PERFORMANCE INDICATOR
01

STRATEGIC PLANNING
GENDER-RELATED SDG RESULTS

01. Performance Indicator: Strategic Planning Gender-related SDG results

Approaches requirements	Meets requirements	Exceeds requirements
1ai. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process **and** 1aii. At least one high-level result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent	1bi. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process **and** 1bii. At least one high-level transformative result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent **and** 1biii. Adequate resources, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity's budget document	1ci. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process **and** 1cii. At least one high-level transformative result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent **and** 1ciii. Adequate resources, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity's budget document **and** 1civ. Indicators in the strategic planning document and/or related results framework integrate a gender perspective

Strategic Planning and gender-related SDG Results

The Beijing Platform for Action promotes both mainstreaming and targeted approaches to achieve GEEW, known as a twin-track approach. The SDG outcome document retained this twin-track approach by mainstreaming gender throughout and including targeted measures through SDG 5.

Experience has also demonstrated that mainstreaming gender throughout the high-level results of UN entities' main strategic planning documents alone is insufficient to advance GEEW. Both a specific high-level result as well as mainstreaming gender across strategic planning documents is required.

By integrating at least one high-level results on GEEW in their main strategic planning documents, UN entities commit to actively pursue transformational change towards GEEW – akin to SDG 5 on gender

equality – with the expected sustained focus and adequate resourcing. This enhances accountability and transparency on GEEW-related results with external stakeholders and enhances oversight by Governing Bodies on entity's delivery on GEEW results.

However, it also remains essential to mainstream gender across strategic planning documents – similar to the SDG framework – to ensure that all high-level results are working to advance or accelerate GEEW. This involves also ensuring that gender-related indicators are embedded throughout to ensure that data is collected for tracking effects on GEEW across all entity interventions and allows for conducting more robust intersectional gender analysis to inform strategic planning and course corrections.

Finally, the best planned results cannot be achieved without the resources needed – financial and human – to implement them. The overwhelming evidence also points to an under-investment on GEEW within the SDG framework which is replicated in UN entity strategic planning. Ensuring the adequacy of resourcing for high-level GEEW results within strategic plans is essential for accelerating GEEW and this is supported by Performance Indicator 9 and 10.

The [Guidance on mainstreaming gender considerations into strategic plans](#) aims to support entities in reflecting GEEW in the most appropriate way into their main strategic planning document

Who is the business owner for this indicator?

Strategic Planning Units would act as the business owners for this indicator. For entities that do not have such units or focal points, the UN-SWAP Focal Point should identify the most appropriate business owner within the entity.

What are the requirements for this indicator?

There are **four key requirements** for this indicator that entities are asked to progressively achieve progress on during the UN-SWAP 3.0 period.

Requirement 1: Entities should carry out an i*ntersectional gender analysis*, incorporating sex-disaggregated data, throughout strategic planning processes.

Requirement 2: At least *one high-level (transformative) result on gender equality and the empowerment of women that is directly linked to SDG achievement* is included in its *main strategic planning document or equivalent*

Requirement 3: *Adequate resources*, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity's budget document

Requirement 4: *Indicators* in the strategic planning document and/or related results framework *integrate a gender perspective*.

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing *useful resources, examples* and a *step-by-step checklist* to support you to determine your entity's rating.

The checklist includes information on the ***reporting questions for each rating*** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the ***types of documents that can be upload**ed* to support your rating.

Requirement 1: Intersectional Gender Analysis

Approach requirements	**ai, bi, ci, di.** An **intersectional gender analysis**, incorporating sex-disaggregated data, is carried out throughout its strategic planning process
Meet requirements	
Exceed requirements	

To *approach, meet and exceed requirements*, entities are expected to demonstrate that they have *conducted an intersectional gender analysis that has informed the development of their strategic plan*.

