




**PERFORMANCE INDICATOR
06**

POLICY



06. Performance Indicator: Policy

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>6ai. Up to date gender equality policy/policies or equivalent</p> <p>and</p> <p>6a.ii. A costed action plan in place.</p>	<p>6bi. Up to date gender equality policy/policies or equivalent</p> <p>and</p> <p>6b.ii. Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation.</p> <p>and</p> <p>6b.iii. Adequate resources disbursed for implementation of the gender equality policy/policies or equivalent.</p>	<p>6ci. Up to date gender equality policy/policies or equivalent</p> <p>and</p> <p>6c.ii. Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation</p> <p>and</p> <p>6c.iii. Adequate resources disbursed for implementation of the gender equality policy/policies or equivalent</p> <p>and</p> <p>6c.iv. Entity reports at least every two years / regularly to the Governing Body or its equivalent on progress of the gender equality policies or equivalent</p>



Why are gender equality policies important?

The importance of gender policies cannot be overstated. Gender equality and the empowerment of women policies constitute a key driver of institutional change that strengthen accountability and provide direction for the achievement of all UN-SWAP Performance Indicators. Entities with policies were, on average, "meeting" or "exceeding" double the number of UN-SWAP 2.0 Performance Indicators compared to those without policies in place. This technical note provides guidance to support entities to develop and update their gender equality policies and action plans that are aligned with UN-SWAP 3.0 requirements. The development of gender equality policies are considered the first step in ensuring an entity complies with the system wide policies and action plans on GEEW. Each entity is also required to develop a GEAP-related during the UN-SWAP 3.0 period and these acceleration plans should be visible within the gender policies and action plans of entities.



Who is the business owner for this indicator?

Gender Units or Focal Points are the key business owner for this indicator. They are normally tasked with leading the development of overall gender policies and action plans aligned to UN-SWAP

standards. Human Resources departments are often the primary business owner for policies related to gender parity, prevention of sexual exploitation and abuse and sexual harassment.



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 have ***up-to-date gender equality policy/policies*** or their equivalent.

Requirement 2: Entities should have a ***costed action plan*** that accompanies its gender equality policy/policies or equivalent outlining how it will be implemented and what resources are required.

Requirement 3: Entities should demonstrate that they have ***disbursed adequate resources for successful implementation of gender equality policy/policies.***

Requirement 4: Entities should ***regularly report progress on results*** for gender equality policy/policies to Governing Bodies (or equivalent) to increase accountability and transparency.

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 uploaded*** to support your rating.

Requirement 1: Up-to-date gender equality policies or equivalent.

Approach requirements	6ai, bi, and ci. Entity has an <i>up-to-date gender equality policy/policies</i> or equivalent.
Meet requirements	
Exceed requirements	

Each entity is required to have up-to-date gender equality policies or their equivalent in place, ideally endorsed by Governing Bodies or Senior Management. An ***up-to-date policy*** is defined as one that has been ***endorsed within the last five years***. It can be newly developed, reauthorized or revised. Entities may decide to update policies or their equivalent sooner than five years to incorporate new developments. For example, to align with the new GEAP.

There are ***no one-size fits all approach*** to gender equality policies:

- Entities are expected to address each of the ***eighteen indicators*** and the ***SDG-related GEEW results*** to be achieved within gender equality policies or equivalent in ways appropriate to their mandate. Entities are encouraged to use the [Guidance on the preparation of a UN-SWAP 2.0-aligned gender equality and the empowerment of women policy](#) (2021) to develop or update

policies to strengthen system-wide coherence. This guidance will be updated to align further with UN-SWAP 3.0 in the future.

- Entities may not have a **policy document** per se, but a gender equality strategy, framework, action plan, etc. which will meet the requirement.
- Some entities may have **one overarching gender equality policy** while others may have several **different policies** (e.g., *gender parity strategy, PSEA action plan, SH action plan, etc.*) that address specific GEEW issues. Some entities may have a **combination of both**. Still other entities have **mainstreamed gender policies within their strategic frameworks** or within other **non-GEEW specific policies**. Regardless of which model is right for your entity’s context, it is still recommended to have one overarching policy document or to **ensure that different policies are combined and/or connected** to provide a clear snapshot of all GEEW commitments.
- Gender equality policies may also be **embedded within a broader policy addressing other intersectional dimensions** (e.g., age, disability, etc.).

