

*For Feedback*

## UN-SWAP 2.0 INDICATORS

### 2023 UN-SWAP Conference – 15-17 November

**A. Guiding questions for the indicator workshop:**

- Should we consider lifting the current performance bar? Yes/ No/ Maybe.
- Should we modify the scope or sub-requirements of the indicator?
- Should we create new indicators?
- What approaches could we use to address the differences among entity types for reporting on this indicator?

**B. Indicators To be discussed in the conference:**

- Thursday 1:30 pm session:
  - Set 1: PI 1, 2, 3 -- Results related
  - Set 2: PI 16, 17 -- Communication and coherence related
- Friday 10:50 am session:
  - Set 3: PI 6, 7, 11 -- Accountability related
  - Set 4: PI 8, 13 -- HR related
- Wednesday 3:20 pm session on Capacity-related indicators: PI 14, 15
- Friday 9:00 am session on Financial indicators:(GEM) PI 9, 10
- No specific session: PI 4, 5, 12

**C. Overall Compliance 2022**

	Compliance (excluding NA)	# (%) Entities reporting NA	Entities “Exceeds”	Entities “Approaches”	Entities “Missing”
PI 1	83%	15 (21%)	23 (32%)	5 (7%)	5 (7%)
PI 2	81%	15 (21%)	23 (32%)	6 (8%)	5 (7%)
PI 3	83%	44 (60%)	7 (10%)	13 (18%)	2 (3%)
PI 4	90%	25 (34%)	28 (38%)	4 (5%)	1 (1%)
PI 5	94%	6 (8%)	48 (66%)	4 (5%)	0
PI 6	79%	0	37 (51%)	13 (18%)	2 (3%)
PI 7	88%	0	38 (52%)	9 (12%)	0
PI 8	90%	0	19 (26%)	7 (10%)	0
PI 9	44%	5 (7%)	10 (14%)	36 (49%)	2 (3%)
PI 10	36%	15 (21%)	9 (12%)	20 (27%)	17 (23%)
PI 11	70%	0	12 (16%)	21 (29%)	1 (1%)
PI 12	34%	0	13 (18%)	42 (58%)	6 (8%)
PI 13	82%	0	12 (16%)	13 (18%)	0
PI 14	57%	1 (1%)	25 (34%)	21 (29%)	10 (14%)
PI 15	88%	0	21 (29%)	9 (12%)	0
PI 16	96%	0	53 (73%)	3 (4%)	0
PI 17	70%	0	15 (21%)	22 (30%)	0

**A. RESULTS-BASED MANAGEMENT**

**PI 1: Strategic planning gender-related SDG results**

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements

	1a. Main strategic planning document includes at least one high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets	1bi. Main strategic planning document includes at least one high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets <b>and</b> 1bii. Entity has achieved or is on track to achieve the high-level result on gender equality and the empowerment of women	1ci. Main strategic planning document includes at least one high-level transformative result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets <b>and</b> 1cii. Entity has achieved or is on track to achieve the high-level transformative result on gender equality and the empowerment of women
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#### Observation/feedback from UN-SWAP reporting:

- **2022 Compliance:** 83% (excluding NA). 15 entities “NA”. 23 entities “Exceeds”.
  - **Higher compliance** in funds/programmes, specialized,
  - **Lower compliance** in Secretariat, technical and training/research institutes.
- **Challenges for compliance:**
  - **Limitations for FPs to influence strategic planning and reporting process**, and the needs for stronger senior leadership commitment.
  - **For service-based entities:** it’s hard to set up high-level results
  - **For entities without programmes:** tracking gender-related results challenging.
- **Definition of transformative results** needs to be more specific or self-defined.
- **Some debates among entities:**
  - **Having a high-level result vs. overarching requirement of gender mainstreaming (GM):** for some entities, the result is assigned to only one department. For others, GM is everybody’s business to be reported by all.
- **Issues identified during quality assurance of UN-SWAP reports:**
  - **UN-SWAP requirement to connect results with SDGs:** Loose link between selected **SDG/Target/Indicators** and narrative reporting.
  - **Quality of answer:** Reporting detail and depth varied among entities.
  - **Duplicating answers** among PI 1, 2, 3
  - **“High-level”** is interpreted differently among entities.
- **Some new potentials suggested:** report on thematic results.