Intersectional analysis involves an examination of how multiple identities or forms of inequalities intersect to create unique contexts and/or different inequalities. An intersectional gendered analysis centres gender (or women and girls) at the heart of intersectional analysis – e.g., understanding the how the different identities of women and girls affect their lived experiences, inequalities and the discrimination they may face, etc.).

Entity strategic planning processes should demonstrate that they have conducted and incorporated an intersectional gender analysis to inform the development of the main strategic plan document. This involves:

- o Using sex-disaggregated data collected

- o Considering the varying identities of women and girls may affect inclusion or exclusion from the benefits of the planned results

- o Targeted specific populations of women and girls who may have increased marginalization

The forthcoming Intersectionality Informed Gender Analysis Toolkit (IANWGE) and other entity-level guidance and tools can support your entity to conduct this analysis.

Requirement 2: High-Level Result

Approach requirements	**aii, At least one high-level result** on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent
Meet requirements	**bii** and **cii. At least one high-level transformative result** on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent
Exceed requirements	

To *approach requirements*, an entity should include ***at least one high-level entity result statement in the main strategic planning document***. This result should reflect the main work of the entity on GEEW. For programmatic entities, the result should be directly linked to SDG achievement. For non-programmatic entities, the result can be indirectly linked to SDG achievement.

While the specific format of the ***main strategic planning document*** differs, most UN entities have a central strategic plan that ***governs their overall work*** *(e.g., Programme Budget for Secretariat Entities, Strategic Plans for Funds and Programmes, etc.)*. Entities with multiple strategic planning documents should opt to use the most relevant for UN-SWAP reporting purposes.

A **high-level result statement on GEEW is** an impact or outcome-level result or equivalent that guides the strategic orientation of the entity that is included in the main strategic planning document. It states **what the entity expects to contribute to or achieve related to GEEW -** what it commits to be accountable for achieving. Neither a high-level result included in a **gender policy or equivalent** or **sub-outcomes, outputs or equivalent** within main strategic planning documents would not satisfy the requirement of this indicator. Similarly, results statements that **only include lists of "vulnerable" groups, including women, or which group women with others such as "women and children**", do not meet the requirement because the focus is not GEEW.

In addition, the high-level result on GEEW should **directly contribute to the SDG achievement** – SDG 5 or any relevant SDG for the entity. A high-level result **indirectly contributing to SDG achievement** – those focused on gender mainstreaming or GEEW institutional results (e.g., gender parity within the entity) **would not meet this requirement for all but non-programmatic entities** (e.g., UNOG/V/N, DGACM, etc.).

To *meet or exceed requirements*, entities should **include at least one high-level result on GEEW that is transformative**. While entities will need to determine and make explicit what constitutes a transformative results within their context (e.g., entity-specific definitions, guidance, etc.), the standard definition according to UN Women's Handbook on Gender Mainstreaming for Gender Equality Results, has been modified for the purposes of this indicator:

o **Gender Transformative Results** - those results than have been successful in contributing to a **change in the structures and power dynamics that underlie gender-based inequalities**, discrimination, and exclusion. Such results address the systemic and structural causes of gender inequality - such as challenging gender norms, stereotypes, sociocultural attitudes and behavior and power relations at all levels that reinforce inequality, discrimination, and exclusion. Often, these are higher level results achieved through consistent implementation of policies and programmes over a longer time period - but not always. They can be gender-responsive or gender-specific.

The UN Functions *typology* developed below[9] may help you to develop new and/or revised high-level strategic result on GEEW connected to SDG achievement (and gender mainstreaming or institutional high-level results for non-programmatic entities).

Policy Advice and Thought Leadership: Offering strategic insights and recommendations to improve UN development operations.
Data Collection and Analysis: Gathering and analyzing data to assess the effectiveness of UN development programs.
Capacity Development/Technical Assistance: Supporting countries in building their capacity to implement development initiatives.
Convening/Partnerships/Knowledge Sharing: Fostering collaboration among different UN agencies and stakeholders to achieve development goals.
Direct Support/Service Delivery: Help governments or other actors to directly deliver or implement programmes particularly in countries in special situations, such as areas affected by conflict, displacement and disasters.
Financing for development: Examining funding mechanisms and resource mobilization for sustainable development.