UN-SWAP 3.0 Performance Indicators related to Organizational Culture and Human Resources (PI 13, 14 and 15) provide more detail on the specific requirements of the related gender policies or equivalent. Progress against those policies or equivalent should be reported under those indicators, but they should be reflected as existing policies under this indicator.

Requirement 2: Costed Action Plan

Approach requirements	6aii. Entity has a costed action plan in place to implement its gender equality policy/policies or equivalent.
Meet requirements	6bii and 6 cii. Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation.
Exceed requirements	

The endorsement of gender equality policies or their equivalent by entities can be meaningless unless the policy is accompanied by **an action plan to ensure that commitments made are translated into actionable results** that can be planned, implemented, monitored and evaluated.

Take for example, the **CEB System-Wide Policy on Gender Equality and the Empowerment of Women (2006)** which did not gain much traction within the system, nor was progress being effectively tracked. The creation of **UN-SWAP 1.0** to operationalize its implementation and provided an accountability framework that had a significant influence on entity engagement with the policy. It not only raised awareness of the system-wide commitments in place, but as an action plan it created specific deliverables that each entity was to strive to achieve within a timeframe. It also increased coherence in implementation across the UN system and cross-entity learning. It has been meaningful for generating change on GEEW because it required monitoring and reporting on progress annually. The **UN-SWAP 1.0** and **UN-SWAP 2.0** reporting is a testament to how the action plan worked as an **operational and accountability framework** to generate progress against policy commitments.

Similarly, to make entity gender equality policies or their equivalent meaningful and operational across the organization, these **entity-level policies also need to be accompanied by an action plan with specific deliverables that is explicit about costing** – the resources required to deliver the envisioned results of the plan. This requirement asks entities to ensure that a costed action plan is in place and

that it is monitoring the implementation of its deliverables to ensure that these are **achieved or on track to be achieved by the timeline indicated in the plan**. Entities are again encouraged to use the [Guidance on the preparation of a UN-SWAP 2.0- aligned gender equality and the empowerment of women policy](#) (2021) which also provides some guidance on development of implementation or action plans and includes an example in **Annex 7**. Again, this guidance will be updated to align further with UN-SWAP 3.0 in the future. A few points regarding costed action plans:

- As with the policies or equivalent, these can be **named differently** (implementation plan, etc.) as long as they provide the relevant information required.
- The plan should include **clear deliverables with a timeline and date for initiation and completion**.
- **Responsible parties** for each deliverable should be made explicit to clarify accountability.
- **Costing for each deliverable** which indicates the level of **financial and/or human resources** needed to achieve the deliverable. Entities are not required to convert staff time into financial figures.
- Outline **how the plan will be monitored, by whom and the periodicity of monitoring and reporting**. Note that entities expecting to meet UN-SWAP 3.0 requirements will have to report on progress of action plan deliverables annually.

The development of the costed action plan supports entities to approach requirements. To progress towards meeting and exceeding requirements, **entities should demonstrate that the deliverables within the action plan have been achieved or on track to be achieved**. This is defined as achieving or on track to achieve at least fifty percent of deliverables in accordance with the initiation and completion dates.

Requirement 3: Adequate Resourcing

Approach requirements	N/A
Meet requirements	6biii. Entity disburses adequate resources for implementation of the gender equality policy/policies or equivalent
Exceed requirements	6ciii. Entity disburses adequate resources for implementation of the gender equality policy/policies or equivalent

The GEAP has emphasized the need to increase the resources available for advancing gender equality within the UN system to address the **history of under resourcing for GEEW**. This includes the implementation of gender equality policies or their equivalent – which are not a cost-neutral exercises. As with any other entity policy and action plan, **there is a cost related to ensuring implementation of deliverables and achieving results**. This requirement has been included to support entities to better estimate and ensure the adequacy of the resourcing provided for the deliverables of costed action plans.

Elements derived from the Gender Equality Acceleration Plan (GEAP)

All UN entity heads lead the adoption and announcement of entity plans to operationalize the Gender Equality Acceleration Plan.

- ✓ *Accountability for delivering for women and girls is foremost an entity-level responsibility.*
- ✓ *Most entities need to elevate the strategic significance of delivering for women and girls and traceably resource the efforts as no entity can fully achieve its mandate without it. **Most entities spend 5% or less of their budget on gender equality. This is not commensurate with the responsibility to serve all of humanity.** Only when entity planning and resourcing frameworks incorporate all elements of the Gender Equality Acceleration plan can it be fully realized. Shifting entity resources to deliver for all – including women and girls - is a significant measure of leaderships commitment the overall goals of the UN.*

To approach requirements, each entity is required to develop a costed action plan to accompany its gender equality policies or equivalent (see above). To meet and exceed requirements, entities are asked to demonstrate:

- the **adequacy of the costing** provided for in the action plan to achieve the deliverables in the timeframe indicated.
- that the **resources committed are allocated and made available for use** in the timeframe needed; and
- that the **resources allocated have been disbursed for implementation** of the deliverables.

Entities are encouraged to utilize the [Handbook on costing gender equality \(2020\)](#) to support them in adequately costing action plan deliverables or look to outside sources, some of which are included in the “useful resources” section. If the estimation of the level of human or financial resources needed to implement an action plan is not accurate, it will affect the ability to deliver the results expected and the effectiveness of the gender equality policies or their equivalent. Entities are encouraged to:

- use of more **robust methods or strategies for determining the cost of implementation**;
- ensure that **costing decisions and the final costed action plan is in line with the implementation cost analysis**;
- **prioritizing allocations** for implementing gender equality policies or their equivalent and/or **mobilizing new resources** to address resourcing gaps;
- **confirm that funds committed were allocated and disbursed** as planned; and
- regularly **monitor implementation** and make efforts to **address costing gaps identified** through the allocation of additional resources as required.
- Conduct **cost-efficiency or effectiveness audits** of action plans.

Although there are many factors that may affect the ability to implement deliverables within the timeframe indicated, it is also an indicator that an entity’s costed action plan may not have allocated adequate resources for its implementation. **Entities whose action plans are not on track are encouraged to demonstrate that additional resourcing would not have made a difference to implementation.**

Requirement 4: Reporting Results

Approach requirements	N/A
Meet requirements	

Exceed requirements	6civ. Entity <i>reports to the Governing Body or its equivalent every two years or regularly</i> on progress on the gender equality policy/policies or equivalent.
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Each entity is encouraged to report its progress in implementing its gender equality policies or equivalent to **Governing Bodies** (e.g. Executive Boards, etc.) at least once every two years to exceed requirements. Doing so is an important part of **accountability** and **transparency to Member States** on an entity’s progress towards commitments made in its gender equality policies or their equivalent.

Reporting can cover progress or results related to:

- development of or updates/revisions to gender policies and costed action plans;
- allocation and disbursement of resources committed in costed action plans and any adjustments needed;
- implementation of costed action plans deliverables per the timeline and challenges encountered; and
- key results achieved and actions to be taken to ensure future implementation is on track.

Regular periodic reporting to Governing Bodies supports oversight and adaptive management to ensure that planned results will be achieved on time. It can also provide an opportunity to revise resource allocation estimates or staffing needs within costed action plans where original estimates have proven to be insufficient or are affecting the ability to deliver.

Entities who may not be able to report directly to Governing Bodies are encouraged to identify other opportunities to inform Member States of progress on gender policies or their equivalent, including through GEAP Steering Committees.

Additional questions

For all entities except “Not applicable”

Does your entity have a strategy/policy that focuses on advancing the entity’s commitments to gender equality in humanitarian settings? Please provide some additional information.



Evidence base

Examples of documents to attach to substantiate reporting:

- Gender policy/strategy or equivalent
- Costed Action /Implementation plan
- Adequacy of resources
- Governing body report
- Gender parity strategy

Note: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those shared to the UN-SWAP Knowledge Hub.