#### PI 2: Reporting on gender-related SDG results

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	2ai. Entity RBM system provides guidance on measuring and reporting on results related to gender equality and the	2bi. Reporting to the Governing Body or equivalent on the high level result on gender equality and the empowerment of women which will contribute to	2ci. Reporting to the Governing Body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5 <b>and</b>

	empowerment of women <b>or</b> 2a.ii. Systematic use of sex-disaggregated data in strategic plan reporting.	meeting SDG targets, including SDG 5 <b>and</b> 2b.ii. Systematic use of sex-disaggregated data in strategic plan reporting.	2c.ii. Systematic use of sex-disaggregated data in strategic plan reporting <b>and</b> 2c.iii. Reporting every two years to the Governing Body or equivalent on implementation of the entity's gender equality and empowerment of women policy.
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#### Observation/feedback from UN-SWAP reporting:

- **2022 Compliance:** 81% (excluding NA). 15 entities “NA”. 23 entities “Exceed”.
  - **Higher compliance** in funds/programmes, specialized,
  - **Lower compliance** in Technical, Secretariat and training/research institutes
- **Challenges with sex-disaggregated data**
  - **“Systematic”** is interpreted differently among entities
  - More disaggregation observed on **participatory type of data**, e.g., parity / head counting, outreach, training participants.
  - Data disaggregation is hard for entities of **normative and governmental** nature.
- **Beyond numbers:** Some entities expressed the need for **gender analysis** that goes beyond numbers, and to **capture results that take long time to achieve**.
- **Questions on the indicator set up**
  - **Question 2ai: RBM requirement** (approaches) – is it clear and still relevant?
  - **Question 2ciii** (exceeding requirements) – it seems more relevant to PI 6 Policy.
- **Some new potentials suggested:**
  - **Expand the scope** to: intersectionality? alternative data? Data-disaggregation to all corporate reporting (beyond the SP reporting)?
  - Can we consider establishing a **new indicator for gender data**?
    - In responding to SG data strategy, which can cover data collection, sharing, governance and data capacity building.

#### PI 3: Programmatic gender-related SDG results not directly captured in the strategic plan

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	3a. Results on gender equality and the empowerment of women are consistently included in programmatic initiative planning documents.	3b. Programmatic results on gender equality and the empowerment of women are met or on track to be met.	3c.i. Programmatic results on gender equality and the empowerment of women are met or on track to be met <b>and</b> 3c.ii. Programmatic initiatives consistently include transformative gender equality and the empowerment of women results.

#### Observation/feedback from UN-SWAP reporting:

- **2022 Compliance:** 83% (excluding NA). **44 entities (60%) “NA”**. 7 entities “Exceed”.
- **High NA rate:** Funds & programmes (64%), Secretariat (38%), Specialized (100%), Technical (55%), Training & research (50%) – **Could PI 3 be better used to capture useful information?**
- **What is “consistently included”?** **Technical note:** hard to calculate the **“80%” of programme initiatives that are outside the SP scope**.

- “Approaches” - “Consistently” means at least **80%** of programmatic initiative planning documents include these results
- “Exceeds” - “Consistent” inclusion of transformative results means that at least **80%** of programmatic initiatives include transformative results
- **Definition of transformative results:** needs to be specific or self-defined.
- Duplicating answers especially between PI 1 and 3.
- **Some new potentials suggested:**
  - May use PI 3 to foster HOW: requirements to establish a gender-responsive programming mechanism, to deliver anticipated results
  - May use PI 3 to focus on transformative changes

## B. Oversight

### PI 4: Evaluation

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	4a. Meets some of the UNEG gender-related norms and standards in the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations	4bi. Meets the UNEG gender equality related norms and standards <b>and</b> 4bii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of the evaluation	4ci. Meets the UNEG gender equality -related norms and standards <b>and</b> 4cii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations during all phases of the evaluation <b>and</b> 4cii. Conducts at least one evaluation to assess corporate performance on gender mainstreaming or equivalent every 5-8 years

### Observation/feedback from UN-SWAP reporting:

- **2022 Compliance:** 90% (excluding NA). 25 entities “NA”. 28 entities “Exceed”.
- **May lift the performance bar** as the current system-wide compliance is high already.
- We may need UNEG advice. To what extent 4bi is already embedded in 4bii?