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Support Functions: Activities/sub-outputs which include but are not limited to finance, procurement, human resources, legal, facilities, ICT, and other administrative services.		
Other (including coordination): Any function that doesn't fall into other categories, including coordination and support to the UN system		

Requirement 3: Adequate Resources

Approach requirements		N/A
Meet requirements		**biii and ciii. Adequate resources**, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity's budget document
Exceed requirements		

To *"meet and exceed requirements"*, entities should be able to demonstrate that *adequate human and financial resources have been allocated to implement the transformative gender-related high-level result/*s included in the main strategic planning document or equivalent.

This information is normally included in the budget document accompanying the main strategic planning document or may be integrated within the planning document itself *(e.g. UN Women Results and Resources Framework)* or described elsewhere within annexes *(e.g., human resource plan, etc.)*

While determining the *adequacy of the financial and human resources* allocated to deliver the result is arguably a somewhat subjective process, planning documents nevertheless should provide some *justification or demonstrate the analysis used to arrive at the adequate level of resourcing (e.g., financial figures, human resources plan, etc.).* This can be done by:

- o Reviewing the achievement of *past or similar high-level gender-related results* to analyse if resources allocated were sufficient to achieve what was planned. If not, would additional resourcing have made a difference?
- o Conducting cost benefit and cost-efficiency analysis or *adopting standard criteria* for systematically determine resource allocations across all high-level results within the main strategic planning document.
- o Determining if resource allocations are in line with *system-wide and/or entity-level benchmarks/targets* for allocating resources to advance GEEW.

Ultimately, *an assessment of the adequacy of resources allocated for achieving high-level GEEW results is connected to the delivery of results* – achievement of results or being on track to achieve results which is the focus of Performance Indicator 3 – and reporting against that indicator is useful for determining adequacy of resourcing.

Requirement 4: Indicators

Approach requirements	N/A
Meet requirements	
Exceed requirements	**civ. Indicators in the strategic planning document** and/or related results framework **integrate a gender perspective.**

To exceed requirements, entities should demonstrate that the **indicators across their strategic plan integrate a gender perspective**. This means that in addition to a specific high-level result on GEEW, gender is also mainstreamed across all strategic plan results frameworks. Gender-sensitive or responsive indicators allow entities to measure gender equality changes over time across the implementation of their strategic plan. For example, if there have been equal and fair benefits to both women and men, or if targeted populations (e.g., women and girls) positively benefits as intended, etc. Such indicators usually focus on:

- o ensuring the collection of *sex-disaggregated data.*
- o using both *qualitative and quantitative indicators.*
- o adopting *gender-sensitive measures and methods* to track changes in gender equality; and
- o tracking *unintended consequences* (e.g., backlash, regression, etc.).

Entities can also make use of:

- o *gender statistics*, which can measure gender gaps in areas like education, health, and the labor market.
- o *context indicators*, which can be used to monitor the position of women in different policy areas and any gender gaps.
- o *application indicators*, which can measure the characteristics of a target population,
- o *gender impact indicators*, which capture the broader gender equality results of an intervention, usually linked to transformative results.

By collecting gender-related data through indicators embedded across the strategic results framework, entities will systematically collect the data needed for conducting a robust intersectional gender analyses to inform its next strategic planning document or revisions needed at mid-term.