Examples

Gender Equality Policies or Equivalent

The **Economic Commission for Europe (ECE)** updated its [Policy for Gender Equality and the Empowerment of Women \(2021- 2025\)](#) in line with UN-SWAP as well as in response to the compelling challenges to achieving gender equality in implementing the 2030 Agenda in the region. In addition, a new costed Gender Action Plan (GAP) was developed for 2021-2022 to complement the Policy with detailed actions, measurable output, timeframe and resources. The [ECE GAP \(2021-2022\)](#) reflects the UN-SWAP 2.0 requirements in the respective performance indicators, the recommendations from the Evaluation of Gender mainstreaming in ECE, 2019 as well as further work on the linkages of the respective SDGs that are in the focus of ECE subprogrammes with SDG 5.

The Policy strengthens the accountability and capacity of the Organization through concrete actions at cross-sectoral and sectoral levels in the GAP and has the following objectives:

- To advance women's equal participation with men as decision makers in the Organization and in all areas of work;
- To mainstream a gender perspective in the substantive work of the Sectoral Committees;
- To contribute to reducing gender inequalities in its member States, including in access to and sustainable management of resources and benefits of development in the pertinent areas of UNECE's work.

To strengthen the implementation of the first objective and accelerate the achievement of gender parity in staff, UNECE has developed its Gender Parity Strategy. This Strategy includes an implementation plan with actions following the System-Wide Strategy for Gender Parity, launched by the UN Secretary-General in September 2017.

The **Economic and Social Commission for Asia and the Pacific (ESCAP)** launched the ESCAP Gender Equality Policy (2019-2023) and Gender Equality Policy Implementation Plan (2019-2023) in November 2019. The Policy sets out the overarching architecture to promote targeted and mainstreaming efforts to integrate gender equality in the work programme and administrative operations of the organisation. The Implementation Plan identifies three key goals and strategic areas in terms of a) strengthened delivery of gender-related SDG results b) tracking financial resources for gender equality and c) strengthened institutional framework. ESCAP continues to implement its ESCAP Strategy on Gender Parity Implementation Plan (2018-2021), which includes a detailed action plan and dashboard to monitor its implementation. An annual review will take place to monitor progress on the implementation of the Policy and Plan.

The **United Nations Industrial Development Organization (UNIDO)**'s Policy on Gender Equality and the Empowerment of Women includes performance requirements that align with the six pillars of the UN-SWAP (Accountability, Results-based Management, Oversight, Human and Financial Resources, Capacity Development, and Coherence and Knowledge, and Information Management) and respond to the respective performance indicators within each pillar.

The gender policy highlights gender mainstreaming and the equal representation of women as key priorities for the Organization. In addition, the gender policy outlines the Organization's gender architecture, which introduced more senior accountability mechanisms to ensure the full and meaningful mainstreaming of gender at all levels and within all areas of work.

In addition, UNIDO has a Gender Strategy 2020-2023 that provides a clear results-oriented framework and plan of action. The gender strategy is fully aligned with the Organization's strategic planning documents. Like its gender policy, UNIDO's gender strategy aligns its focus areas with the six pillars of the UN-SWAP, including a road map to comply with UN-SWAP standards. During 2022 UNIDO undertook the mid-term review of the 2020-2023 Gender Strategy and began the planning to develop the 2024-2027 strategy in 2023.

Costed Action Plan (forthcoming)

Adequacy of Resources (forthcoming)

Governing Body Report / Reporting Progress

The **UN Office of Counter-Terrorism (UNOCT)**'s Gender Mainstreaming Policy and Action Plan includes the establishment of a specific senior-level mechanism for ensuring accountability for its implementation, and in consequence, for the promotion of GEEW in the prevention and countering of violent extremism and terrorism. The Under-Secretary-General and the Deputy to the Under-Secretary-General are designated as holding the ultimate responsibility for the implementation of the Policy. The Senior Management Team (SMT) meeting will serve as the steering committee on gender equality and the empowerment of women responsible for ensuring the implementation of the Gender Mainstreaming Policy. The SMT is to hold quarterly reviews on the progress of implementing the Policy's Action Plan,