and global policies, it also may mean lack of specific budget line. Entities with the gender mainstreaming function at the programmatic level will report to the Program Director or head of a specific section. Being located in a programmatic section implies having at least a generic gender-targeted programme and specific budget allocated. While this entails some distance with the Head of Entity, it brings the possibility of using the budget line for funding seed projects within the gender focal point network, and therefore strengthen multisectoral action and network coherence.

Organigrams Indicating Gender Resourcing



Inexplicably, a majority of entities were unable to produce an organigram indicating the location of the gender unit or gender resources in the organization. Only 13 – or 27% -- of reporting entities produced an organigram that shows the positioning of the gender unit or gender resources, providing context for the integration and influence of gender mainstreaming within the organization.

GEWE Staffing Standards



GEWE Staffing Standards

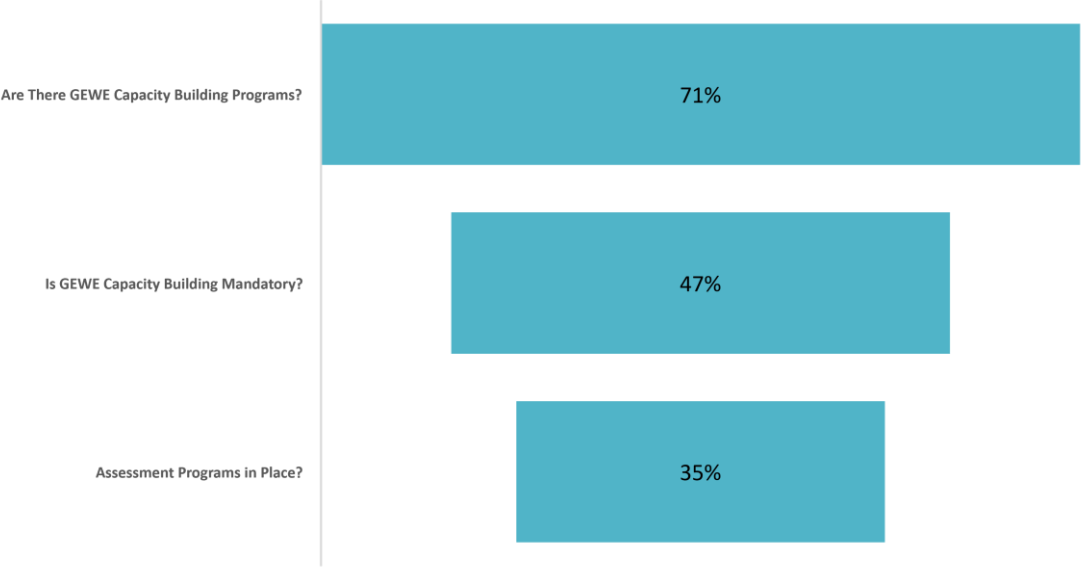
Baseline GEWE standards -- or benchmarks -- are being organically adopted in some entities -- both larger and better resourced, as well as smaller entities with fewer resources available for GEWE. Emerging discussions and requests for standards are being elicited by colleagues working on gender units or as gender advisors, specialists, or focal points.

The rise of entity-specific standards can be change drivers. Some entities, like ILO, are workforce focused, with GEWE influencing both HR and programming. Others, like UNHCR, involve integrating gender into a broader social protection mandate. An additional standard that may be considered -- that speak directly to the issues surfaced on GEWE costing -- could relate to targeting a minimum of funding to be secured through core or predictable funding, so that there can be a continuity in the GEWE function.

It is worth considering whether developing a typology guidance will assist in providing guidance on GEWE versus a one-size fits all approach. Staffing standards should include a reflection on location for a more effective implementation of the mandate. Some of the entities located in front offices are now establishing a thematic fund to channel resources to the network of gender focal points in different sections and departments. Focal points can then improve the integration of gender concerns in overall portfolios or develop targeted actions.

GEWE Capacity Building

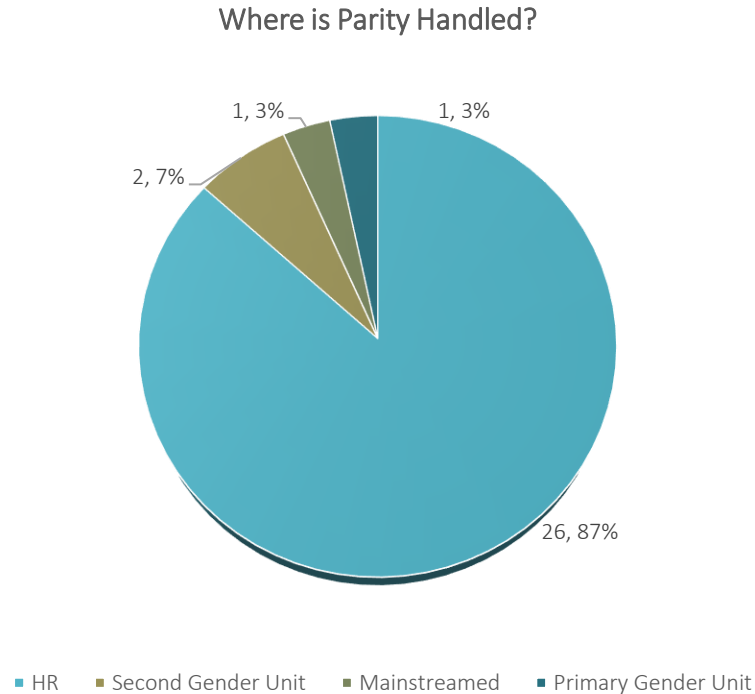
Prevalence of GEWE Capacity Training Programs



A significant majority of entities offer GEWE capacity building and training opportunities for staff members. Of concern, participation in training activities is mandatory in less than half of the reporting entities, making it difficult to determine whether those most in need are in fact turning out for training.

Even in cases when training is mandatory, the results of these programs are formally assessed in only thirty-five per cent of the entities. In the absence of capacity-building targets and feedback in terms of professional advancement, it is difficult to assess the effectiveness of GEWE capacity building.

Gender Parity - Gender Mainstreaming



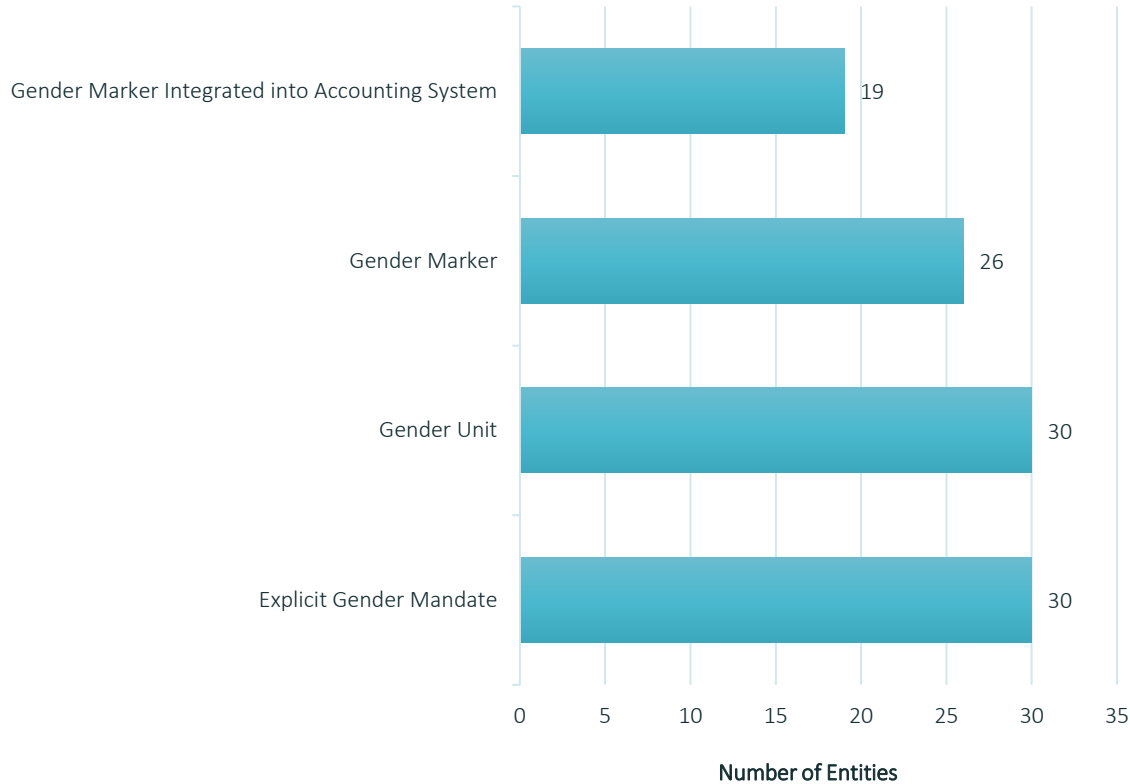
Gender parity and gender mainstreaming functions are usually well delineated and situated in different departments (with gender parity sitting primarily in HR).

In other words, there is a clear distinction between gender parity and gender mainstreaming and certainly, parity cannot be conflated with gender equality. A qualitative analysis of responses determines that this is an efficient arrangement pointing at close collaboration between these two functions.

For small entities, there may be just one person with a double hat to address parity and gender mainstreaming functions. If that person is sitting in HR, their capacity to address gender mainstreaming in the organization can be severely curtailed.

Additional Findings on GEWE Markers and Integration Indicators

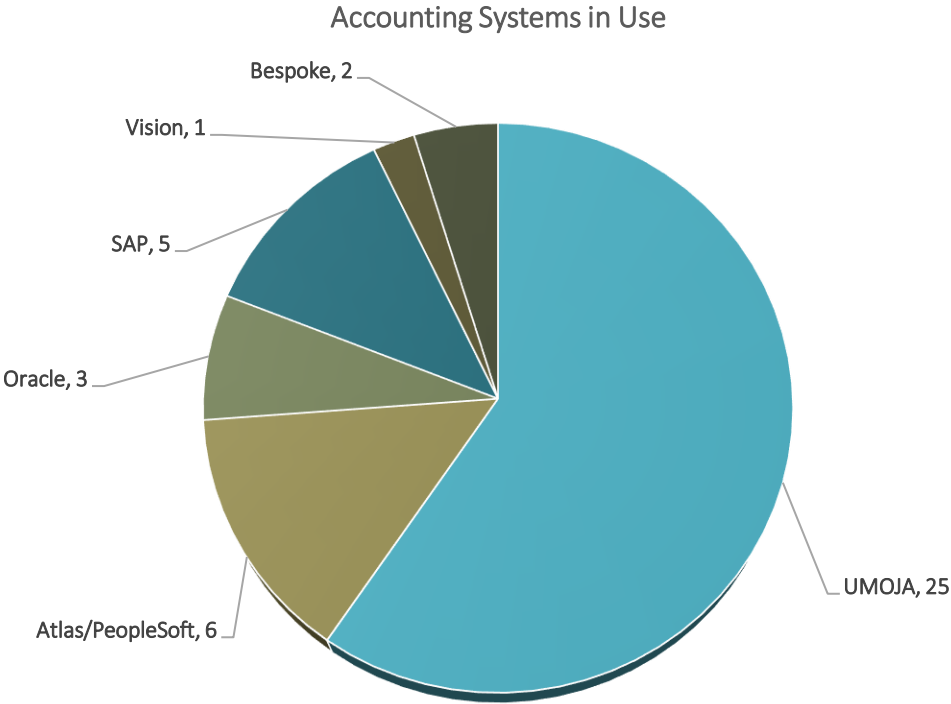
Essential GEWE Costing Indicators, Amongst 49 Responding Entities



Progression and Dispersion of GEWE Indicators

Primary GEWE indicators -- not just the Gender Equality Marker -- follow a certain “progression” reflective of least-resourced to most robustly resourced. For example, thirty reporting entities acknowledge having an explicit gender mandate in place. The use of the gender equality marker is the next most reported GEWE indicator, however, diverse types of entities use the marker to accomplish different objectives: to report on gender equality and gender architecture activities within the entity; to report on GEWE activities related to programs and activities; and as part of a project/program gender-related screening process.

Implementation of Gender Markers and Accounting Systems

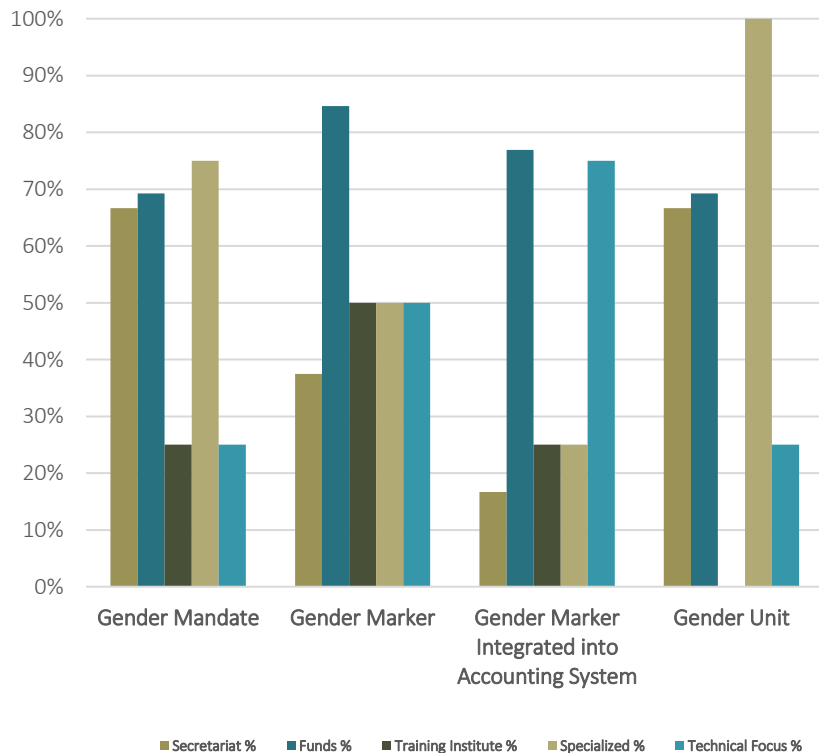


The standards defined by the Secretary-General's High-Level Task Force on Financing for Gender Equality require that the gender equality marker is a four-point scale tool embedded in the entity's financial system.

Difficulties in modifying and working within entity ERP systems are cited as an obstacle to full implementation of the gender equality marker, including the monitoring and reporting of GEWE data in ways that are trackable across entities. A majority of entities cite timing and/or costing challenges in modifying the fields for the gender equality marker into system architecture and reporting templates that provide for meaningful tracking of GEWE costing at the planning and output levels of programmatic initiatives.

Even if all entities were to implement a deeper level of reportability for the gender equality marker, evaluation across a standardized set of parameters is likely to be problematic due to the previously discussed typology differences as well as myriad ERP systems in place across entities, some of which are described as being easier to program with the required gender equality marker than others.

GEWE Integration Indicators, by Sub-Group



Dispersion of GEWE Indicators

Our survey work tracked the progress of entities in implementing certain GEWE “milestones” which included, among others: 1) the adoption of a gender mandate; 2) the use of a gender marker; 3) the integration of a gender marker into the entity’s accounting system; and 4) the establishment of a gender unit.

While there are additional critical markers, as well as variations among these broad categories, the survey analysis included tracking which of these milestones had been adopted across entities by typology, funding, and by size.

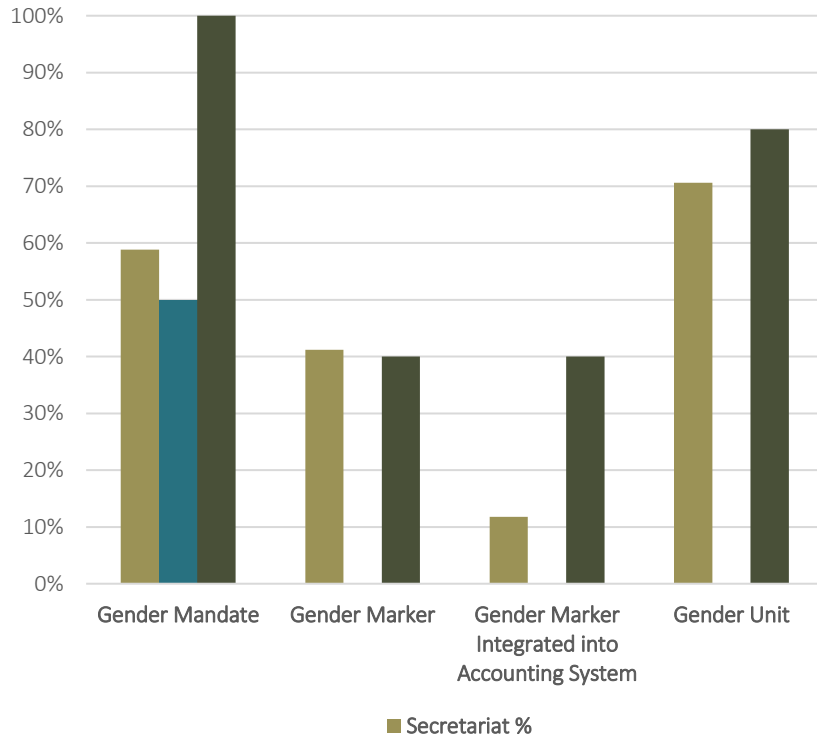
Generally, these GEWE “milestones” were more prevalent in entities that reflected greater human and financial resource availability -- such as in certain the Secretariat entities and in Funds & Programmes. In the case of the latter, external partners and stakeholders may sharpen the UN Fund & Programme gender focus in response to increased or issue-specific prioritization by these entities.

GEWE Milestones Across All Entity Sub-Groups

Uptake of these GEWE milestones was further revealed to be dependent upon – with Secretariat agencies – the typology of Secretariat agency. Those with a significant programmatic focus and Regional Commissions had integrated GEWE milestones more deeply into their organizations.

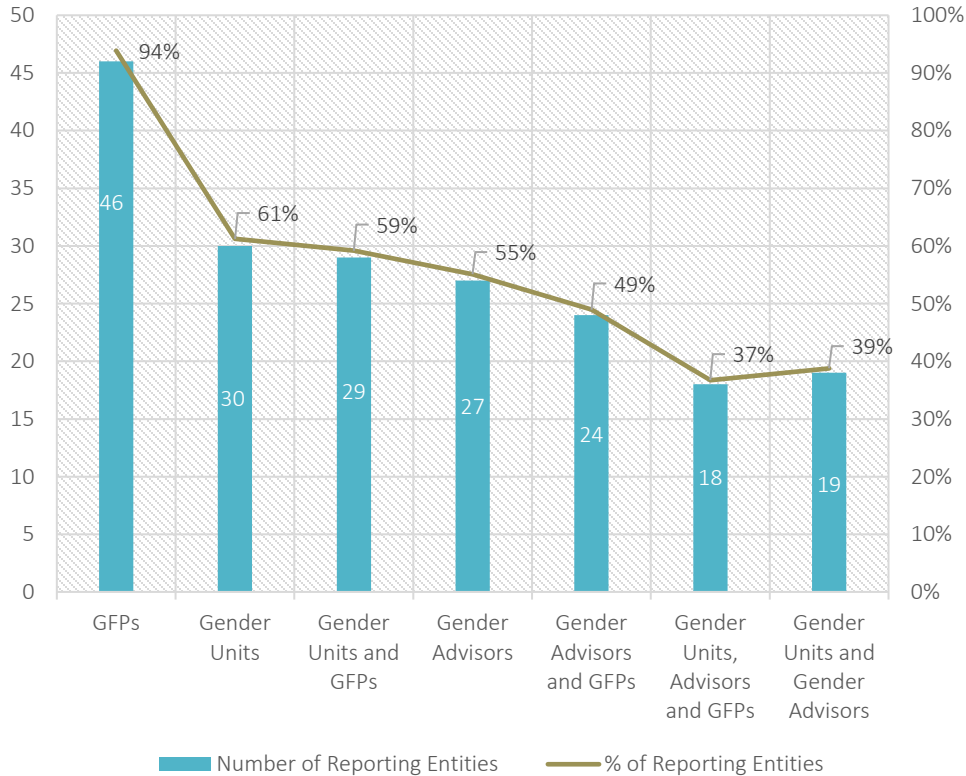
Secretariat entities with a mainly Administrative Focus -- among the few that responded to the survey -- provided the least amount of detail on GEWE architecture and costing, reflecting either a low degree of GEWE integration or inability to capture this data efficiently in the manner and timeframe requested, as expected given their overall mandate and functions.

GEWE Integration Indicators, by Secretariat Sub-Group



Additional Findings on Architecture and Influence

Distribution of Architectural Modalities



Note: Entities Overlap in the Chart / Categories are Not Exclusive – i.e., 46 reporting entities have GFP’s and some of these same entities will constitute a portion of the 30 entities that have gender units.

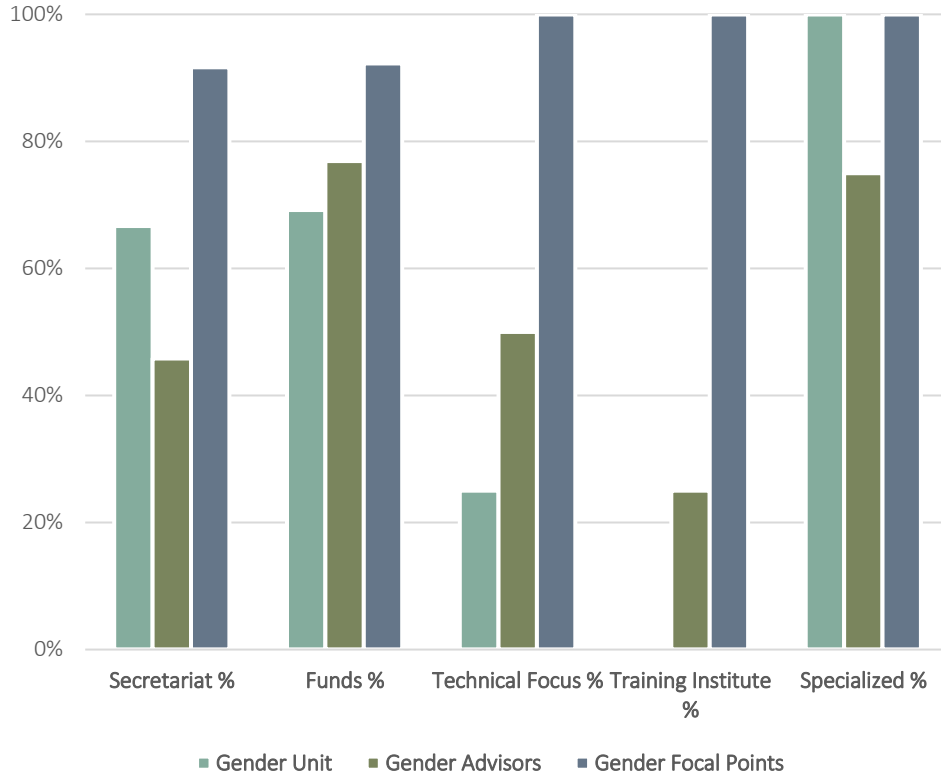
Architectural Building Blocks

Gender Unit Personnel: Personnel working in organizational units coordinating work on GEWE and providing strategic support for development of policies, projects, capacity building and strategic initiatives, etc. **30 of the 49 reporting entities have “Gender Units.”**

Gender Advisor Personnel: Individuals working fulltime outside of a Gender Unit (ex. Field-based Gender Advisers or individual gender advisers at HQ level in entities with no gender unit) to ensure gender perspectives are integrated across functional and substantive areas. **Reported with least prevalence.**

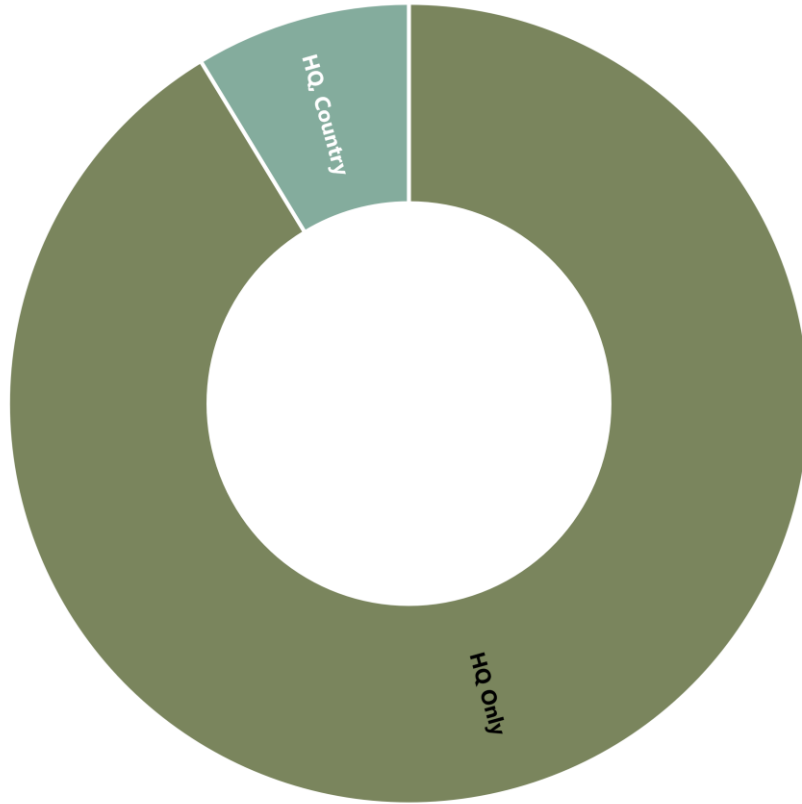
Gender Focal Point Personnel: Resource persons within Offices, Departments and Units tasked to raise awareness of gender-related issues and promote Gender Mainstreaming, Parity policies, and strategies. Less than 100% of work is allocated to gender issues. **Reported with most frequency. Entities are largely unable to identify who, how many and/or total costing.**

High Level Gender Architecture Indicators



Architectural Modalities by Entity Type

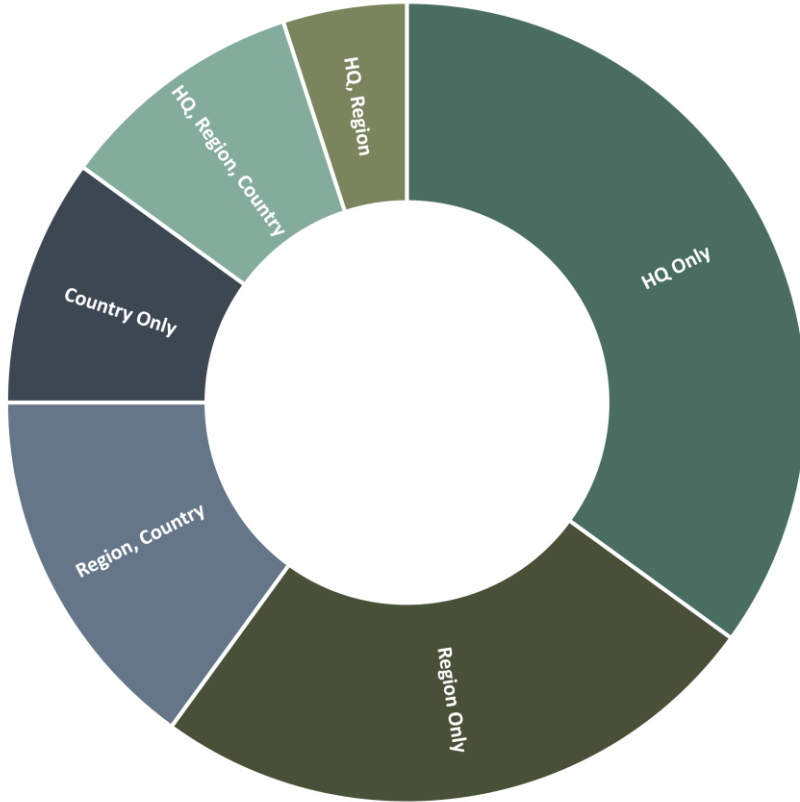
Gender Unit Locations



Gender Units

Gender Unit Personnel: Personnel working in organizational units coordinating work on GEWE and providing strategic support for development of policies, projects, capacity building and strategic initiatives, etc. **30 of the 49 reporting entities have gender units, with the vast majority of these being located physically within the headquarters' location.**

Gender Advisor Locations



Gender Advisors

Gender Advisor Personnel are individuals working fulltime outside of a Gender Unit (ex. Field-based Gender Advisers or individual gender advisers at HQ level in entities with no gender unit) to ensure gender perspectives are integrated across functional and substantive areas. Gender Advisors are reported with the least prevalence.

In general, there is a greater level of activity at HQ than in country offices – and only a minority of respondents feature a three-tiered architecture of HQ, Region and Country activity. In general, there is a greater level of activity at HQ than in country offices – and only a minority of respondents feature a three-tiered architecture of HQ, Region and Country activity.

Gender Focal Point Locations



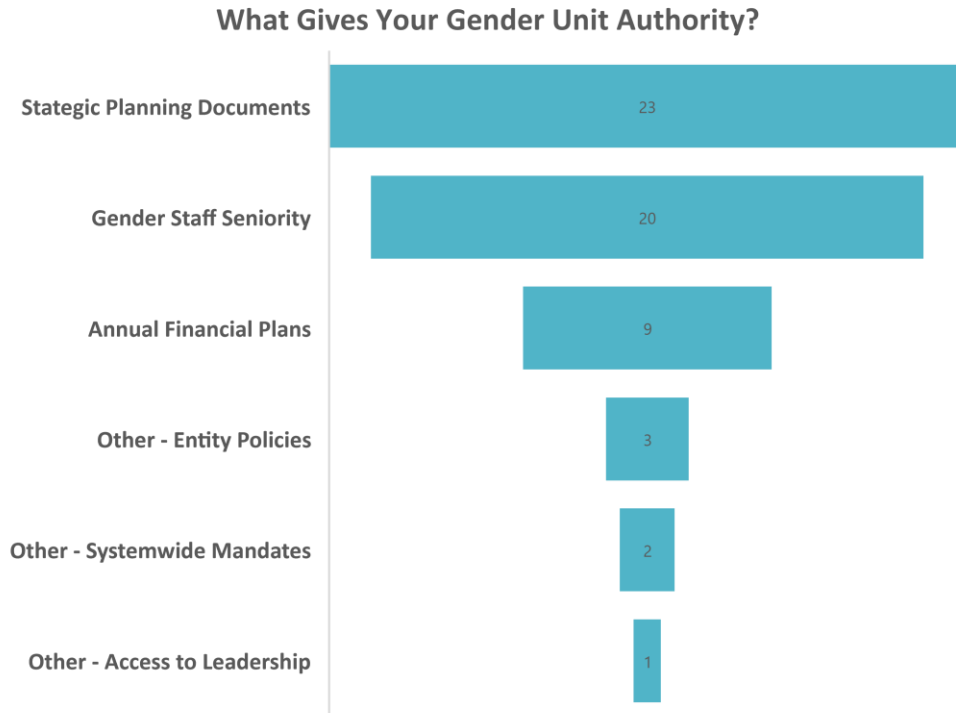
Gender Focal Points

In general, country offices are tasked with the use of a Gender Scorecard, distinct from the gender markers and metrics used within entity HQs.

Resource constraints are cited as a factor inhibiting the extensive adoption of a three-tiered architecture of HQ, Region and Field.

A robust network of Focal Points is reported as valuable for quality assurance and effective implementation of the GEWE mandates.

What Gives Gender Units Influence



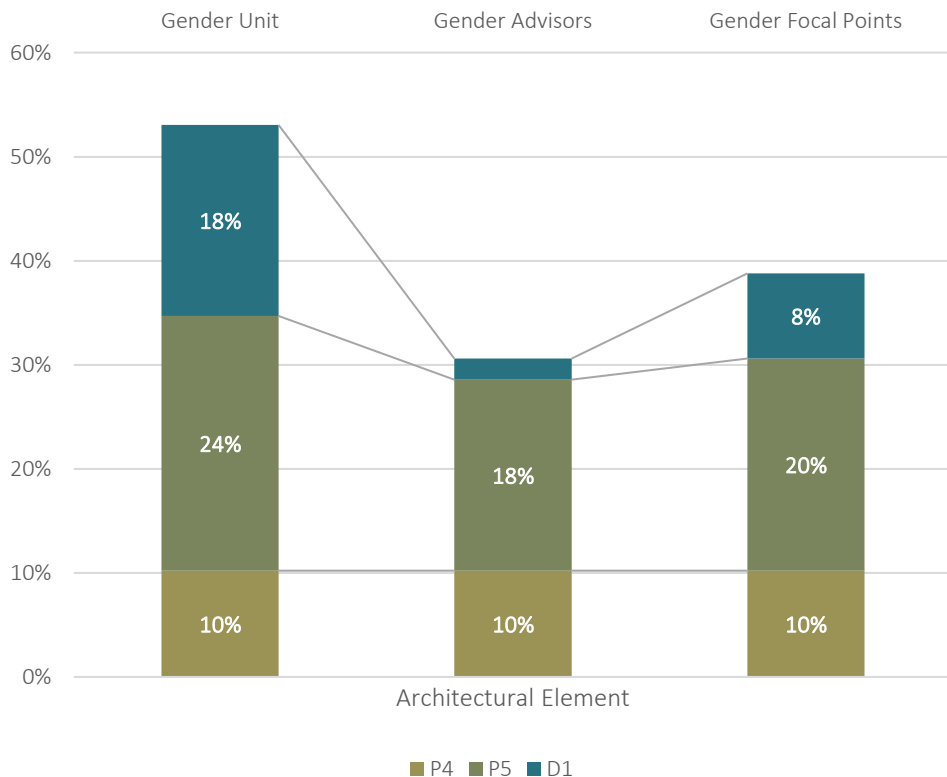
Key drivers – besides funding -- that enhance the authority of Gender Units include a combination of these elements.

It may be possible, through further study, to delineate (by entity size and/or activity) which entities should develop an internal Gender Unit and which could more effectively work through Gender Advisors and/or Gender Focal Points.

Equally, should be examined whether the few entities indicating the importance of “Access to Leadership” signifies that access is not vital or whether the converse is true – namely, that whatever authority a gender unit possesses is the result of a number of factors that, alone or together, supplant the need for access to senior leadership.

Note: Responses are not exclusive – entities could provide multiple answers to this query with the largest number citing strategic planning documents as the most significant of elements providing authority.

GEWE Staff Seniority in Entity Architecture

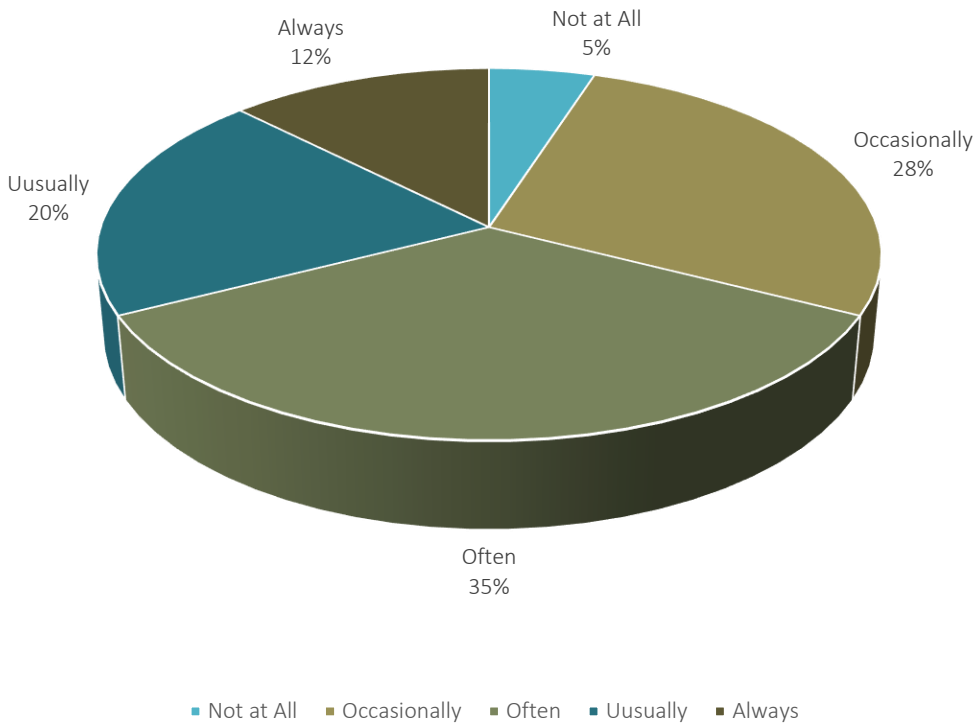


GEWE Staffing - Seniority

A deeper dive into architecture indicates that some fifty per cent of gender unit personnel are P4 and higher and forty per cent are P5 and above – senior rankings.

This could be a positive trend deserving further analysis. Senior level staff may be more likely to be included in critical organization-wide meetings and their opinions are more likely to be heard at those meetings.

GEWE Staff Involvement in Entity Decision Making and Policy



Influence - Involvement in Key Decisions

Involvement in key decisions is considered a critical element in the empowerment of any under-represented group within an organization and in a broader societal context. The incorporation of diverse viewpoints results in more robust outcomes by better aligning the interests of all groups rather than reflecting majority views.

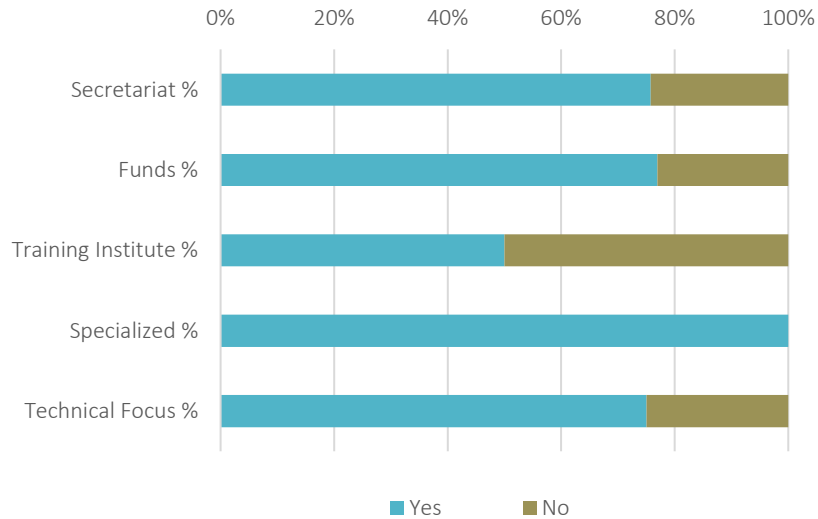
Looking at GEWE staff involvement in decision making and policy – as self-reported by GEWE staff, the results are encouraging in Secretariat entities but could be improved in Funds and other entity typologies.

The most frequent response overall was “Often” with the next most frequent response being “Occasionally.” Encouragingly, only two entities that responded to this question input “Not at All.”

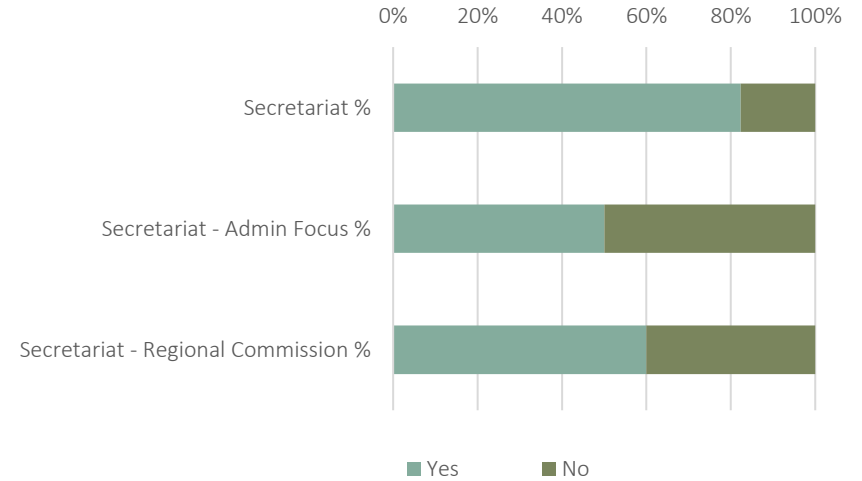
Gender Focal Points - Terms of Reference



GFP Terms of Reference



GFP Terms of Reference - by Secretariat Sub-Group



Time Allocated to GEWE

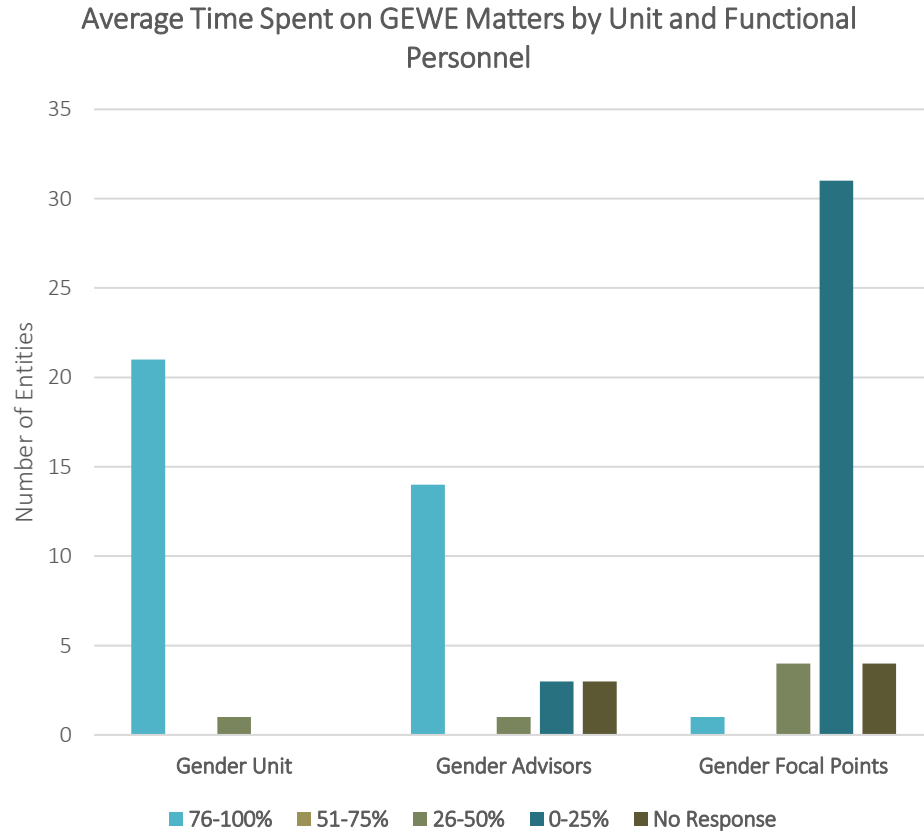
As noted previously, the time allocated to work on gender-related issues varies, depending on the architectural element within the entity.

Gender Unit - Most, but not all, Gender Units are staffed by individuals working fully on GEWE matters

Gender Advisor Personnel: Of the entities that report utilizing Gender Advisors, approximately 2/3rds are fully dedicated to GEWE issues

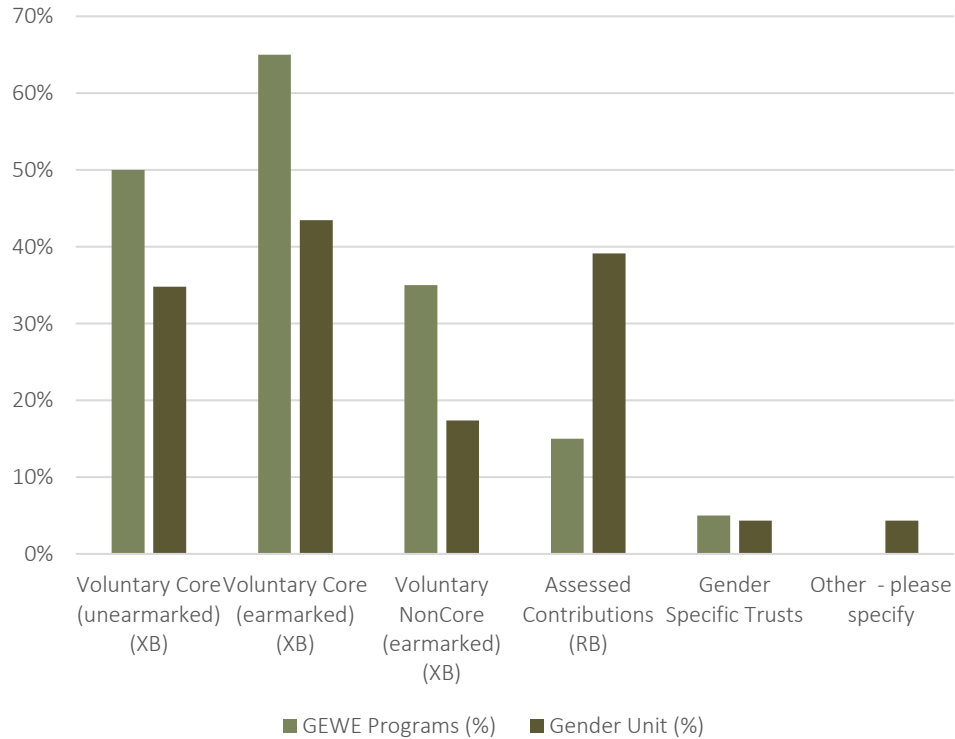
Gender Focal Point Personnel: As would be expected, the majority of GFP's within reporting entities devote about 25% of their time to GEWE matters

In light of the expanding remit reported by some gender units, a deeper dive is warranted into whether human resources, time allocations, and budgetary resources are equally expanding.



Additional Findings on Costing GEWE

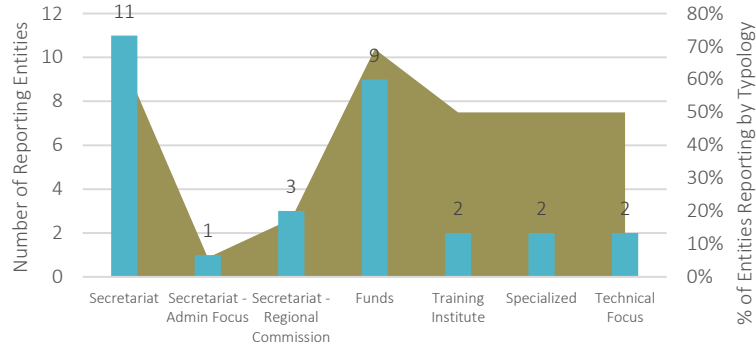
Prevalence of Funding Sources for GEWE Programs and for Gender Units



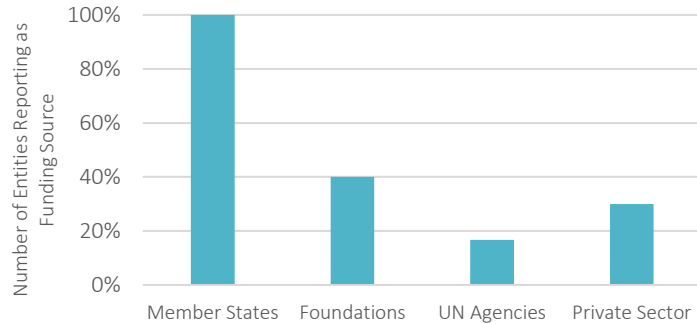
Funding Sources

In general, voluntary core funding, both earmarked and unearmarked, was the primary funding source for most agencies, for GEWE programs as well as most Gender Units. However, the Gender Units were more than twice as likely to rely on assessed contributions to cover funding requirements.

Entities Reporting Mobilization for GEWE and GEWE Mainstreaming



Sources of Funds Mobilized for GEWE and GEWE Mainstreaming as Cited by Respondents



Mobilization of Funding for GEWE by Typology

Generally, Secretariat agencies and Funds – some of the largest entities in the system, reported that some degree of funding was mobilized for GEWE-specific programming.

Possible Recommendations

Possible Recommendations Based on the Findings



Managing the Gender Remit – Broader inclusion agendas addressing multiple inequalities (i.e., disability, indigenous, LGBTQI), without a corresponding increase in resources, risk diluting the time and resources gender units and gender staff can dedicate to gender equality. Nearly 40% of the UN entities surveyed reported the expansion of gender unit work portfolios. Confirming this trend, 2022 UN-SWAP report showed that 22 out of 45 (49%) Gender Units address multiple cross-cutting issues. It will be important to ensure that resources and access to expertise are increased and monitored in accordance with the expanding mandates and responsibilities of gender unit personnel.

Evolving and Bespoke Staffing Standards – The rise of entity-specific standards can be change drivers. Some entities, like ILO, are workforce focused, with GEWE influencing both HR and programming. Others, like UNHCR, involve integrating gender into a broader social protection mandate. An additional standard that may be considered – that speak directly to the issues surfaced on GEWE costing – could relate to targeting a minimum of funding to be secured through core or predictable funding, so that there can be a continuity in the GEWE function. It is worth considering whether developing a typology guidance will assist in providing guidance on GEWE, versus a one-size fits all approach. Staffing standards should include a reflection on location for a more effective implementation of the mandate. Some of the entities with GEWE located in front offices are now establishing a thematic fund to channel resources to the network of gender focal points in different sections and departments. Focal points can then improve the integration of gender concerns in overall portfolios or develop targeted actions.

Balancing Seniority, Funding, and Persistence – Over the past years, since the implementation of UN-SWAP standards (gender focal points appointed at a P4 level and above with TORs including at least a 20%-time dedication and, for larger entities, a fully resourced gender unit in accordance to their mandate) entities have moved from what could have originally been described as a “reactive” move toward appointing a gender focal point or establishing a unit, to the “organic development” of thoughtful and well-integrated gender policies and plans. Notwithstanding the above, field-based fulltime gender Advisors were reported with least prevalence and gender Focal Points with most frequency. Entities reported a decreasing funding for central gender units, weakening important functions related to coherence, capacity building and strengthened point network. Baselines and benchmarks on gender equality staffing are being adopted in some entities (by 25% of UN entities) – both larger and better resourced, as well as smaller entities with fewer resources available, while the majority (64%) lack them. It may be effective to adopt entity-specific minimum standards and benchmarks on gender equality staffing. Targeting a minimum share of funding for staffing should be considered so that there can be continuity in gender equality functions. These standards can be change drivers and have been successfully implemented across entities of varying sizes, budgets and missions. Entity size, regional architecture and type of mandate are key determinants to define an optimal gender architecture.

Possible Recommendations Based on the Findings

Location Matters - Most entities reflected on the importance of location and reporting lines in terms of influence/power, access to decision-making and/or budget. Some of the gender units located in front offices are now establishing a thematic fund to channel resources to the network of gender focal points in different sections and departments. While gender parity focal points were overwhelmingly located in HR divisions, a majority of UN entities were unable to produce an organigram indicating the location of the central gender unit or gender mainstreaming resources in the organization and are largely unable to identify the total costing of staffing. It is important to ask whether staffing standards should include a reflection on location for a more effective implementation of the mandate. Location needs to be paired with functional reporting lines for access to interagency mechanisms and internal committees.

Accountability - The most obvious UN-SWAP performance indicators on institutional performance on gender equality include having an explicit gender result in the Strategic Plan, an updated gender policy or a gender unit. UN entities have made important strides concerning gender results in their Strategic Plans (45 entities) and gender policies (57 entities). Concerning dedicated human and financial resources, while 45 entities (63%) met or exceeded UN-SWAP requirements for the gender architecture, fewer did for financial tracking mechanisms and financial allocations (18 and 23, respectively). It should be considered whether increasing quality and accuracy of financial tracking for programmes and human resources can support a meaningful discussion of systemwide funding for gender equality in the face of static or declining budgets.

GEWE Costing Difficulties - A majority of entities have low levels of GEWE budgeting and spending, with only a small fraction of total UN entity resources dedicated to gender equality staff and programming. Overwhelmingly, UN entities have great difficulty in tracking and reporting on expenditures on gender equality -- both in terms of staffing and programming. Entities faced challenges with access, transparency, consistency of definitions, varying year-ends, and methods of reporting. Data collection has shown varying degrees of costing levels across entities of similar nature proving that size and core mandates are not inevitably correlated with funding for gender equality. It is important to reflect upon the overall gender architecture require parallel discussions on the appropriate financial benchmark for the gender equality function in a UN entity. Staffing and financial standards can guide budgetary decisions signaling the relevance of the gender equality mandate within the entity's strategic priorities. As several participating entities have shown, size, core missions and funding are not inevitably correlated with an entity's ability to move GEWE front and center. Expectations may need to be lowered in terms of the quantity of data collected on costing and/or the ability to meaningfully compare collected data across entities.

Possible Recommendations Based on the Findings

Language Taxonomies and Gender Association - How we communicate – the words and phrasing we choose – plays a significant role in how information is perceived by the target audience. Taxonomies developed by gender specialists may be hard for non-specialized staff, including some GFPs, to understand as a whole or in the context of their agency’s operations and administration. Taxonomies presenting particular challenges for this survey included: Financial Data (Revenue, Budget, Income, Expenditures); Staffing Data (Full-time versus Part-Time, Gender Titles, JPO); Funding Source Data, e.g., (Voluntary Core, unearmarked, XB, versus Voluntary Core, earmarked, XB, Voluntary Non-Core, earmarked, XB, Assessed Contributions, RB, Gender Specific Trusts). Furthermore, the implications of varying understandings of phrases such as “gender mainstreaming” as discussed elsewhere in this report are of critical importance for the conveyance and understanding of GEWE architecture, influence and costing. .

Future Surveys – The importance of collecting, analyzing, and reporting on GEWE progress is a virtuous cycle. That said, it may be useful to consider other UN-wide survey and reporting requirements when determining the period for the next iteration of Gender Architecture mapping and costing work. The transversal nature of the data requested (financial, architectural/organizational design, human resources, and more) made data collection and analysis challenging. Time was a factor, as was seniority. Improved buy-in from above is critical to marshal transversal resources. What is the global picture of data collection and reporting throughout the year in these entities – how many surveys and administrative exercises are the GEWE people responsible for and when? Further integration with UN- SWAP should be examined.

Next Steps – Future Work

- As with any long-term process of data collection, analysis and in-depth discussions the gender architecture and costing work has been enormously revealing – both in terms of information gleaned on architecture and costing and, equally, in terms of those areas that deserve a “deeper dive” through subsequent roundtables and short-form reports.
- Some of these areas include:
 - Implications of expanding gender remits – how are entities balancing the additional requirements with largely static resources? Lessons learned?
 - Emerging gender standards – what’s working, what enabling conditions are required, and what does success look like?
 - Are there meaningful ways to collect costing data systemwide, given size and typology differences?



Costing: “We have had specific challenges completing the budget information in view of the biennial budgets of the UN Secretariat. It did not allow simply dividing the biennial budgets in half since it is not always possible to simply divide the biennial expenditures in half (unspent funds in the 1st year of the biennium can still be spent in the 2nd year). Moving forward, we will have less of this issue since the UN Secretariat has moved to annual budgets starting in 2020.”

Gender Staffing/Influence: “I have been “acting” FP for gender in HR since my supervisor retired. There is no mention of this in my PD and very little in my performance appraisal and it goes without saying that this is on top of my normal work unrelated to HR work on gender. Any supporting information such as highlighting which other agencies have resources officially dedicated to gender in HR would be most appreciated so that I can advocate internally for a positive change.”

Parity: “We have, at a high level, two units - one internally-facing focused on diversity and inclusion and one externally-facing focused on refugees. GEWE activity in both is mainstreamed, unlike in 2018 when the entity first began mainstreaming. As a result, we do not break out GEWE expenditures in the manner captured in this survey.”

Expanding Remits: “We will be shifting from a dedicated Gender Coordination Unit to ‘Gender, Diversity and Social Inclusion Unit.’ Our priority has been on advocating for resources for the changes to the unit – our dramatically expanded scope and multiple thematic areas (SOGIESC, Youth and Aging, Disability, Race and Ethnicity, Indigenous Peoples, and Social Inclusion) is more than overwhelming ...”

Gender Markers: “To maintain quality assurance over the Gender Marker coding system, we are aligned with OECD-DAC conditions and closely working with UNIDO’s Quality Monitoring Division to track Gender Marker data; the Gender Compliance and Marker Form is also developed with input from Gender Focal Points and the Quality Monitoring Division.”

Survey Participation: “I reached out twice to my colleagues in Finance and HR, but they were not particularly responsive. Some of them are on holiday. Those who are not on holiday are extremely busy replacing their colleagues and not particularly willing and able to engage in extra activities.”