### PI 5: Audit

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	5a. Consultation takes place with the gender focal point/ department on risks related to gender equality and the empowerment of women, as part of the risk-based	5b. Based on risks assessments at engagement level, internal audit departments have developed tools for auditing gender equality and the empowerment of women related issues (e.g. policy compliance, quality of reporting etc.) and apply	5ci. Relevant gender equality findings are systematically presented in annual reports of the internal audit departments <b>and</b> 5cii. Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment of women at least once every five years

	audit annual planning cycle	these as appropriate in all relevant audit phases	
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**Observation/feedback from UN-SWAP reporting:**

- **2022 Compliance:** 94% (excluding NA). 6 entities “NA”. 48 entities “Exceed”
- Revisit the “exceeds requirements”. Is there any systemwide audit report on GM?

**C. Accountability**

**PI 6: Policy**

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	6a. Policies and plans being developed on gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women.	6b. Up to date policies and plans implemented on gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women.	6ci. Up to date policies and plans implemented on gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women. <b>and</b> 6cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women.

**Observation/feedback from UN-SWAP reporting:**

- **2022 Compliance:** 79% (excluding NA). Zero entities “NA”. 37 entities “Exceed”
- **Question 6cii** (exceeding):
  - **Senior-level mechanism** needs clarification.
  - May also be placed under PI 7 Leadership
- **Challenges with secretariat entities:** PI 6 is more about gender action plan at the entity level, as Policy is considered more at the secretariat-wide level.
- **Trends observed:** Several entities established DEI/diversity policy frameworks
- Some entities appreciate a template for gender action plan.

**PI 7: Leadership**

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	7a. Senior managers internally champion gender equality and the empowerment of women.	7b. Senior managers internally and publicly champion gender equality and the empowerment of women.	7ci. Senior managers internally and publicly champion gender equality and the empowerment of women <b>and</b> 7cii. Senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded.

**The dropdown list for Meets/Exceeds:**

- 1) 1. Articulate in a public speech or equivalent, other than a speech on International Women’s Day, a clear vision of how the entity gender equality and empowerment of women mandate will be achieved. (This should go beyond references to women and men to specific reference to how the entity will address gender inequalities.)
- 2) 2. Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women. *(The evidence base will be minutes of the CEB, HLCM, HLCP and UNSDG, and minutes of inter-agency meetings or equivalent.)*
- 3) 3. Promote equal representation of women in delegations to Governing Bodies, assemblies and/or intergovernmental fora.
- 4) 4. Promote mentoring programmes on gender equality and the empowerment of women in particular for the senior management team or equivalent.
- 5) 5. Ensure that substantive attention to gender equality and the empowerment of women is included in all relevant engagements of senior managers. *(The evidence base will be agendas of meetings, representation on panels and any other evidence from engagements.)*

**Observation/feedback from UN-SWAP reporting:**

- **2022 Compliance:** 88% (excluding NA). ZERO entities “NA”. 38 entities “Exceed”.
- **May lift the performance bar** as the current system-wide compliance is high already: how to **strengthen the leadership indicator beyond advocacy?**
- Need to **review of the dropdown list** for “Meets” “Exceeds” – whether they’re still relevant

**PI 8: Gender-responsive performance management**

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	8a. The entity’s core values and/or competencies being revised to include assessment of gender equality and the empowerment of women.	8b. 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.	8ci. 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 <b>and</b> 8cii. System of recognition in place for excellent work promoting gender equality and women’s empowerment.

**Observation/feedback from UN-SWAP reporting:**

- **2022 Compliance:** 90% (excluding NA). ZERO entities “NA”. 19 entities “Exceed”
- **May lift the performance bar** as the current system-wide compliance is high already
- **Trend observed:** GE integrated into DEI language, e.g. “inclusion” in core competencies
- Need to strength career advancement.
- **Potential change:** Add new requirement: “Creative mechanisms for promoting GEWE”

**D. Human and financial resources**

**PI 9: Financial Resource Tracking**

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements

9a. Working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women’s empowerment	9b. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women’s empowerment	9ci. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women’s empowerment <b>and</b> 9cii. Results of financial resource tracking influences central strategic planning concerning budget allocation
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**Observation/feedback from UN-SWAP reporting:**

- **2022 Compliance: 44% (excluding NA).** 5 entities “NA”. 10 entities “Exceed.”
- **Among the indicators with the lowest system-wide compliance** – more efforts needed.
- **Mandatory to use of GEM for financial tracking:** GEM is endorsed by CEB as the 7<sup>th</sup> Data standards for UN System-wide reporting of financial data with a transitional period from **January 2023 to December 2025**. What are the main challenges to apply the GEM to track finances?
  - What **support is needed from UN Women** to achieve this?
- **May revise the threshold of ratings:**
  - **“Approaches”** (39 entities/49%): allows entities to continue working towards the GEM application, without very specific requirements, should we consider raising the threshold for “Approaches”?
  - **“Meets”:** Some entities rated as “Meets” but they do not use the GEM for financial tracking on GEWE. Should we consider modifying the requirements for ‘Meets’?
- **Need clarity on requirement of “Exceeds”:** It’s hard to explain how results of financial resource tracking **influences central strategic planning concerning budget allocation**. Is this clear? Should it be modified?

**PI 10: Financial Resource Allocation**

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	10a. Financial benchmark is set for implementation of the gender equality and women’s empowerment mandate.	10b. Financial benchmark for resource allocation for gender equality and women’s empowerment mandate is met.	10c. Financial benchmark for resource allocation for gender equality and women’s empowerment mandate is exceeded.

**Observation/feedback from UN-SWAP reporting:**

**2022 Compliance: 36% (excluding NA).** 15 entities “NA”. 9 entities “Exceed”

- **Among the indicators with the lowest system-wide compliance** – more efforts needed.
- **Clarity needed for requirement on setting a financial benchmark:**
  - There is **no guidance on how to establish a financial benchmark** and how to demonstrate that this is a managerial decision. Do we need guidance?
  - So far, UN-SWAP 2.0 does not set **any criteria on minimum percentages nor the GEM scores** to be considered for the benchmark establishment. Should this be addressed?
  - **Various challenges in calculating percentage:** e.g., how to define the projects’ attribution to SDG 5, if the ultimate goal is for SDG 2



- **How to address differences among entities (limited by mandates, types and sizes):** Could the 15% target (GEM 3) be adapted to the different types of entities. What solution could work for small and admin entities?
- **Focus of PI 10:** The current version is to set up a single financial benchmark. While some entities suggest the possibility of having more than one target, and others have already followed this path. Would this be a possibility to explore?

### PI 11: Gender Architecture

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	11a. Gender focal points or equivalent at HQ, regional and country levels are: a. designated 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.	11bi. Gender focal points or equivalent at HQ, regional and country levels are: a. designated 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 <b>and</b> 11bii. Gender department/unit is fully resourced according to the entity mandate.	11ci. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P5 or equivalent and above for both mainstreaming and representation of women b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions d. specific funds are allocated to support gender focal point networking <b>and</b> 11cii. Gender department/unit is fully resourced according to the entity mandate.

### Observation/feedback from UN-SWAP reporting:

- **2022 Compliance:** 70% (excluding NA). ZERO “NA”. 12 entities “Exceed”.
- **How to address differences among entities.** Some key issues to consider:
  - **Threshold of GFPs:** some entities want their GFPs to be at a higher professional level, others manifest that their structures or the appointment of GFPs (on a voluntary basis) do not fit with requirement of appointing GFPs from a minimum professional level. Should we consider modifying requirements on GFPs?
  - **Fully resourced gender unit:** what does it mean? How this can be adapted to entities with different sizes?
  - **Any flexibility with “gender unit”:** e.g., due to the size limits, one entity decided not to have a gender unit but a robust gender focal point network, and this proved to be effective in their context.
- In line with the above, do we need to establish **standards at the UN level on what a well-functioning gender architecture** is?
- **Requirement for exceeding:**
  - Is current criterion (specific funds to support GFP networking) adequate?
  - **Staffing standards:** Some entities have established staffing standards on gender architecture. Could this be considered a requirement for exceeding?
- **Trends observed: The expansion of Gender Unit’s remit** has not been always accompanied by an increase of human and financial resources. How to ensure that GE is not diluted or diminished and that adequate resources are allocated? How to capture it under PI 11?



## PI 12: Equal representation of women

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	12a. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years.	12b. The entity has reached the equal representation of women for General Service staff and all professional levels.	12c. The entity has reached the equal representation of women for General Service staff and all professional levels, including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source.

### Observation/feedback from UN-SWAP reporting:

- **2022 Compliance: 34% (excluding NA).** Zero “NA”. 13 entities “Exceed”
- **Among the indicators with the lowest system-wide compliance** – more efforts needed.
- **Parity to be reached with both G and P:** Whether stricter criteria should be applied.
- **Feasibility of the requirements of “Exceeds”:** *“including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source”* – Is it realistic?
- **Suggest aligning the language** and requirements with the SG’s Parity Strategy and Enabling Environment guidelines
  - Some entities asked what happens if **surpassing the parity threshold:** 47%-56%
- **Some new potentials discussed:**
  - Entities to include intersectionality, e.g., women with disability, etc.
  - Some entities suggested reformulating gender parity in all gender spectrum.

## PI 13: Organizational Culture

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	13a. Organizational culture partly supports promotion of gender equality and the empowerment of women.	13b. Organizational culture fully supports promotion of gender equality and the empowerment of women.	13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women <b>and</b> 13cii. ILO Participatory Gender Audit or equivalent carried out at least every five years.

### List of facilitative policies (for all entities)

- 6) Implement, promote and report on facilitative policies for maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare.
- 7) Implement, promote and evaluate policies related to work-life balance, including part-time work, staggered working hours, telecommuting, scheduled breaks for extended learning activities, compressed work schedules, financial support for parents travelling with a child, and phased retirement.
- 8) Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade.
- 9) Periodic staff meetings by units are scheduled during core working hours and on working days of staff working part-time, with teleconference or other IT means actively promoted.

### List of monitoring mechanisms (Meets & Exceeds)

- 1) Conduct, disseminate results of, and report on regular global surveys and mandatory exit interviews which obtain and analyse data relevant for an assessment of the qualitative aspect of organizational culture and provide insight into issues that have a bearing on recruitment, retention and staff experience, including staff well-being, equality and zero tolerance for unethical behaviour, including online.
- 2) Implement policies for the prevention of discrimination and harassment, including special measures for prevention from sexual exploitation and sexual abuse, ethics office, abuse of authority, administration of justice, conflict resolution and protection against retaliation. Demonstrate adherence to all system-wide and agency/ organization- specific sexual harassment policies, including the CEB Model Policy adopted in November 2018, and the UN system’s Model Code of Conduct. When investigations are called for, use the Investigators’ Manual as a guide for consistent, effective and efficient investigations into sexual harassment complaints that puts victims/survivors at the centre of efforts to address sexual harassment in the UN system.
- 3) UN rules and regulations on ethical behaviour are enforced and personnel are required to complete the mandatory ethics training, with zero tolerance for discrimination, harassment, including sexual harassment and abuse of authority implemented.

**Observation/feedback from UN-SWAP reporting:**

- **2022 Compliance:** 82% (excluding NA). ZERO NA. 12 entities “Exceed”
- **Review the facilitative policy list:** still relevant? Any new elements to add”
- **Review the monitoring mechanism list:** still relevant? Feasible? Add new elements?
- **Suggest aligning the indicator** with the Enabling Environment guidelines

**E. Capacity**

**PI 14: Capacity Assessment**

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	14a. Assessment of capacity in gender equality and women’s empowerment for individuals in entity is carried out	14bi. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women’s empowerment is carried out. <b>and</b> 14bii. A capacity development plan is established or updated at least every five years	14ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women’s empowerment is carried out. <b>and</b> 14cii. A capacity development plan is established or updated at least every three years

**Observation/feedback from UN-SWAP reporting:**

- **2022 Compliance:** **57% (excluding NA)**. 1 entity “NA”. 25 entities “Exceed”.
- **Among the indicators with the lowest system-wide compliance** – more efforts needed.
- **Challenges for compliance:**
  - **Capacity assessment:** Entities limited by size, resources or expertise
  - **Capacity development plan:** hard to develop a plan without resources. Quality of capacity development plans varied among entities.
- **Support needed for PI 14:** Some entities expressed the interest for **standard training packages** or **special funding** to implement.

- **Logic disconnection between PI 14 and PI 15**
  - Entities that only “approach” PI 14 (because they don’t have a capacity development plan) can “meet/exceed” PI 15 on capacity development.

#### PI 15: Capacity Development:

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	15a. Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and country offices.	15b. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices.	15ci. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices <b>and</b> 15cii. Senior managers receive tailored training during orientation.