Evidence base

Examples of documents to attach to substantiate reporting:
- Strategic Plan/Strategic Framework or equivalent
- Management Plan
- Intersectional Gender Analysis
- Demonstration of adequate resource allocation
- Sample gender-sensitive or responsive indicators
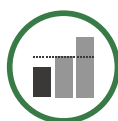
Useful resources

- o [Guidance on mainstreaming gender considerations into strategic plans (UN Women)](#)
- o Intersectionality Informed Gender Analysis Toolkit (IANWGE) – *forthcoming*
- o [Intersectional Gender Analysis Toolkit](#) (IOM)
- o *[Gender responsive indicators: Gender and NDC planning for development](#)* (UNDP)
- o [Gender Transformative Accelerator Tool of the Global Programme to End Child Marriage](#) (UNFPA and UNICEF)

Intersectional Gender Analysis

High Level Result

Some *examples of high-level results on GEEW that are directly linked to SDG achievement* that have been included in entity strategic planning documents include:

- o *ECA Subprogramme 6 (2022): GEEW:* Result 1: harnessing the demographic dividend in Africa with gender equality; Result 2: assessing the cost of achieving Sustainable Development Goal 5 in five selected countries. Result 3: enhanced capacity of member States to address gender equality in the economic and digital transformation of African countries

- o *ECLAC Proposed programme budget for 2022 - Subprogramme 5 - Mainstreaming the gender perspective in regional development*: Result 1: expanding and strengthening capacity for gender statistics in Latin America and the Caribbean (result carried over from previous years); Result 2: strengthening statistical capacities from a gender perspective (result carried over from previous years); Result 3: increased capacity to formulate and develop gender equality policies (new result for 2022).

- o *ESCAP Programme budget for 2023:* Result 1: Harnessing innovative technologies to enhance women's access to financial services (under Subprogramme 2 Trade, investment and innovation)

- o *UNCCD Strategic Framework 2018-2030*: "Local people, especially women and youth, are empowered and participate in decision-making processes in combating DLDD"

- o *FAO Updated Result framework 2022-25*: Principle "Better Life: Promote inclusive economic growth by reducing inequalities (urban/rural areas, rich/poor countries, men/women) - BL1: Gender Equality and Rural Women's Empowerment – Outcome: Women's equal rights, access to and control over resources, services, technologies, institutions, economic opportunities and decision-making ensured, and discriminatory laws and practice es   eliminated,   through gender-responsive policies, strategies, programmes and legal frameworks.

- o *ILO Programme and Budget 2022-23:* Outcome 6 "Gender equality and equal opportunities and treatment for all in the world of work."

- o *WHO Programme Budget 2022-2023:* "Improved access to quality essential health services irrespective of gender, age or disability."

- o *UNODC Strategy (2021-2025):* "Outcome 3. Violence against women is prevented, and increased access to gender-responsive justice for women and girl victims of violence or in vulnerable situations; Outcome 5. Comprehensive and gender-responsive penal and prison reforms implemented to reduce the overuse of imprisonment, prison overcrowding and other prison challenges, including radicalization and violent extremism in prisons"

- o **OHCHR Office Management Plan 2018-21 (extended to 2023)**: The Plan includes 4 high-level transformative result on gender equality and the empowerment of women which will contribute to meeting SDG targets:

- Accountability pillar: • A.3 International, regional and national justice systems respond more effectively and without discrimination to gender-related crimes. (SDGs 5 and 16)

- Non-discrimination pillar: • ND.3 Legal and social frameworks increasingly promote women's and girls' autonomy and choice and protect them from violence in all spheres, including in the digital space. (SDGs 5) • ND.4 Harmful gender stereotypes and social norms are increasingly recognized and challenged within the judiciary, media, and the other sectors with a view to their eradication. – (SDGs 5)

- Development pillar: • D.4 Public health approaches, including sexual and reproductive health policies, comply with international human rights standards and provide access on a non-discriminatory basis, especially for children, adolescents, women and migrants. – (SDGs 3, 5)

- Organizational Effectiveness Action Plan on Diversity and Inclusion: • OEAP result: OHCHR culture and workforce is more diverse and inclusive, staff are treated with equality, dignity and respect; and greater data usage informs decision making with accountability measures established.

- **UNFPA Strategic Plan 2022-2025**: "Outcome 3: Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings."