UN-SWAP 3.0

PEER REVIEW GUIDANCE DOCUMENT

Updated October 2024

UN WOMEN | UN SYSTEM COORDINATION

Table of Contents

I. Introduction

This document offers essential guidance for conducting an effective UN-SWAP Peer Review. It outlines the principles driving the process, details the roles of the involved individuals, and specifies the workflow, follow-up actions, and available tools. It provides a comprehensive description of responsibilities and the overall workflow of the process.

The UN System-wide Action Plan (UN-SWAP) on gender equality and women's empowerment sets common performance standards for all UN entities, enhancing coherence and accountability. As of December 2023, seventy-four UN entities representing [96%] per cent of all UN entities, report against the UN-SWAP framework. Since its introduction in 2012, the UN-SWAP has driven significant improvements in gender equality, with the percentage of indicators rated as "meets or exceeds" rising from 58% to 70% between 2018 and 2023.[1] The framework was updated in 2018 to refine indicators and align them with the Sustainable Development—at the corporate and country levels. The 2024 update further raises the standards for gender mainstreaming, integrating actions from the Secretary-General's System-wide Gender Equality Acceleration Plan (GEAP) and enhancing the accountability requirements where previous targets were met or exceeded.

An effective way to share best practices and facilitate mutual learning about UN-SWAP implementation and gender mainstreaming is through conducting a UN-SWAP Peer Review. This comprehensive review involves a deliberate exchange of experiences and information between two or more entities with similar mandates and operational sizes, where feasible. Since 2012, conducting a UN-SWAP Peer Review has been a requirement under the Coherence Performance Indicator of the UN-SWAP framework.

In the first phase of UN-SWAP implementation (2012-2017, only seven entities conducted UN- SWAP peer reviews (excluding those specifically conducted for the UN-SWAP Performance Indicator on Evaluation)[2]. In the past five years, 59 entities have participated in a peer review—20 of them completed in 2023 alone—with the aim of improving inter-agency coherence (Indicator 17) and enhancing reporting and results associated with the UN System-wide Action Plan framework.

To further promote cross-agency learning and accountability, the criterion for conducting a Peer Review has been shifted from 'exceeding' requirements in UN-SWAP 2.0 to 'meeting' requirements in UN-SWAP 3.0 for the Performance Indicator on Coherence. Consequently, in 2024, UN Women updated the guidance for UN-SWAP reviews to better guide UN entities through the process by clarifying essential requirements, strengthening common assessment points, outlining key steps for the exercise, and providing practical tools and templates.

This guidance document updates the original UN-SWAP Peer Review Guidance produced by UN Women in 2019. It is designed to provide adaptable guidance for a diverse range of UN entities including the Secretariat, specialized agencies, funds and programs, specialized agencies, research and training institutes and other entities with varying mandates, funding structures and operational realities. The Guidance for UN-SWAP peer reviews will be further refined based on lessons learned as additional entities participate in the exercise.

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[1] Entities reporting this indicator as not applicable are included.

[2] On a voluntary basis, evaluation units can engage in Peer Learning Exchange as a means for supporting learning and enhancing credibility of the evaluation performance indicator rating. The Peer Learning Exchange is meant to be part of the wider UN- SWAP Peer Review, but when no broader peer review is completed, evaluation units are encouraged to engage in the Peer Learning Exchange on the Evaluation Performance Indicator, which is supported by the UNEG Working Group on Gender Equality and Human Rights (see the website for details).

II.   Background to the UN-SWAP peer review mechanism

In 2018, the Joint Inspection Unit (JIU) of the United Nations reviewed the UN-SWAP to evaluate its effectiveness and impact on performance monitoring and accountability.[3] The review assessed the quality assurance practices for UN-SWAP self-assessment and reporting. It found that fewer than half of the focal points viewed their quality assurance mechanisms as effective, with significant variability in practices across entities. The JIU also noted that UN Women, within its current capacity cannot assume a larger role in ensuring reporting quality, emphasizing that quality assurance must be managed by individual UN-SWAP reporting entities.

In light of the above findings, the first recommendation from the Joint Inspection Unit's 2019 review of the UN-SWAP (JIU/REP/2019/2) emphasized improving quality assurance. It states: "*Executive heads of the United Nations system organizations should critically assess on a regular basis the quality assurance mechanisms in place in their organization to ensure that ratings by indicator under the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women are accurate according to the technical notes issued by the United Nations Entity for Gender Equality and the Empowerment of Women and are appropriately supported by evidence.*"[4]

As a process to validate self-reporting, UN-SWAP Peer Reviews offer an opportunity to enhance the accuracy and quality of UN-SWAP reporting. Ongoing improvement in quality assurance methodologies is crucial for maintaining reporting credibility and accuracy. UN- SWAP Peer Reviews help ensure that reporting reflects the true state of the reporting entity and the UN system, aligning with the JIU's encouragement to avoid mere bureaucratic exercises.

An inclusive process for greater impact

UN Women which serves as the UN-SWAP Secretariat, identifies lessons and trends that emerge from entities' reports and peer reviews. It compiles and synthesizes insights from these reviews to enhance learning among UN organizations, while also gathering valuable best practices and resources through the UN-SWAP Knowledge Hub.

By adopting a more systematic and standardized approach to UN-SWAP Peer Reviews—both in terms of process and assessment—UN Women aims to improve the comparability and reliability of these reviews, thereby strengthening the quality assurance for the UN-SWAP reporting process.

III.   Purpose of UN-SWAP Peer Reviews

The Peer Review is based on the principle that UN-SWAP reporting entities evaluate an entity with a similar scope and operational focus. As appropriate, a third entity may be invited to participate in the process to provide insights and enhance the overall perspective.

Through a combination of accountability and learning, UN-SWAP Peer Reviews aim to drive change and improve the policies, systems, financing, and practices of individual UN entities, as well as enhance performance across the entire UN System.

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[3] United Nations, Joint Inspection Unit, Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women, JIU/REP/2019/2 https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_2_english_0.pdf
[4] Ibid.

Theory of Change for Peer Reviews[5]

By holding UN-SWAP reporting entities accountable and facilitating mutual learning, peer reviews create a framework where:

- **Entities are held accountable** to their commitments and frameworks, ensuring adherence to established standards.
- **Good practices[6], successful experiences[7] and insights are shared**, enabling entities to learn from one another and adopt effective strategies.
- **Processes and challenges are reviewed**, identifying areas for improvement and opportunities for growth.
- **Internal capacities are strengthened**, leading to more effective reporting and behavior change.
- **Reporting credibility and accuracy are enhanced** through rigorous peer assessments.
- **Networking and partnerships are fortified**, advancing collective efforts towards gender equality and women's empowerment.

This integrated approach fosters continuous improvement, aligning policies and practices with UN-SWAP standards and driving systemic change.

The **theory of change** below outlines how peer reviews, through accountability and learning, drive systemic improvements by enhancing individual and UN System-wide policies, decision-making, and practices, ultimately leading to greater adherence to standards and the adoption of best practices.

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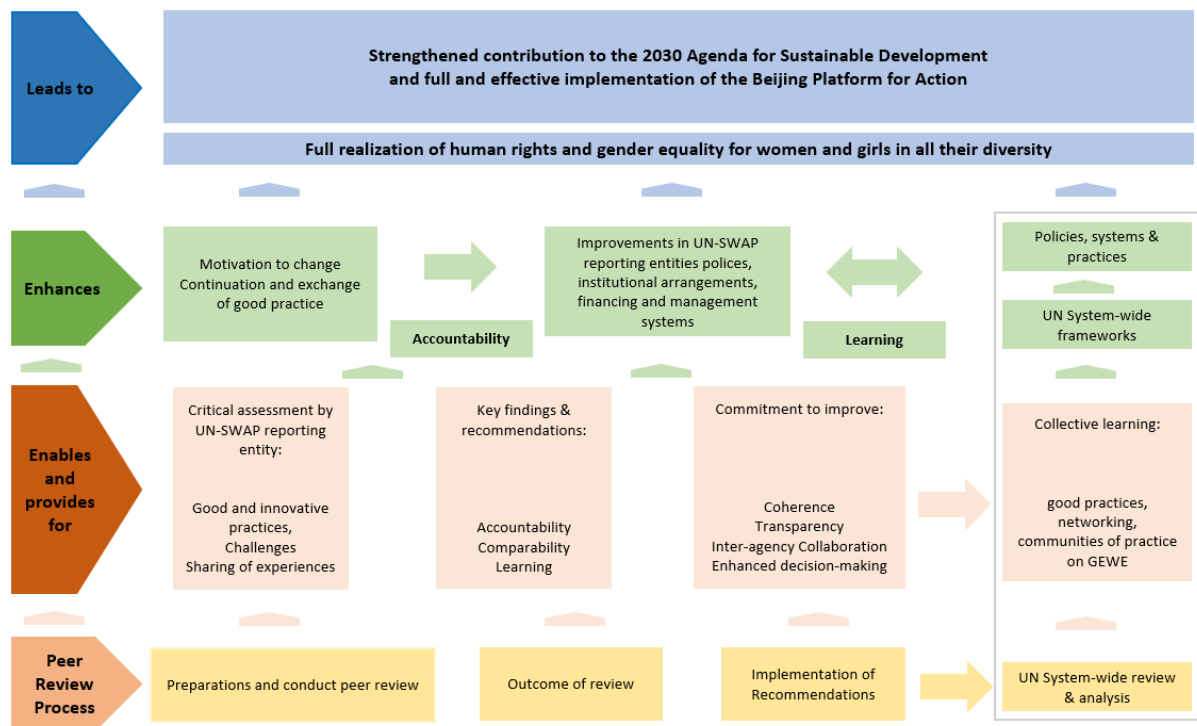
[5] Based on the ToC for the Development Assistance Committee (DAC) Peer Reviews

[6] A **good practice is a practice** that has been proven to work well and produce good results, and is therefore recommended as a reference to be used to guide and inform planning of other interventions.

[7] It is a **successful experience**, which has been tested and validated across several entities, which has been repeated and deserves to be shared so that a greater number of people can adopt it.

IV.   The UN-SWAP Peer Review and how to carry it out[8]

The steps outlined below aim to guide entities through the peer review process. While the guide is adaptable to different contexts, those facilitating the review should focus on ensuring that it serves as a systematic evaluation of the organization's performance by its peers. The primary goal is to enhance the organization's policies, decision-making, and practices, while promoting compliance with established standards and principles, and ensuring alignment with UN-SWAP.

Main Features of the UN-SWAP Peer Review

1   Actors

- ☑ **The Peer Review Team:** Composed of representatives from the participating UN entities and operates with a spirit of open dialogue, results-oriented analysis, and the exchange of best practices and challenges. The aim is to agree on a set of non-binding recommendations to improve performance. Ideally, this team should include gender focal points responsible for supporting the implementation and reporting of UN-SWAP, as well as relevant Business Owners.
- ☑ **The Reviewed Entities** Provides access to data and documentation, answers questions, and facilitates access to relevant UN-SWAP Business Owners, including senior management where possible.
- ☑ **UN Women's UN-SWAP Secretariat:** UN Women has established the UN-SWAP Help Desk to support ongoing requests for entity-specific assistance and provide individualized guidance on the review process, including pairing recommendations. In addition, UN Women can serve as a third-party observer and/or act as a facilitator between the reviewed entities, if this is requested by the entities. Subject Matter Experts can be invited to provide UN System-wide context and guidance on specific indicators (Human and Financial Resources, Advocacy and Communications). For example, the Umoja team includes experts in change management, process management, administration management, and technology management related to the UN Secretariat's Integrated Planning, Management, and Reporting (IPMR).

2   Guiding Principles

- ☑ **The Peer Review Process:** A collaborative exercise that examines how an organization meets its institutional commitments and gender-related objectives and assesses the alignment of these efforts with the implementation of the UN-SWAP framework.
- ☑ **Evidence and Data Analysis:** Peer Reviews aim to be credible, helpful, and constructive by utilizing evidence and data analysis to drive continuous improvement. They respect each organization's specific context and are grounded in mutual trust and discretion, acknowledging the unique access granted during the process.
- ☑ **Peer Review as a Tool:** Offers voluntary participants agreed/ non-obligatory recommendations and facilitates the sharing of best practices.
- ☑ **Catalyst for Positive Change:** Peer Reviews serve as a means of influencing peers and can be a powerful driver for motivating organizations to implement improvements, elevate their ambitions, and meet established standards.

3   Core Requirements of the UN-SWAP Peer Reviews as per UN-SWAP 3.0

- ☑ **Frequency:** Take place at least once every four years.
- ☑ **Scope:** Be conducted between entities with similar mandates and operational sizes, where possible.
- ☑ **Coverage:** Address all UN-SWAP performance areas that are applicable,. Separate independent peer reviews for specific UN-SWAP Performance Indicators, such as Evaluation, may occur but do not fulfill the requirements of the indicator on their own.

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[8] Adapted from OECD-DAC peer review guidance.

V.   Process for UN-SWAP Peer Reviews

The peer review process should be adapted to accommodate the different typologies of UN system entities, their scope, and their respective mandates. <u>The process should involve four main stages</u>:

  i.   **Preparation and Planning**
  ii.   **Consultation, Analysis, and Reporting**
  iii.   **Approval and Release**
  iv.   **Ownership and Implementation**

The following are suggested steps to follow:

The Preparation and Planning Stage

Step 1: Discuss the idea with senior managers and get their buy-in, explaining that the peer review process is central to the UN-SWAP implementation and necessary to meet the minimum requirements for UN-SWAP 3.0 Performance Indicator 16: Coherence. You may also wish to emphasize that UN-SWAP peer reviews can help improve an entity's overall work on gender equality and the empowerment of women through the exchange good practices and serve as an opportunity to identify potential areas for collaboration between entities.

Step 2: Identify a suitable partner entity of a similar size and mandate. Selecting a similar entity in a close geographical location will also reduce costs and facilitate collaboration. Peer reviews can also be conducted remotely or in a hybrid format to further maximize participation across different geographical locations. UN Women can assist with finding partnering entities for UN-SWAP Peer Reviews. For assistance contact the UN-SWAP Help Desk: unswap.helpdesk@unwomen.org.

Step 3: Determine who will be part of the Peer Review teams. Entities will need to allocate time for approximately 3-4 meetings for each peer review, depending on the size and mandate of the entity. Ideally, meetings should be scheduled every one to two weeks, and a timeline should be established to complete the process within 3 to 4 months. Each entity should identify 1-2 Focal Points to lead the coordination of the exercise. Focal Points should ideally be lead coordinators for UN-SWAP implementation and reporting, or be familiar with the reporting process, as well as the entity's current performance.

Step 4: Hold a planning meeting, using the format that is most suitable for the context and participants, with the aim of ensuring broad participation from the gender unit or Focal Point(s) to discuss and agree on the peer review process. This includes setting timelines for the meetings, deciding on the format (in-person, online, and/or hybrid), and finalizing details such as location, participant composition, meeting agenda, and questions to be discussed—based on the indicators under review. UN-SWAP 3.0 consists of 18 Performance Indicators organized into six performance areas[9] aligned with the CEB Policy on gender equality and the empowerment of women (CEB/2006/2). Ensure that the selected indicators for each meeting cover one or multiple performance areas, allowing for overlap to highlight interconnections and collaborative opportunities. indicator on their own.

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[9] **UN-SWAP 3.0 Performance Areas:** Results-Based Management, Oversight, Accountability, Financial Resources, Institutional Capacity and Human Resources, Knowledge Management, Communication, and Coherence.

Step 5: Agree on a timeline and meeting schedule that includes provisions for submitting and reviewing relevant documentation by the participating entities.

The Consultation, Analysis and Reporting Stage

Step 6: Before the meetings, review background documents such as the entity's gender equality policy or equivalent, strategic plan, the latest UN-SWAP reports, key supporting documents, and any other relevant materials related to the Performance Indicators that will be discussed during the meeting. To enhance the effectiveness of the UN-SWAP, it is crucial to share good practices that can drive improvement across the performance areas. Focus on areas with poor performance to discuss progress, challenges, and opportunities. Furthermore, review UN-SWAP-related action plans for addressing gaps and achieving requirements ratings. This could include developing plans of action not only to meet but also to exceed UN-SWAP requirement ratings. By fostering a culture of sharing successful strategies and lessons learned, entities can collaboratively advance gender equality initiatives and strengthen overall performance.

Step 7: When planning the meetings, consider including Senior Managers, especially for the *Leadership by entity heads and deputy heads* performance indicator. Also, include relevant Business Owners, such as personnel from evaluation, Human Resources, strategic planning, program management, audit, communications, and other units involved in implementing specific UN-SWAP Performance Indicators.

Step 8: Prepare a brief report (5-8 pages) summarizing main findings and observations, including progress since the last UN-SWAP reporting period (refer to the annex for content and suggested Table of Contents). The report should be prepared in consultation with the focal points of the participating entities and reviewed by the meeting participants, with the agreed recommendations endorsed by Senior Management. Entities can decide to submit one joint report or two separate reports. Joint reports allow for a more cohesive narrative, showcasing collective achievements and challenges, and can reduce duplication of effort, saving time and resources. They streamline the reporting process, allowing entities to focus on delivering comprehensive insights. Conversely, separate reports enable each entity to highlight its specific contributions, priorities, and areas of expertise. This can be particularly beneficial if the entities serve distinct mandates or audiences that may not overlap significantly. Ultimately, the choice between submitting joint or separate reports should be made by the reviewing entities, based on varying contexts and the needs of the entities.

Approval and Release Stage

Step 9: Hold a joint validation meeting to present and validate the draft findings of the peer review. This meeting should include personnel who were involved in the review process or who will benefit from learning about the outcomes and who will play a role in implementing the recommendations. Alternatively, the validation step can also be conducted through email exchanges.

Step 10: Finalize the report and upload it to the UN-SWAP platform during the respective reporting period as supporting evidence for Performance Indicator 16: Coherence.

Step 11: Share the report with Senior Management, all relevant UN-SWAP Business Owners, and gender and UN-SWAP Focal Points. In addition, post it on the receiving entity's website or circulate it internally as needed.

Ownership and Implementation Stage

Step 12: During this stage, focus on implementing the recommendations from the peer review effectively. Ensure that all relevant stakeholders are informed and actively involved in the implementation process.

Step 13: Develop clear action plans with specific timelines and assign responsibilities to ensure accountability for implementing the agreed recommendations.

Step 14: Regularly assess the progress in implementing the recommendations and adjust as needed to address issues that could limit the achievement of expected targets.

Step 15: The gender unit and/or focal point(s), along with relevant Business Owners, should provide ongoing support to ensure continuous improvement and alignment with UN-SWAP standards.

Technical Support and Guidance

UN Women has established the UN-SWAP Help Desk to provide entity-specific assistance, individualized guidance, and training on UN-SWAP 3.0 reporting. The Help Desk supports progress in all areas of the framework and offers resources for facilitating UN-SWAP Peer Reviews.

The **UN-SWAP Knowledge Hub** is a resource-sharing tool for system-wide gender equality initiatives and is accessible to all UN-SWAP Network members, promoting alignment and collaboration across entities. It includes examples of peer review reports and templates related to the Performance Indicator on Coherence. A helpful guide on navigating the platform and utilizing the resources effectively is available online HERE.

For further information and support in preparing for and conducting Peer Reviews, please contact the UN Women Help Desk: unswap.helpdesk@unwomen.org

VI.   Annex (Tools for conducting UN-SWAP Peer Reviews)

A. Suggested Table of Contents for UN-SWAP Peer Review Report

1.	Background	Include points on the purpose of the peer review and origin (i.e. requirement of UN-SWAP reporting exercise, opportunity for sharing/learning/collaborating)
2.	Methodology	Include points on process (timeframe, scope, team members, interview process, etc.). Indicate whether senior management is involved as well as business owners
3.	Key Findings	Include key findings from the assessment of reporting against individual Performance Indicators as well as the overall quality of process and implementation of the UN-SWAP Framework. The focus will be on addressing only the most relevant performance indicators (PIs) for each entity, particularly those discussed during meetings. The length of the report will therefore be determined by the total number of PIs discussed. Include key responses to the below questions in Annex C. *Sample guiding questions by Performance Area and Indicator* and Annex D: *Data collection matrix for assessment by Indicator*:
4.	Conclusion and Recommendations	Assessment of overall reporting quality of process and implementation: 1) Is there a satisfactory mechanism in place to ensure the accuracy of reporting by indicator? Could internal quality assurance be improved (ex. review by governing body, etc.)? 2) What are some of the good practices to date related to UN-SWAP implementation? 3) What have been the greatest challenges to UN-SWAP implementation? Include any concluding remarks and agreed recommendations
5.	Assessment of the Peer Review	To effectively assess the UN-SWAP Peer Review process, consider the following key questions: 1) Were the objectives of the Peer Review clearly defined and communicated to all stakeholders? 2) How effectively were diverse stakeholders involved in the Peer Review process? 3) Was the methodology used for the Peer Review clearly defined and applied consistently across all indicators? 4) Were sufficient resources allocated to support the Peer Review process effectively?
6.	Annex	Include key supporting data points, i.e., table B, C, D, E included in this annex, as needed

B. Overview of entity reporting against the UN-SWAP 3.0

Performance Area	Performance Indicator	Previous year's rating	Current year's expected rating	Expected rating[10]
A. RESULTS-BASED MANAGEMENT	P1: Strategic planning gender-related SDG results			
	P2: Reporting and use of data on gender-related SDG results			
	P3: Achievement of gender-related SDG results			
B. OVERSIGHT	P4: Evaluation			
	P5: Audit			
C. ACCOUNTABILITY	P6: Policy			
	P7: Leadership			
	P8: Gender-responsive performance management			
D. FINANCIAL RESOURCES	P9. Resource tracking			
	P10. Resource allocation			
E. INSTITUTIONAL CAPACITY AND HUMAN RESOURCES	P11. Gender architecture			
	P12. Equal representation of women			
	P13. Organizational culture			
	P13a. Preventing Sexual Exploitation and Abuse (PSEA)			
	P14. Capacity development			
F. KNOWLEDGE MANGEMENT, COMMUNICATION AND COHERENCE	P15. Knowledge management and communication			
	P16. Coherence			
	PI 18. Stakeholder engagement			

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[10] The expected rating should be set based on the period for implementing the agreed non-binding recommendations and the timeline until the next review, which is every four years.

C. Sample guiding questions by Performance Area and Indicator

Performance Area	Performance Indicator	Guiding questions
A. RESULTS-BASED MANAGEMENT	P1: Strategic planning gender-related SDG results P2: Reporting and use of data on gender-related SDG results P3: Programmatic results	1. **High-Level Results on Gender Equality:** How does the entity ensure that its main strategic planning document includes at least one high-level result on gender equality and the empowerment of women that is directly linked to the achievement of the Sustainable Development Goals (SDGs), and what evidence demonstrates progress toward this result? 2. **Resource Allocation for Gender Results:** What measures are in place to ensure that the main strategic planning document allocates adequate human and financial resources for the implementation of gender-related high-level results, and how is this allocation monitored? 3. **Integration of Gender Perspective:** In what ways does the entity ensure that at least 30 percent of indicators in the results framework integrate a gender perspective, or that other high-level results are gender mainstreamed, and what strategies are employed to assess and report on this integration? 4. **Conducting Intersectional Gender Analysis:** How does the entity carry out an intersectional gender analysis during its strategic planning processes, and what role does sex-disaggregated data play in this analysis? 5. **Combining Data Sources:** In what ways are gender analysis and sex-disaggregated data combined with other intersectional data sources to enhance understanding and inform decision-making within the entity? 6. **Monitoring and Reporting with an Intersectional Lens:** How does the entity incorporate an intersectional lens into its strategic plan monitoring and reporting, and what specific indicators or metrics are used to evaluate progress using sex-disaggregated data? 7. **Achievement of Transformative Results:** What specific programmatic results has the entity achieved or is on track to achieve regarding gender equality and the empowerment of women, and how are these results measured? 8. **Exceeding Programmatic Targets:** In what ways has the entity exceeded or is on track to exceed its targets for

		transformative programmatic results related to gender equality and the empowerment of women, and what factors have contributed to this success?
		9. **Contribution to Joint Results:** How does the entity contribute to the achievement of joint results on gender equality and the empowerment of women in multiple joint initiatives or programs, and what examples illustrate this collaboration?
		10. **Targets for New Joint Programmes:** What processes are in place to ensure that all new joint programs or initiatives exceed set targets for gender equality and the empowerment of women, and how is success in this area measured and reported?
B. OVERSIGHT	P4: Evaluation P5: Audit	1. **Presentation of Findings:** How are relevant gender equality findings systematically presented in the annual reports of the internal audit departments, and what specific examples demonstrate this practice?
		2. **Targeted Audits:** How frequently do internal audit departments conduct targeted audit engagements related to gender equality and the empowerment of women, and what were the outcomes of the most recent audit conducted within the last five years?
		3. **Implementation of Recommendations:** What processes are in place to ensure that the entity demonstrates the implementation of audit recommendations related to gender equality, and can specific examples of successful implementations be provided?
		4. **Compliance with UNEG Standards:** How does the entity ensure compliance with UNEG gender-related norms and standards, and in what ways is the Guidance on Integrating Human Rights and Gender Equality in Evaluation applied during all phases of the evaluation process?
		5. **Performance Evaluations:** Can you describe the approach taken to conduct evaluations assessing corporate performance on gender mainstreaming or equivalent, and how often are these evaluations conducted?
C. ACCOUNTABILITY	P6: Policy P7: Leadership P8: Gender-responsive performance management	1. **Policy and Action Plan Achievements:** What evidence exists to demonstrate that the gender equality policy is up to date, and how has the entity ensured that more than 50% of the time-bound costed action plan deliverables have been achieved?
		2. **Budget Allocation:** How does the entity determine what

constitutes an adequate budget for the implementation of the gender equality policy, and can specific examples of budget allocation for this purpose be provided?

3. **Reporting to Governing Body:** What processes are in place to report every two years to the Governing Body or equivalent on the implementation of the gender equality policy, and what key findings have been highlighted in the most recent report?

4. **Promotion of Gender Equality:** How do entity heads and deputy heads proactively promote gender equality and the empowerment of women, both internally and externally, and what strategies are in place to address any pushback encountered during these efforts?

5. **Accountability Mechanisms:** In what ways does the Senior Manager Gender Steering Implementation Committee hold the entity accountable for achieving results outlined in the gender equality policy, specifically concerning financial resource and gender architecture indicators?

6. **Leadership Participation:** How does the participation of the Head of the Gender Unit or equivalent in senior management team meetings influence decision-making related to gender equality initiatives, and what is the significance of having a direct reporting line to the Head of the entity?

7. **Accountability for Performance:** How are entity heads and deputy heads held accountable for the entity's performance against the gender equality policy, particularly in relation to established performance indicators?

8. **Senior Appointment Requirements:** What processes are in place to ensure that senior appointments (P5 or equivalent and above) include a requirement for a proven track record in gender equality, and how is this assessed during the recruitment process?

9. **Feedback Mechanisms:** How do leaders receive feedback on their gender-responsive leadership (through recurring confidential all-staff surveys and enhanced 360-degree feedback mechanisms or equivalent), and what actions are taken based on this feedback to improve leadership practices in gender equality?

D. HUMAN AND FINANCIAL RESOURCES	P9. Resource tracking P10. Resource allocation	1. **Implementation of GEM:** How is the Gender Equality Marker (GEM) utilized as a UN Data Standard for financial resource tracking, and what quality assurance

systems are in place to ensure accurate quantification of funds allocated to gender equality and women's empowerment?

2. **Reporting of Financial Information:** What processes ensure that quality-assured financial information related to the GEM is consistently reported to governing bodies, IATI, and OECD, and how is the accuracy of this reporting maintained?

3. **Impact on Resource Allocation:** How has the tracking of financial resources through the GEM led to an enhanced level of allocations for gender equality and the empowerment of women, and what specific outcomes or improvements have been observed as a result?

4. **Funding Allocation for Gender Equality:** How does the entity ensure that it dedicates funding to outputs and activities where gender equality and the empowerment of women are the principal objectives, as per GEM 3, and what mechanisms are in place to track this allocation?

5. **Gender-Responsive/Sensitive Outputs:** What specific measures does the entity take to ensure that no gender-blind outputs or activities are funded?

6. **Support for Women's Organizations:** How is dedicated program funding allocated to support women's rights organizations and women in conflict and crisis contexts?

P11. Gender architecture P12. Equal representation of women P13. Organizational culture	1. **Staffing Standards and Training:** How does the entity implement robust staffing standards and prepare training to effectively support the implementation of its gender equality goals? 2. **Funding for Gender Unit:** In what ways is the Gender Unit and/or gender architecture fully funded, and how is this funding utilized to achieve institutional gender equality objectives? 3. **Utilization of Expertise:** How does the entity demonstrate effective use of a roster of specialized UN expertise and gender focal points on gender equality and the empowerment of women, and what impact has this had on achieving the entity's gender equality goals? 4. **Equal Representation:** What measures has the entity implemented to achieve equal representation of women among General Service staff and at all professional and national staff levels, and what strategies are in place to maintain this representation moving forward?

		5. **Supportive Organizational Culture:** How does the organizational culture actively support the promotion of gender equality and the empowerment of women, and what specific practices or initiatives are in place to foster this environment?
		6. **Implementation of Recommendations:** What processes has the entity established to ensure the implementation of all recommendations resulting from a gender power analysis, and how is progress in this area monitored and evaluated?
E. CAPACITY	P14. Capacity development	1. **Demonstrating Skills and Knowledge:** How do relevant personnel demonstrate effective use of their skills and knowledge on gender equality and the empowerment of women in their daily roles, and what specific good practice examples can be provided?
		2. **Unconscious Bias Training:** What strategies has the entity implemented to ensure that unconscious bias training is effectively rolled out to all relevant personnel, and how is the impact of this training measured?
		3. **Gender Responsive Leadership:** In what ways do senior managers demonstrate the effective application of gender-responsive leadership (GRL) training, and what outcomes have resulted from their leadership practices in promoting gender equality?
F. KNOWLEDGE, COMMUNICATION AND COHERENCE	P15. Knowledge management and communication P16. Coherence	1. **Promoting Gender Equality:** How does the entity systematically promote gender equality and women's empowerment through its communication channels and products, and what specific examples demonstrate this effort?
		2. **Leveraging Knowledge Management:** In what ways does the entity leverage its knowledge management system to share gender-related information both internally and externally, and how is this information utilized to inform decision-making?
		3. **Mainstreaming Gender in Reporting:** How does the entity ensure that gender concerns are mainstreamed in reports and briefs prepared for the Secretary-General or Head of the entity, and what mechanisms are in place to capture and share lessons learned and best practices from these efforts?
		4. **Mainstreaming Gender in Coordination:** How does the entity effectively mainstream gender considerations into inter-agency coordination mechanisms, and what

		specific strategies or practices have been implemented to achieve this?
		5. **UN-SWAP Peer Review Process:** How will the entity ensure the implementation of agreed-upon recommendations from the UN-SWAP peer review process conducted at least once every four years, and in what ways does it support the implementation of at least one UN-SWAP Performance Indicator in another entity (if this requirement was undertaken under UN-SWAP 2.0)?
	PI 17. Stakeholder engagement	1. **Engagement with Women's Rights Organizations:** How does the entity engage with women and girls' rights organizations to ensure their participation in UN entity-led and/or UN-supported activities, and what mechanisms are in place to facilitate this involvement?
		2. **Involvement in Planning and Implementation:** In what ways does the entity involve women and girls' rights organizations during the planning and implementation phases of its activities, and what outcomes have resulted from their participation?
		3. **Economic Opportunities and Partnerships:** How does the entity contribute to opening opportunities for women and girls to access financing or economic opportunities, and what strategic partnerships with the private sector and/or philanthropy, academia etc. have been established to advance gender equality and the empowerment of women and girls?
	PI 18. Prevention of Sexual Exploitation and Abuse (PSEA)	1. **Implementation of PSEA Policies:** How does the entity ensure the effective implementation of PSEA policies and guidelines within its operations, and what specific measures are in place to train personnel on these policies?
		2. **Monitoring and Reporting Mechanisms:** What mechanisms does the entity have in place to monitor compliance with PSEA standards, and how are incidents of potential violations reported and addressed?
		3. **Engagement with Affected Communities:** In what ways does the entity engage with affected communities (victims and survivors) to raise awareness about PSEA, gather feedback, and ensure that their concerns are integrated into the implementation of PSEA measures?

D. Data collection matrix for assessment by Indicator (for use by Focal Points and Business Owners)

Performance Indicator [xx]	
Is the entity's reporting accurate and complete?	
Has an adequate plan of action been put in place to improve or maintain performance (in cases where requirements have been met or exceeded)? Is the Action Plan being implemented? Which actions could be implemented to accelerate or maintain progress?	
Will the entity likely meet or exceed the Performance Indicator by [YEAR]?	
What are the risks and constraints to achieving the requirements of the Performance Indicator?	
What are the lessons learned for this Performance Indicator?	
Has an adequate remedial plan of action been put in place for indicators with missing or approaching requirements ratings and is it being implemented?	

E. Data collection matrix for assessment of overall reporting quality of process and implementation (for use by Peer Review Focal Points and UN-SWAP Reporting Focal Points)

Assessment of overall quality of UN-SWAP reporting process and implementation	
Is there a satisfactory mechanism in place to ensure the accuracy of reporting by indicator? Could internal quality assurance be improved (ex. review by governing body, senior management etc.)?	
What are some of the good practices to date related to UN-SWAP implementation?	
What have been the greatest challenges to UN-SWAP implementation?	
How is the overall quality of the UN-SWAP reporting process and its implementation assessed, including areas for improvement and best practices observed?	