#### Observation/feedback from UN-SWAP reporting:

- **2022 Compliance:** 88% (excluding NA). ZERO “NA”. 21 entities “Exceed”.
- **May lift the performance bar** as the current system-wide compliance is high already.
  - E.g., whether to move senior management training to “Meets” category
  - E.g., whether to **ensure the impact of trainings: “being mandatory” versus “being delivered”**, as completion rate could still be low for mandatory trainings.
- **Bottleneck to “Exceeds” – Senior management training**
  - **Limited resources and capacity** to develop and implement such trainings.
  - **Length and depth** of senior managing training varied: e.g., a half-day induction session vs. a 6-month training programme
  - Need **clarification on “senior managers”** – may change per entity context
- **Other training related:**
  - **GFP training is required but not shown in the indicator statement** – easy to be neglected - “Minimum 2-days of training a year” is not strictly implemented.
  - Entities welcome easy, simple and user-friendly **standardized training tools**
  - Entities tend to report their diverse GE-related training packages under PI 15, e.g., on data, climate, programme, intersectionality etc. – How do we better utilize these data?
- **Trends observed:** Increasing diversity and inclusion training where GEWE is integrated
- **Some new potentials discussed:**
  - Should PI 15 be **expanded to cover more specialised trainings**, e.g., trainings on women and climate?
  - Should we consider making some trainings mandatory to relevant staff? E.g.,
    - Gender analysis training to reporting staff
    - Gender-responsive programme training to programme staff
    - Training for staff in the budget office on GEEW in budgeting
    - Trainings on gender sensitive language

## F. Knowledge, Communication and Coherence

#### PI 16: Knowledge and Communication

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	16a. Internal production and	16bi. Knowledge on gender equality and	16ci. Knowledge on gender equality and women’s empowerment is

	exchange of information on gender equality and women’s empowerment.	women’s empowerment is systematically documented and publicly shared <b>and</b> 16bii. Communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination.	systematically documented and publicly shared <b>and</b> 16cii. Communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination <b>and</b> 16ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women.
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**Observation/feedback from UN-SWAP reporting:**

- **2022 Compliance:** 96% (excluding NA). ZERO “NA”. 53 entities “Exceed”.
- **May lift the performance bar** as the current system-wide compliance is high already, including 73% entities “Exceed”.
  - Any other criteria could be used for stellar performance in knowledge and communication?
- **Clarification on “Meets” – Communication Plan:** “entities with a communication plan need to have gender as an **integral component** of internal and public information dissemination” - Is this clear? Should we consider minimum criteria/definition of what it means?
  - **Should we expand the concept of “communication plan”:** Some entities do not have a communication plan, some have several separate communication plans on gender, and some others have gender pages or knowledge hubs on gender.
- **Need to clarify differences between “Inter-agency community of practice” (PI 16) and “Inter-agency coordination mechanisms” (PI 17).**

**PI 17: Coherence**

Missing or n/a	Approaches requirements	Meets requirements	Exceeds requirements
	17a. Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women.	17bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women <b>and</b> 17bii. Participates in a UN-SWAP peer review process.	17ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women <b>and</b> 17cii. Participates in a UNSWAP peer review process <b>and</b> 17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity.

**Observation/feedback from UN-SWAP reporting:**

- **2022 Compliance:** 70% (excluding NA). ZERO “NA”. 15 entities “Exceed”
- **Criteria to review:**

- **Question 17ciii (Exceeds)** - “Supports implementation of at least one UN-SWAP PI in another entity” - What is considered as “enough”? e.g., many entities refer to participation in inter-agency working groups. Can this requirement be met by **small entities**, or it is more suited to large entities?
- **“Ad hoc” vs. “Systematically”**: **Question 17a (Approaches)** – “Participates in *an ad hoc fashion* in inter-agency coordination mechanisms on GEWE”, and **Question 17ci (Exceeds)** – “Participates *systematically* in inter-agency coordination mechanisms on GEWE”. What does “systematically” and “ad hoc” mean? Should “ad hoc” be removed as all entities should be encouraged for “systematic” engagement in inter-agency mechanisms?
- **Some new potentials discussed:**
  - **Question 17ciii (Exceeds)**: If an inter-agency ToT is set up, when an entity lends its trainers to another entity, could this be accepted as “Exceeds”?