



**Review of Corporate Gender Equality Evaluations in the
United Nations System**

July 2015

in consultation with



List of Acronyms

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| AGDM | Age, Gender and Diversity Mainstreaming |
| BPfA | Beijing Declaration and Platform for Action |
| CEB | Chief Executives Board for Coordination |
| DPKO | Department of Peacekeeping Operations |
| EAPRO | East Asia and Pacific Regional Office |
| FAO | Food and Agriculture Organization of the United Nations |
| GEEW | Gender Equality and the Empowerment of Women |
| GenCap | Gender Standby Capacity Project |
| GFP | Gender Focal Points |
| HQ | Headquarters |
| IFAD | International Fund for Agricultural Development |
| IANWGE | Inter-Agency Network on Women and Gender Equality |
| IASC | Inter-Agency Standing Committee |
| ILO | International Labour Organization |
| IOM | International Organization for Migration |
| MDGs | Millennium Development Goals |
| MONUC | United Nations Organization Mission in the Democratic Republic of the Congo |
| MONUSCO | United Nations Organization Stabilization Mission in the Democratic Republic of the Congo |
| OCHA | Office for the Coordination of Humanitarian Affairs |
| OECD | Organisation for European Co-operation and Development |
| OHCHR | Office of the High Commissioner for Human Rights |
| OIOS | Office of Internal Oversight Services |
| OSAGI | Office of the Special Adviser to the Secretary General on Gender Issues and Advancement of Women |
| PBSO | Peacebuilding Support Office |
| PGA | Participatory Gender Audit |
| QCPR | Quadrennial Comprehensive Policy Review |
| RBM | Results-based Management |
| SDGs | Sustainable Development Goals |
| ToR | Terms of Reference |
| UN | United Nations |
| UN-SWAP | United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women |
| UN Women | United Nations Entity for Gender Equality and the Empowerment of Women |
| UNAMSIL | United Nations Mission in Sierra Leone |
| UNCT | United Nations Country Team |
| UNDAF | United Nations Development Assistance Framework |
| UNDG | United Nations Development Group |

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|------------|---|
| UNDP | United Nations Development Programme |
| UNEG | United Nations Evaluation Group |
| UNEP | United Nations Environment Programme |
| UNESCO | United Nations Educational Scientific and Cultural Organization |
| UNFPA | United Nations Population Fund |
| UN-Habitat | United Nations Human Settlements Programme |
| UNHCR | United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNMISSET | United Nations Mission of Support in East Timor |
| WFP | World Food Programme |
| WHO | World Health Organization |

Table of contents

| | Page |
|--|-------------|
| 1. Introduction | 1 |
| 2. Purpose | 2 |
| 3. Methodology | 3 |
| 4. Insights | 8 |
| 5. Conclusions and way forward | 29 |
| | |
| Annex A: Portfolio of evaluations | 37 |
| Annex B: List of supporting documentation | 38 |
| Annex C: UN-SWAP Framework | 41 |
| Annex D: Analysis of approaches to assessing gender mainstreaming performance | 44 |
| Annex E: Bibliography | 49 |

1. Introduction

The year 2015 will see the formulation of a post-2015 development agenda that includes strengthening of global efforts to advance Gender Equality and the Empowerment of Women (GEEW). The proposed Sustainable Development Goals (SDGs) include not only the stand-alone Goal 5 on GEEW, but GEEW issues are considered cross-cutting throughout the other 16 goals. This has prompted a number of efforts to review or take stock of progress made, good practices identified, existing gaps and challenges and lessons learned in the implementation, monitoring and evaluation of the Millennium Development Goals (MDGs).

In the same year, the twentieth anniversary of the Beijing Declaration and Platform for Action (BPfA), adopted at the Fourth World Conference on Women, has also prompted reviews of progress made and challenges encountered in achieving GEEW and the gender mainstreaming strategy.

At the same time, the United Nations system is also taking steps to implement the United Nations General Assembly resolution (A/Res/67/226) on the Quadrennial Comprehensive Policy Review (QCPR), which calls for (among other things) the United Nations system to work collaboratively to enhance gender mainstreaming within the United Nations system through increased investment on GEEW; to track GEEW resource allocations and expenditures; to ensure sufficient technical expertise on GEEW; to enhance monitoring, evaluation and reporting on GEEW results; to improve institutional accountability mechanisms for GEEW; and to improve gender balance in appointments. By doing so, the United Nations system will ensure that it is 'fit-for-purpose' to support Member States in the implementation of the post-2015 development agenda.

The resolution also noted both the importance of the work of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) to promote more effective and coherent gender mainstreaming across the United Nations and the development of a United Nations System-Wide Action Plan on the Chief Executives Board (CEB) System-Wide Policy on Gender Equality and the Empowerment of Women (UN-SWAP).¹

These and other inter-connected processes provide an important policy context to review existing evidence from evaluations of the gender mainstreaming practices of United Nations entities conducted following the 2006 CEB System-wide Policy on Mainstreaming Gender and the Empowerment of Women, but prior to the endorsement of its action plan: the UN-SWAP.

The hope is that learning from the past can support existing endeavours and highlight any gaps that may still require attention. In this way, the United Nations system can move forward in a coherent way with consolidated information from the evaluations undertaken to support continued improvements. More specifically, the review seeks to answer the question: What

¹ UN-Women has a role to lead, coordinate and promote accountability of the United Nations system in its work on GEEW.

are the validated lessons learned and good practices in mainstreaming gender equality within the United Nations system?

It is important to note up front that the insights and conclusions in this report are limited to the information available in the portfolio of evaluations available for review during the time period. It is acknowledged that this may not reflect the current status of progress or improvements in gender mainstreaming practice documented elsewhere by United Nations entities, but remain unevaluated.

2. Purpose

This review of corporate gender equality evaluations in the United Nations systems² aims to inform the implementation of the SDGs and QCPR, by providing evidence on what works and what does not work in mainstreaming GEEW in United Nations entities. Its objective is to analyse the results of the corporate gender equality evaluations of United Nations entities completed in 2006 – 2014,³ the period between the endorsement of the CEB system-wide policy on GEEW and prior to the roll-out of the UN-SWAP. It is an effort to ensure that validated learning from the past is captured to support even further the progress being made by the United Nations system in GEEW.

Corporate gender equality evaluations are those evaluations that both meet the United Nations Evaluation Group (UNEG) definition for evaluation and have as their primary objective the assessment of an entity's gender mainstreaming performance at all levels, usually focused on the implementation of that entity's gender equality policy, strategy or plan. By synthesizing the learning, good practices and challenges validated within such evaluations, the insights can enable the United Nations system to move forward in a more coherent manner to continue improving practice.

This review aims specifically to extract externally validated learning and good practices in achieving institutional GEEW results by United Nations entities prior to the implementation of the UN-SWAP. It also:

- Identifies gaps and challenges in gender mainstreaming practice where continued support may be needed
- Contributes to establishing the baseline of the pre-UN-SWAP period for any future evaluation of the UN-SWAP
- Identifies areas for refinement or revision of the UN-SWAP in its next cycle

² The summary report of the review is available at <http://gate.unwomen.org/>.

³ The time period of 2006 onwards was selected based on the fact that this is the year the CEB System-wide Policy on GEEW was endorsed. Although one evaluation was completed in 2014, it mainly assesses performance prior to UN-SWAP.

- Tests the UN-SWAP as an analytical framework for evaluation and informs methodologies for conducting future corporate gender equality evaluations

The insights, conclusions and ways forward are expected to be used by United Nations entities to enhance gender equality policies, improve performance against the UN-SWAP framework, and improve corporate gender equality evaluation practice. More specifically, these can be used to inform UN Women's (and that of other United Nations bodies) efforts to support performance against the UN-SWAP process by indicating areas where more support or guidance is needed to improve performance (e.g. through revision of technical notes, etc.). Given that some of the insights and conclusions are reflective of common challenges in achieving institutional gender equality results, the report may also provide useful insights for non-United Nations organizations that are striving to improve their gender mainstreaming practices.

3. Methodology

The review was led by UN Women, in consultation with UNEG,⁴ EvalPartners⁵ and EvalGender.⁶

3.1. Search and Screening Process

A structured search process was undertaken to identify evaluation reports from the 69 United Nations entities meant to report against the UN-SWAP for inclusion in this review through a search of the UN Women Gender Equality Evaluation Portal⁷ and United Nations entities' public websites, general web searches, and a direct outreach process to United Nations entities' evaluation units, regional monitoring and evaluation networks and UN-SWAP gender focal points.

The search process brought forth a total of 62 documents for potential inclusion in the review. These 62 documents underwent a two-step screening process. Documents were first screened for relevance (external evaluations of United Nations entities, time frame, scope, language). Those documents that met the relevance criteria were next screened to determine if they met basic evaluation quality standards.⁸ Following the two-step screening process, the

⁴ <http://unevaluation.org/>

⁵ <http://www.mymande.org/evalpartners>

⁶ <http://www.mymande.org/evalgender>

⁷ The UN-Women Gender Equality Evaluation Portal can be accessed at: <http://genderevaluation.unwomen.org/en>

⁸ Where a UN entity had already conducted a quality assessment of a report, the quality determination was accepted by this review. For those reports that were not quality assessed, quality criteria drawn from UNEG guidance were utilized to make the assessment.

62 potential documents were reduced to a final 17 corporate gender equality evaluation reports completed between 2006 and 2014 included in the portfolio for analysis.⁹ Another 26 documents (8 evaluations and 18 “other documents”) were used to triangulate, validate or contextualize insights and conclusions where possible, but were not used as sources of evidence for the review.¹⁰

3.2 Analytical Framework

In order to increase the relevance of this review, the UN-SWAP performance reporting framework¹¹ was selected as an analytical framework for synthesizing findings from the portfolio.

As the implementation plan for the CEB Policy, the UN-SWAP has become the central guide for mainstreaming GEEW in the United Nations system. It includes a set of 15 performance indicators organized around the six policy areas of the CEB policy:¹² (i) strengthening accountability; (ii) enhancing results-based management; (iii) establishing oversight; (iv) allocating human and financial resources; (v) developing staff capacity and competency; and (vi) ensuring coherence and coordination. The category ‘exceeds requirements’ for each performance indicator was used as the benchmark for analysis. This allowed assessment against a more complete yardstick, as opposed to adopting a minimum requirements approach.

The use of the UN-SWAP framework has allowed the review to bring forward in a coherent manner the findings from evaluations that predate the UN-SWAP,¹³ in a way that can work to inform future UN-SWAP implementation, further validate aspects of the framework, and identify areas for inclusion in UN-SWAP technical notes and/or an update of the framework in its next cycle.

Both quantitative and qualitative data have been analysed for patterns and gaps, with insights organized around the six policy areas and any information available against performance indicators analysed. At the same time, the analysis of each policy area was also conducted more broadly to capture any relevant information that may not have been captured through

⁹ The remaining documents did not fit the inclusion criteria for the review, e.g. they were not external evaluations, did not focus specifically on gender mainstreaming at all levels, or were not conducted between 2006 – 2014.

¹⁰ Please see annexes A and B.

¹¹ Please see annex C. The full matrix, including indicators and assessment criteria can also be found at <http://www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf#page=8&zoom=auto,0,768>

¹² United Nations (2006), Chief Executives Board for Coordination, 2006, “United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact” (CEB/2006/2): <http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Howpercent20Wepercent20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf#page=8&zoom=auto,0,768>

¹³ Only one evaluation (World Food Programme (WFP) 2014) in the portfolio post-dates the UN-SWAP; however, it assesses the implementation of a gender equality policy during the period 2008 – 2013.

a strict adherence to the performance indicators. This also supported gap analysis within the UN-SWAP framework itself.

3.4 Limitations

There were a number of limitations in conducting this review that require attention in interpreting the insights, conclusions and way forward.

1. The number of evaluations identified for inclusion in the portfolio and coverage of United Nations entities remained relatively low considering the number of UN-SWAP reporting entities. This is despite a wide search process undertaken, multiple outreach attempts made to the relevant United Nations entity staff and extension of deadlines for United Nations entities to submit evaluations for the screening process.
2. There is uneven representation by types of entities. Entities with a technical focus and research and training institutes are absent from the portfolio. This, along with the size of the portfolio, limited the ability to analyse information for generalizability or relevance for particular types of United Nations entities.
3. The evaluations reviewed did not utilize a common analytical approach, varied in terms of coverage of policy areas and spanned different time frames. This limited the ability to synthesize lessons across entities and limited analysis of progress over time. The evidence available for analysis within each policy area also differed.
4. The three Department of Peacekeeping Operations (DPKO)¹⁴ evaluations are not included consistently in the analysis using UN-SWAP performance indicators as the evaluation approach used precluded this type of analysis. The evidence provided insights on one performance indicator related to gender architectures and supported the linkage between institutional and development results on GEEW.
5. The one system-wide evaluation of gender mainstreaming of Secretariat entities included in the portfolio covered 26 UN-SWAP reporting entities. However, this evaluation did not provide detailed analysis of each specific entity, but rather a general analysis. Where this evaluation is cited, it was not possible to identify the specific entities referred to among the 26.
6. As evaluation findings are retrospective to the time preceding the finalization of a report, the insights contained are also reflective of the period preceding completion. For example, the evaluation publication dates are one to two years after the end date of the work assessed for the majority of evaluations. This helps to explain any differences between insights and conclusions contained in this review and other more current sources assessing performance.

¹⁴ DPKO provides political and executive direction to UN Peacekeeping operations around the world and integrates efforts of UN, governmental and non-governmental entities in the context of peacekeeping operations.

Finally, this review acknowledges that there has been important progress on gender mainstreaming by United Nations entities led by the introduction of the UN-SWAP that may not be reflected in these insights. The UN-SWAP Technical Notes, UN-SWAP annual reports, and other documents provide many good examples and report much progress made. However, these have not yet been validated by external and independent evaluation.

3.3 Portfolio

The portfolio for this review contains a total of 17 evaluations completed between 2006 and 2014 of entities meant to report against the UN-SWAP. Corporate-level gender equality evaluations account for 71 per cent (13) of the portfolio, 18 per cent (3) were evaluations of gender mainstreaming in peacekeeping missions and 6 per cent (1) was a system-wide evaluation.

The portfolio provides evaluative evidence on 55 per cent (37) of United Nations entities meant to report against the UN-SWAP: 57 per cent (8) of the funds and programmes, 60 per cent (3) of the specialized entities and 81 per cent of United Nations Secretariat entities.¹⁵ There were no evaluations of entities with either a technical focus or training and research institutes.¹⁶

Of note, only two entities (both categorized as a fund/programme)¹⁷ completed more than one corporate gender equality evaluation within the time period under review. The system-wide evaluation covered 26 United Nations Secretariat entities within one evaluation report.

¹⁵ If one excludes the Office of Internal Oversight Services (OIOS) evaluation (2010) cited above, the funds and programmes have the highest proportion of entities evaluated.

¹⁶ The extensive search process did not extract any relevant evaluations from these two categories; however, this does not preclude that entities within these categories have not undertaken evaluations and reviews of gender mainstreaming. The special focus or work of the entities may not have warranted a stand-alone gender mainstreaming evaluation, and these aspects may have been evaluated as part of overall institutional evaluations.

¹⁷ United Nations Population Fund (UNFPA) (both 2010) and WFP (2008 and 2014)

Figure 1: Portfolio representation of entities by UN-SWAP category

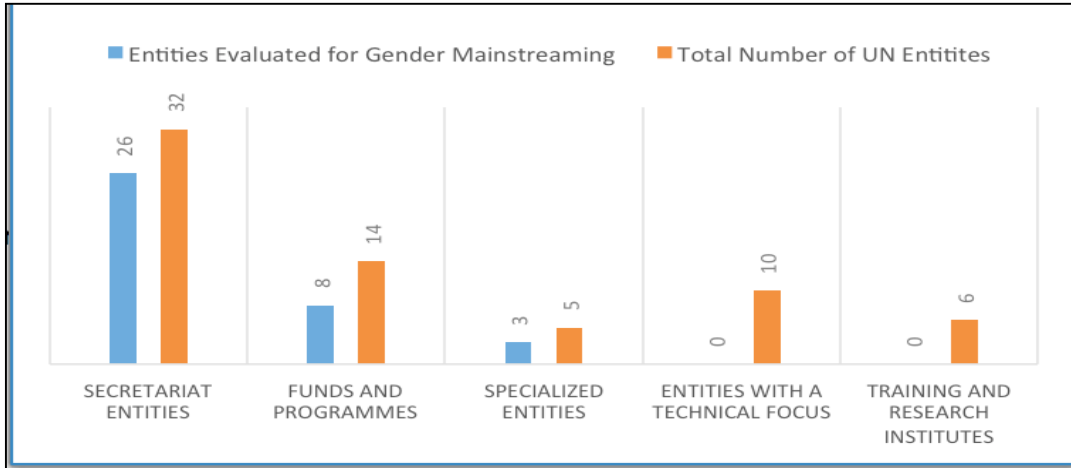
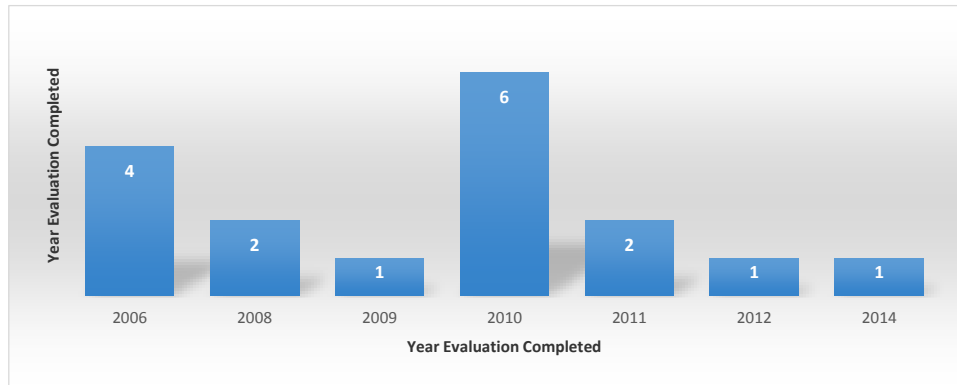


Figure 2 provides a breakdown of evaluations in the portfolio by completion date. Two-thirds (10) of the evaluations were completed within the last five years, and only one evaluation was completed following the endorsement of the UN-SWAP but covers the period prior to UN-SWAP implementation.

Figure 2: Number of evaluations conducted between 2006 and 2014



4. Insights

Insights have been organized around the six policy areas of the UN-SWAP: accountability, results management; oversight; human and financial resources; capacity; and knowledge management and coherence. Insights not neatly captured within any one of the policy areas are included in the subsection entitled ‘other insights’.

4.1 Accountability

4.1.1 Gender equality policies

Insight 1: To further enhance the relevance and effectiveness of gender equality policies, United Nations entities should conceptually and operationally link them to corporate strategic plans.

United Nations entity corporate strategic plans contain an entity’s overall goals and the strategies and resources allocations that will be put in place to achieve them. Such plans articulate how an entity will operationalize its mandate and the results it plans to achieve. An entity is normally required to monitor and report on progress against the plan to its governance structure. Thus, it articulates the highest level of accountability within an entity.

Twelve evaluations within the portfolio assessed entity gender equality policies (in place for five to ten years at the time of evaluation) with the aim of informing the refinement or update of the policy document. The evaluations found that these policies could have increased relevance and effectiveness by articulating the conceptual and operational linkages between the gender equality policy and the corporate strategic plan. By doing so, gender equality policies would have benefited from the increased visibility and accountability provided by the planning, implementation, monitoring and reporting processes of corporate strategic plans. There was one example where an entity attempted to pursue such a linkage (in the absence of a gender equality policy) by integrating an action plan on GEEW into its corporate strategic framework.¹⁸

Two factors seemed to hinder establishing such linkages between these two documents: 1) the conceptualization processes and time frames of the two documents are usually not aligned and 2) gender units’ location and role within entities may not afford them entry points for engaging to establish such linkages.¹⁹

¹⁸ International Fund for Agricultural Development (IFAD) (2010); in addition, supporting documents found that two entities (United Nations Educational Scientific and Cultural Organization (UNESCO) 2013 and United Nations Environment Programme (UNEP) 2012) integrated gender equality policies into a specific sub-programmes of strategic plans (e.g. education and water and sanitation, respectively).

¹⁹ This was also a finding within other reviews and non-UN corporate gender equality evaluations, e.g. the African Development Bank and Evaluation Cooperation Group Reviews noted in the bibliography.

Insight 2: Staff perception of the relevance of gender mainstreaming is strengthened when gender equality policies clearly articulate a link between GEEW results and the entity's overall development results.

Staff perception of the relevance of gender mainstreaming to their entity's mandate, a necessary first step in achieving buy-in for any organizational strategy, was enhanced when gender equality policies made reference to GEEW in specific terms connected to the mandate (e.g. access to microcredit) as opposed to in generic terms (e.g. empowerment, access to resources) and the use of overly technical language. However, relevance for staff was more significantly strengthened when the connections between the GEEW results and development results an entity aimed to achieve were made explicit within its gender equality policy (e.g. linking women's control over spending to improved nutrition outcomes; the developmental benefits of educating girls; and demonstrating the essentiality of addressing women's needs and interests for improved agricultural outcomes).

Insight 3: While inclusion of overall goals for gender mainstreaming in gender equality policies is important, explicit theories of change and improved results logic would strengthen implementation even further.

Although gender equality policies included clearly articulated goals relevant to the BPfA, none included an explicit theory of change that defined the pre-conditions necessary for achieving gender equality policy goals by mapping the causal linkages between short-term, intermediate and long-term outcomes. An articulation of the expected change process could have supported the selection of intervention types, strategies and activities to be undertaken to achieve goals. Separate, but related to the absence of theories of change, the overall results logic within gender equality policies was assessed as an area for improvement: only three evaluations reported inclusion of specific results, indicators, targets and timelines within their gender equality policy.²⁰ This likely limited the ability to manage for results, as well as monitoring and reporting on progress towards goals to senior management and governance bodies. Box 1 provides two good examples.

²⁰ IFAD (2010), International Labour Organization (ILO) (2009), United Nations High Commissioner for Refugees (UNHCR) (2010).

Box 1: Results logic in gender equality policies

UNHCR Age, Gender and Diversity (AGD) Policy developed in 2011 was accompanied by a *Forward Plan (2011-2016)* that included concrete measures for policy implementation and several strategic results to be achieved by 2016.

The International Labour Organization (**ILO Gender Policy**) was accompanied by an Action Plan for Gender Equality (2009) that included clear indicators and targets. Key indicators included: increase in extent to which gender equality is represented within its Programme Implementation Report; number of gender audits conducted of ILO units/offices; results reports to senior management and management response; number of gender-sensitive indicators developed and promoted for technical work.²¹

4.1.2 Gender-responsive performance management systems

Insight 4: Establishing or, where they already exist, strengthening gender-responsive performance management systems would enhance accountability.

Four evaluations²² assessed gender-responsive performance management systems of entities and all found this to be a key area for improvement. Only one entity²³ had developed and implemented a competency-based performance criteria system for gender mainstreaming by senior managers (see Box 2).²⁴ Overall, responsibilities and key results related to GEEW were missing from staff workplans at all levels, with the exception of gender specialists or advisers. A few entities included reference to general values such as respect for gender equality and human rights within job descriptions. There was also evidence of formal commitments by senior managers to gender parity in staffing (e.g. senior management compacts), but these had not been in place long enough at the time of evaluation to assess effectiveness. There was no evidence of incentive systems for staff performance on GEEW.²⁵

²¹ Source: Strategy Evaluation: Performance and Progress in Gender Mainstreaming through the ILO Action Plan for Gender Equality 2009

²² UNFPA (2010), IFAD (2010), UNHCR (2010), WFP (2014)

²³ UNHCR (2010)

²⁴ A 2006 United Nations Development Group (UNDG) Review reported that such performance criteria systems were under development by several entities. However, these entities may not have undertaken a gender mainstreaming evaluation. A synthesis review or evaluation of such systems to determine how effective they have been would be useful.

²⁵ While the evaluations did not report on any incentive systems, there is evidence outside of the portfolio of incentive systems being developed and implemented. For example, an awards system was documented within IFAD in 2014. <https://webapps.ifad.org/members/eb/113/docs/EB-2014-113-R-11-Rev-1.pdf>

Box 2: The UNHCR Accountability Framework²⁶

The Evaluation of UNHCR (2010) concluded that the 2004 UNHCR Accountability Framework *for Age, Gender and Diversity Mainstreaming (AGDM)* was a cutting-edge tool within the United Nations system that focused at the appropriate level processes and results that are achievable by UNHCR offices. It has been compared to and drew from the United Nations Country Team (UNCT) Performance Indicators on GEEW.

The Accountability Framework called for leadership by senior managers on AGDM concerns throughout the organization. Senior managers (High Commissioner, Deputy and Assistant High Commissioners, Directors, Regional and Country Representatives) were asked to self-assess their performance annually on a three-point scale (fully, partially, not at all) against one or more of the following four areas related the UNHCR mandate:

- AGDM
- Enhanced protection of women and girls of concern to UNHCR
- Enhanced protection of children of concern, including adolescents
- Response to adult and child survivors of sexual and gender-based violence and work to prevent it.

The reported compliance with the Framework was high: 100 per cent in Headquarters (HQ) and 87 per cent in field offices. Furthermore, an annual analysis of reporting is undertaken to identify gaps and make recommendations. In order to further institutionalize the framework, UNHCR has integrated the Framework within its overall results-based-management planning tool.

²⁶ Extracted from UNHCR (2010).

4.2 Results management

4.2.1 Strategic planning

Insight 5: Gender analysis should be integrated in central strategic planning documents as well as country programme documents.

Six entities²⁷ incorporated gender analysis within corporate strategic planning documents, although the extent of incorporation varied: two entities²⁸ incorporated gender analysis to support all strategic plan goals; two entities²⁹ integrated gender analysis to support specific gender equality goals; and two entities³⁰ integrated gender analysis within specific programme priorities included in strategic plans. One additional entity included gender-sensitive outcomes and indicators in its strategic plan, but provided no explanation or rationale for this inclusion. The presumption is that some level of gender analysis was conducted to arrive at the specific outcomes and indicators. At the country-level only two entities³¹ were reported to include gender analysis in country programme documents; five entities did not include such an analysis; and the evaluations of another five entities were not explicit enough to make a determination. The assessment of gender analysis in country programme documents and a more robust assessment of the quality of the gender analysis integrated was a key gap in the corporate gender equality evaluations reviewed.

4.2.2 Monitoring and reporting on GEEW results

Insight 6: The quality of monitoring and reporting data on GEEW can be strengthened by linking it to the entity's overall results management system.

Strong overall results management systems within entities translate to more robust management for GEEW results. Likewise, entity results management systems that faced commonly documented issues (e.g. indicators and targets that are not measurable and meaningful; weak outcome statements and limited capacity to measure them; and weak connections or logical breaks in results hierarchies, etc.) also faced challenges in managing for GEEW results. This affected not only the quality of results planning within the gender equality policies, but also for entity central or country-level planning for GEEW results. In the case of two entities,³² gender units were able to successfully 'piggy-back' on initiatives to

²⁷ United Nations Children's Fund (UNICEF) (2008), ILO (2009), IFAD (2010), UNFPA (2010), WFP (2014), UNHCR (2010); In addition, the supporting documents provided evidence of UNESCO (2013) integrating gender analysis within its strategic planning document.

²⁸ IFAD (2010), UNHCR (2010)

²⁹ ILO (2009), UNFPA (2010). Within ILO, this was a choice, not an oversight, as they prioritized some programmes over others within their strategy.

³⁰ UNICEF (2008), United Nations Human Settlements Programme (UN-Habitat) (2011); in addition, the supporting documents provided evidence of UNESCO (2013) integrating gender analysis within specific programme priorities included in its strategic plan.

³¹ IFAD (2010), WFP (2014)

³² IFAD (2010) and UNHCR (2010).

strengthen overall results management systems to ensure that management towards GEEW results was also strengthened.

Insight 7: Monitoring and reporting should be focused at outcome level, in addition to activity and output levels.

Monitoring and reporting against planned results is at the cornerstone of managing for results at every level. Seven evaluations provided information on GEEW results focused on the activity or output level, with little (or no) reporting on progress towards outcome-level results or even outcome differences based on gender. Only one entity was found to systematically include both output and outcome indicators on GEEW within its results and impact monitoring system. The fact that there is generally more focus on gender analysis at the design stage, and less attention paid to gender-responsive implementation, monitoring, and reporting may have contributed to this scenario (e.g. weak outcome statements, outcome indicators that are not adequate measures of outcome, etc.).³³ For example, only one entity³⁴ was found to systematically include both output and outcome indicators on GEEW within its results and impact monitoring system. The evidence also points to gaps in both monitoring and reporting systems for GEEW results as well as issues related to actual implementation. Evaluations that undertook field research were able to document additional GEEW contributions that were not reported through monitoring and evaluation systems, which indicated under-reporting of GEEW results.

The following quote from an evaluation is illustrative of the needed shift from focusing solely on processes to also examining the outcomes of gender mainstreaming.

“The priority of the Secretariat appeared to have been to ensure that appropriate structures and processes were in place rather than focusing on what they were delivering. ... found that the link between the structures and processes and their results was weak or missing. As a result, ... was unable to draw definitive conclusions about the overall outcomes of gender mainstreaming or its effectiveness in advancing gender equality ... OIOS concludes that if commitment to gender mainstreaming is to be reinforced and action is to be more visible and effective, the focus needs to shift from processes to results.”³⁵

³³ Similar findings have emerged from bilateral organizations, please see: <http://www.acdi-cida.gc.ca/acdi-cida/acdi-cida.nsf/eng/NAT-2375240-H4Y>

³⁴ IFAD (2010), which was the only entity that has entity-wide indicators at output, outcome and impact level.

³⁵ Thematic evaluation of gender mainstreaming in the UN Secretariat (OIOS), 2010.

4.3 Oversight

4.3.1 Gender-responsive evaluation

Insight 8: Evaluations have the potential to act as credible sources of information on GEEW results, especially at the outcome and impact level, but were not yet doing so.

Evaluations have an important role to play in bringing forth credible information on entity efforts towards gender mainstreaming for learning, decision-making and accountability. Six of the more recent evaluations in the portfolio assessed the gender-responsiveness of entity evaluations, with most of the earlier evaluations omitting such an assessment.³⁶ As with monitoring and reporting, evaluations assessed and reported on the activities and processes related to gender mainstreaming, with less focus – perhaps due to evaluability issues – on assessing GEEW outcomes or impacts (or lack thereof).³⁷ Some issues raised by the evaluations included the need to strengthen terms of reference through integration of GEEW dimensions and ensuring inclusion of gender expertise and gender balance on evaluation teams.³⁸ One entity's³⁹ evaluation function was found to have improved adherence to guidance on gender-responsive evaluation.⁴⁰

Insight 9: Evaluations should enhance the analysis of the potential or actual linkages between GEEW institutional results and GEEW development results.

While GEEW institutional results are undoubtedly important as results in their own right, they can also play an important role in improving effectiveness towards GEEW development results or even development results more broadly. Yet, there was limited information available to support this assumption or understand the nature or extent of such linkages or how such linkages could be forged or strengthened. Only a handful of evaluations were able to provide information, examples of correlations, or evidence of direct contributions to development results from effective gender mainstreaming. These included the three evaluations of United Nations DPKO peacekeeping missions.

³⁶ ILO (2009), United Nations Development Programme (UNDP) (2006), IFAD (2010), Food and Agriculture Organization of the United Nations (FAO) (2011), WFP (2014) and from the supporting documentation, UNESCO (2013). The inclusion of evaluation functions in corporate gender equality evaluations may be attributed to the development of guidance by UNEG on gender-responsive evaluation (in 2011 and 2014) and the endorsement of the UN-SWAP in 2012.

³⁷ An example from the supporting documentation, only 3 out of 22 evaluations from UNESCO (2013) included information on GEEW impacts or outcomes.

³⁸ The review of policies and practices to promote gender-responsive evaluation systems (2015) provides analysis of the gender-responsiveness of evaluation within the UN system.

³⁹ WFP (2014)

⁴⁰ UNEG (2014), Integrating Human Rights and Gender Equality in Evaluations, <http://www.unevaluation.org/document/detail/1616>

4.3.2. Gender-Responsive auditing

Insight 10: Participatory gender audits, when conducted, increased understanding and commitment to GEEW that supported gender mainstreaming performance.

Audits assess for the adequacy of management controls and organizational structures and systems, compliance with rules and regulations, and effectiveness of risk management within an organization.⁴¹ The Participatory Gender Audit (PGA) methodology encourages dialogue and reflection within an organization through a self-assessment approach that examines both objective data and perceptions of staff, management and clients in order to share good practices identified in promoting GEEW, as well as challenges and recommendations. Only three entities⁴² in the portfolio were found to have conducted PGAs; however, when conducted, they were found to support improved gender mainstreaming performance. There was no evidence of auditing for risk related to GEEW.⁴³

4.3.3. Programme review

Insight 11: Programme review criteria should ensure the incorporation of specific GEEW criteria.

The programme review process of an entity provides an important entrée for ensuring that GEEW is integrated within programming processes. Most United Nations entities establish a quality control system for the review of proposed programmes to ensure that they are aligned with the mandate and goals of the entity. The review process often includes a programme review committee that provides technical advice and feedback to improve programme design and proposals before approval. The review found that five entities⁴⁴ project or programme review processes (or other quality control processes) included some level of attention to GEEW dimensions. Box 3 below provides some examples available from the portfolio.

However, GEEW-specific criteria were found to be largely missing from programme review processes of entities. This was attributed to the perception that corrective measures were not feasible at that stage given the cost and time required to conduct and incorporate sufficient gender analysis, especially if this was a significant weakness at the design stage. Donor requirements to integrate GEEW dimensions within designs were cited as an incentive

⁴¹ The UNEG definition of audit is “an assessment of the adequacy of management controls to ensure the economical and efficient use of resources; the safeguarding of assets; the reliability of financial and other information; the compliance with regulations, rules, and established policies; the effectiveness of risk management; and the adequacy of organizational structures, systems and processes.

⁴² ILO (2009), IFAD (2010); from the supporting documentation, UNESCO (2013).

⁴³ There is indication of further progress in risk-auditing for GEEW based on the information available in UN-SWAP technical notes.

⁴⁴ ILO (2009), IFAD (2010), UNHCR (2010), UN-Habitat (2011), WFP (2014)

factor for some entities. Early support by gender units/advisers to design processes, such as participation in initial design meetings, was also found to promote stronger gender analysis within programme documents. However, the capacity of an entity's gender architecture may not have allowed for timely, relevant and constructive input to programme design processes in a systematic fashion. One evaluation recommended special consideration in donor appeals as an incentive for programme documents that successfully mainstreamed gender according to UN-SWAP criteria.

Box 3: Good practices in Integrating GEEW dimensions in programme review

- Requirement that gender expert is included as part of programme conceptualization and/or the planning team
- Requiring inclusion of gender analysis within planning documents and rating its quality level during the review process
- Inclusion of clear and explicit criteria against which the GEEW dimensions of design will be assessed; for example, results management requirements of the UN-SWAP
- Inclusion of a gender expert in the programme approval committee
- Requiring corrective measures for approval when submissions do not meet quality criteria for gender mainstreaming
- Conducting internal and external quality reviews, e.g. comparative assessments on the quality of gender mainstreaming submitted for management review

4.4 Human and financial resources

4.4.1 Gender architecture

Insight 12: Increased capacity of gender architectures would provide more consistent and meaningful support to gender mainstreaming efforts.

The gender architecture of an entity is normally made up of a centrally located gender unit, field-based or programme-based advisers and a Gender Focal Point (GFP) network. The two former normally are responsible for developing entity gender policies and providing specialized technical assistance for its implementation. The latter normally consists of non-gender experts for whom GEEW is not a main responsibility.

Overall, there was a clear gap in evaluative information on effective models or capacity requirements for **gender units** and the methodology used for assessing capacity was often unclear. For example, workload comparisons for gender units vis-a-vis other units to inform

staffing needs were not undertaken. A number of factors invariably influence the adequate size, make-up and scope of work for United Nations entity gender units: HQ/field balance; level of relevance of GEEW to entity mandate; capacity of other units, etc. In addition, some gender units focused exclusively on supporting gender mainstreaming across the entity, while others also implemented their own programming. Field capacity needs were directly correlated with an entity's field structures.

Information available on the number of staff within gender units at HQ level demonstrated a wide range (from 1 – 6 staff) and three entities⁴⁵ were assessed as having inadequate staffing levels within gender units for the task at hand. However, the staffing numbers reported could also be misleading, with capacity on GEEW lower or higher in reality than what was reported.⁴⁶ For example, some entities did not have a stand-alone gender unit, but rather the unit was a combined one addressing more than one issue (e.g. human rights); staff in such units may actually spend a large percentage of their time working on non-GEEW issues. There were also a number of 'hidden' gender advisers or specialists funded by projects and programmes identified during evaluation field research, but who were not viewed as part of the 'gender capacity' of the entity. These individuals were often reported to be highly valued members of their team because of their combination of theme-related, programme and gender expertise. Finally, reporting on capacity levels did not always capture and/or differentiate between different contract types within gender units: staff members, consultants, and volunteers/interns. Some entities⁴⁷ were effective in utilizing consultants to supplement a lean core gender unit; however, this was not reviewed by all evaluations, and several others⁴⁸ noted challenges with non-permanent gender unit staff.

The Terms of Reference (ToR) for **GFP networks**, and individual GFPs, were rarely formalized and this seemed to create uncertainty about expected roles and responsibilities for achieving results. GFP networks were also predominated by junior staff members and/or staff who were already responsible for full job descriptions/workplans that were not scaled back once they were appointed as a GFP. This finding was consistent over time in the evaluations, indicating that the issue continued to persist.⁴⁹ In addition, although a key part of an entity's gender architecture, GFP networks were normally not reflected in budget allocation decisions and financial resource-tracking systems.

A few good practices were extracted from the evaluations regarding GFP networks and included in Box 4 below, several of which are not currently integrated within the UN-SWAP framework:

⁴⁵ UNICEF (2009), WFP (2014), OHCHR (2010)

⁴⁶ FAO (2011), UNHCR (2010), UNICEF (2008)

⁴⁷ ILO (2009), IFAD (2010), UN-Habitat (2011)

⁴⁸ For example, FAO (2010) and WFP (2014)

⁴⁹ This was also a finding from 2000 Inter-Agency Network on Women's Empowerment and Gender Equality (IANWGE) report.

Box 4: Good practices in the gender focal point system

An approach to the GFP system that held considerable promise to improve effectiveness is the example of the UNICEF East Asia and Pacific Regional Office (EAPRO) and Emergency Operations.⁵⁰ Rather than appointing one GFP for the EAPRO office, GFPs were appointed in each focus area making more than one person responsible for gender mainstreaming, with the Deputy Regional Representative appointed as the lead for the GFP group.

Whenever a country office was preparing a Country Programme Action Plan, a support team of representatives from each focus area, plus a gender specialist, was dispatched to provide support. The evaluation concluded that this helped to facilitate the integration of gender equality across all sectors at a strategic point in the planning process. UNICEF Emergency Operations later adopted a similar approach by appointing GFPs in each of its cluster areas that met on a regular basis.

Other good practices captured from the evaluations include:

- Establishing a mandate for the GFP network as a whole, as well as for individual GFPs
- Formally including GFP responsibilities in job descriptions
- Requiring agreed workplans with unit directors that reflect their GFP responsibilities
- Committing to a minimum of 20 per cent of a GFP's time being devoted to GFP responsibilities
- Increasing the seniority of staff appointed as GFPs to P4 and above
- Organizing 'sharing and learning' meetings for the GFP network members⁵¹

Insight 13: Relatively small investments to establish field-based gender architectures within United Nations DPKO peacekeeping missions has generated significant progress towards achieving GEEW development results.

All three evaluations of DPKO peacekeeping missions⁵² provided evidence that investments in field-based gender units were effective in generating development results on GEEW. These gender units worked closely with emerging political processes and local civil society

⁵⁰ Source: UNICEF (2008)

⁵¹ UNDP (2006) and IFAD (2010) reported organizing such meetings, which were found to be effective but were discontinued due to lack of funding.

⁵² United Nations Mission of Support in East Timor (UNMISSET) (2006), United Nations Mission in Sierra Leone (UNAMSIL) (2006), United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) / United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) (2012)

organizations to strengthen national gender architectures, support women candidates for election, influence constitutions and policies to integrate GEEW issues and support policing capacity to address family violence and violence against women. Gender units' partnerships with local women's movements, high-level advocacy and expertise from the gender unit in DPKO were all found to be important factors for success. However, sustainability of the gains was found to have diminished when DPKO missions were discontinued and transition to the United Nations development system was completed.

Insight 14: United Nations entities have shown progress towards gender parity over time, but the factors that support or hinder its achievement were not assessed.

Seven evaluations assessed gender parity in staffing and all but one found progress was made over time. However, analysis across entities was challenged by the fact that the evaluations used different classifications of posts, rather than those required by the Secretary-General's Annual Report on Improvements in the Status of Women in the United Nations system.⁵³

Missing from the analysis of gender parity was an assessment of the factors that support gender parity. Only one evaluation⁵⁴ found women (including General Service staff) had increased access to management and leadership training programmes; it also assessed that the expansion and use of family-friendly and anti-harassment policies, and the inclusion of gender equality in job descriptions were factors that seemed to support gender parity.⁵⁵ Box 5 provides another good example of the promotion of gender parity.

Likewise, analysis of the barriers to achieving gender parity was missing from all but one evaluation,⁵⁶ which found attrition rates were higher for women (particularly young professional women) compared to men. However, the analysis did not go further to explore how/if higher attrition rates for younger women affected the availability of qualified women applicants for senior management or higher-level professional positions.

⁵³ The most recent figures can be found at:
<http://www.unwomen.org/digital-library/publications/2014/8/improvement-of-the-status-of-women-in-the-un-system-2014>.

⁵⁴ ILO (2009)

⁵⁵ One good example extracted from supporting documentation was the establishment of a voluntary women's network by professional women from UNEP, UN-Habitat and UN Office in Nairobi to promote women's career progression and address gender imbalance at senior levels. It implemented a mentoring programme that was reported to benefit 20 women, with plans to expand in the future.

⁵⁶ IFAD (2010)

Box 5: Promoting Gender Parity in ILO

A collaboration between ILO's gender unit and its human resources unit successfully contributed to improving gender parity. A short-term expert on gender and organizational change was provided by the gender unit to support the human resources unit to develop baseline indicators and identify strategies and activities to promote progress on gender parity.

4.4.2 Organizational culture

Insight 15: United Nations entities put in place an array of supportive policies to promote GEEW, but their implementation and use within some entities remained limited, partly due to organizational culture.

“Organizational culture” is a set of deeply rooted beliefs, values and norms (including traditions, structure of authority and routines) in force within an institution and a pattern of shared basic assumptions internalized by the institution. This is manifested through the way an institution conducts its business and treats its employees and partners, and through its decision-making, power and information flow and commitment of workers towards collective objectives.⁵⁷

Supportive policies include, but are not limited to, hiring and promotion policies, facilitative leave policies (paternity, maternity, adoption, parental leave, etc.), harassment policies (including prevention of sexual harassment policies), and flexible working arrangements (e.g. flexitime and home-based work policies). Such policies were assessed in five evaluations,⁵⁸ but only three⁵⁹ evaluations provided more than descriptive information, also assessing policy application and use.

The evaluations found that there was a gap between establishing policies and promoting their actual implementation, with two main barriers cited. First, there was not yet buy-in by supervisors on the benefits of these policies.⁶⁰ Second, staff themselves did not take advantage of such policies because they felt they would have to work harder to manage work-life balance and/or work demands were difficult to schedule into different working arrangements. For example, individuals who opted to shift from full-time to part-time work (with reduced pay) to meet family obligations were still expected to complete a full-time

⁵⁷ UN-SWAP Performance Indicator Technical Notes, Version 3, December 2014

⁵⁸ UNDP (2006), UNICEF (2008), ILO (2009), IFAD (2010) and FAO (2011); from the supporting documentation, UNESCO (2013).

⁵⁹ UNDP (2006), IFAD (2010), FAO (2011)

⁶⁰ Among the supporting documentation, an evaluation of a non-UN entity found that there was a perception that staff who took advantage of such policies were less dedicated to their work.

workload within reduced hours. No plan was made for how the reduced workload would be redistributed or addressed, which could harm work quality.

4.4.3 Financial resource allocation

Insight 16: Clear financial benchmarks would enhance investment in GEEW.

Financial benchmarks act as both drivers of accountability and guidance for ensuring at least a minimum budget allocation required to successfully undertake any initiative or strategy. They are likely to be most effective when they have been established based on evidence and practice.

Yet, financial benchmarks for allocating resources for gender mainstreaming was identified as a major gap within the portfolio reviewed. At the system-wide level, a financial benchmark for GEEW has been in place since the 2010 Secretary-General's report on Women's Participation in Peacebuilding (A/65/354-S/2010/466), which committed the United Nations to allocate at least 15 per cent of United Nations-managed funds in support of peacebuilding to projects whose principal objective (consistent with existing mandates) is to address women's specific needs, advance gender equality or empower women.⁶¹ Only one entity⁶² had recommended a 20 per cent allocation of global, regional and country programme budgets for its efforts to achieve GEEW (in 1996, just following the 4th World Conference for Women in Beijing). However, this benchmark was rescinded in 2000 due to reports of its uneven application.

The analysis of the portfolio did provide some information to support the establishment of future GEEW financial benchmarks. For example, one entity⁶³ was found to have allocated approximately 13 per cent of field budget to programmes related to GEEW, which was considered inadequate given its mandate. An analysis of financial information from three entities⁶⁴ found that they each allocated approximately one per cent of resources for the gender architecture.⁶⁵ One evaluation⁶⁶ recommended conducting an analysis of a sample of high-performing projects with strong contributions to GEEW to support benchmarking.

The analysis also uncovered a gap in assessment of resource-mobilization efforts for gender mainstreaming initiatives. Three evaluations noted that gender units could play an important role.

⁶¹ Please see para. 36 of A/65/354-S/2010/466

⁶² UNDP (2006)

⁶³ FAO (2011)

⁶⁴ UNDP (2006), FAO (2011), and from the supporting documentation, UNESCO (2013).

⁶⁵ The one per cent does not include any resources allocated for Gender Focal Points individually or as a network.

⁶⁶ IFAD (2010)

4.4.4 Financial resource tracking

Insight 17: Financial tracking systems for GEEW should be fully developed to enhance effectiveness.

The establishment of financial benchmarks for GEEW allocations alone would not likely increase actual allocation and expenditure levels. A robust system for tracking GEEW financial information is also needed as it provides impetus and accountability for meeting the benchmark, by capturing information on both budget allocations and actual expenditures (as the former does not necessarily translate to the latter).⁶⁷ It would also provide useful information to refine or update existing GEEW financial benchmarks.

The most commonly used tools for tracking financial resources for GEEW are gender markers (see Box 6) and financial coding. Nine entities were reported to use a gender marker, but only four evaluations⁶⁸ actually analysed the use of the tool in detail. The findings indicated issues related to the consistent and systematic use of gender markers, and the reliability of the data provided – possibly due to the fact that the use of the gender marker was usually optional. For example, one evaluation of an entity⁶⁹ found that in a sample of 20 field, desk and operational studies, just over half of total resources from 2009-2013 had been allocated to country-level programmes that scored positively on its gender marker system. However, the evaluation also found that this data was not robust and required further validation and benchmarking of the gender marker. There was also no evidence of quality control or feedback systems in place to support the application of gender marker systems. However, some potential options were also recommended for strengthening their use. For example, consistency in the use of gender marker categories could be increased by shifting responsibility for assigning these categories to programme proposal committees that play a quality assurance role. Funding incentives for scoring positively on gender markers could also promote their use, as well as increases in allocations for GEEW. Financial codes for GEEW were also either missing or found to be in need of refinement. For example, within one entity,⁷⁰ 48 out of 215 financial codes related to GEEW were found to be in need of refinement.

With limited information available, financial data was also unlikely to be used to influence strategic planning or budget allocation decisions. For example, the discrepancies between financial allocations and expenditure data for gender architectures (that excluded the GFP networks) made assessment of value-for-money, or even year-over-year differences, challenging. This also likely made it difficult to determine financial benchmarks that strike the right balance to promote the maximum effectiveness and efficiency of gender architectures.

⁶⁷ For example, one evaluation (UNDP 2006) found significant discrepancies between budget allocation for the gender architecture and expenditure figures.

⁶⁸ WFP (2014), UNICEF (2008), IFAD (2010), FAO (2011)

⁶⁹ WFP (2014)

⁷⁰ UNICEF (2008)

Box 6: Gender Marker Systems

First developed by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) in 2008, a gender marker is a tool for tracking financing (and/or results) on gender-responsive development outcomes. Since then, various United Nations entities have adopted a version of the OECD-DAC gender marker, including UNDP, UNICEF, UNFPA, UNESCO, FAO, WFP and the Peacebuilding Support Office.

WFP has adopted the Inter-Agency Standing Committee Gender Marker to rate all project documents and proposals for gender sensitivity. By 2012, all projects except Special Operations and Emergency Operations had been rated and by 2013, 150 staff were trained to use the marker. The evaluation of WFP gender policy noted that the gender marker has considerable potential to:

- Bring GEEW to the attention of programme designers
- Support greater gender sensitivity in design
- Enable corporate-wide analysis of gender sensitivity in WFP operations

4.5 Capacity Development

4.6 Capacity development

4.5.1 Capacity assessment

Insight 18: Capacity assessments can make capacity development initiatives more effective.

There was no evidence that any entity in the portfolio had undertaken a staff capacity assessment on GEEW or gender mainstreaming. Such an assessment could have provided key information on the level and extent of capacity development needs to effectively implement gender mainstreaming. Staff surveys conducted as part of evaluation processes found ample support for GEEW and gender mainstreaming, but a large proportion of staff reported they did not feel confident in applying gender mainstreaming in their work –indicating that capacity development initiatives were much needed. Without the benefit of a capacity assessment, however, entities were limited in their ability to develop an overall strategy to meet staff needs and to make strategic decisions on which staff/levels to target and how.

4.5.2 Capacity development

Insight 19: Capacity development initiatives need to be assessed to ensure their relevance and effectiveness.

Although there was evidence of significant past investments in ‘gender training’ among six of the entities evaluated,⁷¹ only a minority of staff surveyed at the time of the evaluations had received any training on GEEW, gender mainstreaming or gender analysis.⁷²

Funding was identified as a barrier for planning gender-related capacity development initiatives. However, there were also missed opportunities to integrate GEEW issues effectively in non-gender-specific capacity development initiatives (e.g. leadership training, orientations for staff, training for country representatives, etc.). For example, one entity’s gender unit⁷³ worked with its training unit to integrate GEEW within key training modules and materials, e.g. a Manual on Human Rights and Monitoring that was rolled out at both HQ and field level.

There appeared to be no systematic collection of feedback on the relevance or effectiveness of the capacity development initiatives undertaken to assess the level of retention of information or the ability to apply new skills. However, it was found that the relevance of capacity development initiatives would likely improve with adaptation and tailoring to job descriptions. For example, an important distinction between the *knowledge required to conduct gender analysis* (normally undertaken by gender specialists) and the *knowledge required to influence existing norms and relations in favour of greater gender equality* (likely adequate for programme managers) was raised.

Insight 20: Tailored on-the-job learning should complement formal training initiatives.

Variation in capacity development methods used was welcomed by staff as training modules were not always the most effective option. For country and regional staff, formal gender mainstreaming training was considered less important than providing access to mentoring and specialized advice when needed, or even opportunities to discuss gender mainstreaming issues with colleagues. One entity’s⁷⁴ regional gender advisers systematically supported non-gender specialist programme staff in developing gender mainstreaming strategies and action plans at appropriate moments in the programme cycle.⁷⁵ As with formal training initiatives, these capacity development initiatives were also not systematically assessed by evaluations, despite their promise for building staff capacity on gender mainstreaming.

⁷¹ UNDP (2006); UNICEF (2008), WFP (2008), OHCHR (2010), FAO (2011), and from the supporting documentation, World Health Organization (WHO).

⁷² The supporting documentation found one entity, UNESCO (2013), required mandatory training.

⁷³ OHCHR (2010)

⁷⁴ IFAD (2010)

⁷⁵ From the supporting documentation, the most effective GenCap advisors also followed the same approach as documented in the 2011 GenCap external evaluation available at http://southsudannngoforum.org/wp-content/uploads/2012/03/steets-meier_2011_procap-gencap_eval.pdf. GenCap is the joint capacity development of gender equality mainstreaming in humanitarian programming, which makes qualified gender advisors available to humanitarian agencies. Another example from the supporting documentation is the establishment of ‘gender equality clinics’ within UNESCO (2013).

4.7 Coherence, knowledge and information management

4.6.1 Knowledge generation and communication

Insight 21: United Nations entities developed a number of knowledge management and communication products, but no formal knowledge management strategies were in place and the use of products was not systematically tracked.

Eight evaluations reported on entities' knowledge management and communication on GEEW issues. Entities were reported to have produced a range of publications, tools and checklists, established communities of practice and conducted knowledge management workshops. However, these were not developed within or guided by an overall knowledge management strategy on GEEW. Although several of the evaluations noted that the degree to which gender-related publications, tools or websites were used was an important consideration of the institutional effectiveness of gender mainstreaming, no systematic tracking of use by entities to support such an assessment was undertaken.

Five evaluations⁷⁶ assessed knowledge generation by reviewing a sample of publications and/or websites for inclusion of GEEW issues. The results were varied with both positive⁷⁷ findings and entities that needed to strengthen this area of work. For example, three entities⁷⁸ were found to have strong communities of practice in specific practice areas. One entity's⁷⁹ community of practice was also found to be useful for accessing information to address practical issues in mainstreaming gender equality. On the other hand, other websites were found to be difficult to access, out-of-date and/or poorly organized. Examples were provided from three entities⁸⁰ of field-based staff not having access to tools or good practices. For example, one country office was unaware of the successful advocacy and action on Female Genital Mutilation in another country office in the same region under a similar context.

Two practices show promise for strengthening knowledge generation and communication. First, active GFP networks that met regularly to share experiences and practices. This seemed to lead to stronger gender analysis, more gender-related outcomes and indicators, more gender-sensitive implementation. Second, effective collaboration between gender units and communications units, even when communication plans were not in place. Three entities had effective collaborations between their gender units and communications units even though no formal communication plans were in place for GEEW.⁸¹

⁷⁶ ILO (2009), IFAD (2010), UNFPA (2010) and FAO (2011), WFP (2014)

⁷⁷ ILO (2009), IFAD (2010)

⁷⁸ ILO (2009), UN-Habitat (2011) and from the supporting documentation UNESCO (2013)

⁷⁹ UNDP (2006)

⁸⁰ UNICEF (2008), UNFPA (2010), and from the supporting documentation UNESCO (2013)

⁸¹ ILO (2009), IFAD (2010), and from the supporting documentation UNESCO (2013)

4.6.2 Coherence

Insight 22: Future evaluation should better capture efforts to increase coherence.

Although system-wide policies and guidance on GEEW were referenced, the evaluations did not systematically assess coherence. Some limited examples⁸² were reported of in-country collaboration with other United Nations entities in Gender Theme Groups, in relation to work on the gender dimensions of the United Nations Development Assistance Framework (UNDAF) and/or on specific policy areas such as gender-based violence. Three entities⁸³ with complementary mandates were also found to be actively collaborating on advocacy, communication and programming in relation to GEEW issues. The Inter-Agency Network on Women and Gender Equality (IANWGE) and the UN-SWAP and UN-SWAP Focal Points network (among the more recent evaluations) were considered positively as sources of information and inspiration; they were considered a good practice for promoting coherence on GEEW.

4.8 Other insights

Insight 23: Gender mainstreaming performance was lower in humanitarian settings.

Evaluations that assessed humanitarian work found that it lagged behind development work in mainstreaming gender equality, even within the same entity.

One evaluation noted, *“Critically, strategies for addressing gender issues in emergency response and disaster preparedness ... were lacking.”*⁸⁴ Another evaluation found *“the integration of gender equality into ... emergency work is weak in terms of institutional commitment, staff capacity, accountability and the allocation of dedicated human and financial resources, especially at the field level. Staff capacity issues include a poor understanding of the related gender equality issues within each cluster, as well as of the relationship of these issues to programme success and priorities; some ... staff perceive integrating gender equality into emergencies to be a luxury, since they think their primary focus should be on ‘saving lives’.”*⁸⁵

Guidelines for gender mainstreaming in humanitarian contexts exist (Inter-Agency Standing Committee (IASC) Gender Policy and Gender Marker) and United Nations entities have

⁸² UNDP (2006), UNICEF (2008), UNFPA (2010), FAO (2011)

⁸³ IFAD (2010), FAO (2011), WFP (2014)

⁸⁴ WFP (2014)

⁸⁵ UNICEF (2008)

collaborated to provide operational support to gender mainstreaming in humanitarian operations, e.g. funding for the Gender Standby Capacity Project (GenCap) programme that maintains a pool of gender advisers dispatched for short and medium term deployments.⁸⁶ Yet, the evaluations noted that strategies for addressing gender issues in emergency response and disaster preparedness were missing and institutional commitment, staff capacity, accountability and the allocation of dedicated human and financial resources needed to be strengthened.

Insight 24: United Nations entities with a strong rights-based approach orientation were found to be more effective in implementing the entity's gender equality policy.

Five evaluations found a correlation between a strong rights-based approach orientation and more effective gender mainstreaming within entities.⁸⁷ The integration of GEEW appeared to be more accepted internally (within both programming and advocacy efforts) given that gender equality and women's empowerment are also at the core of the human rights-based approach.

⁸⁶ The 2010 Review of the Office for the Coordination of Humanitarian Affairs (OCHA) Gender Policy notes that GenCaps have been an important asset to support and provide technical guidance, and have strengthened OCHA's ability to provide effective coordination on gender. However, the GenCap evaluation was not able to determine whether there were sustainable improvements in entity capacity for institutional gender mainstreaming.

⁸⁷ UNICEF (2008), OHCHR (2010), UNHCR (2010), UNFPA (2010) and DPKO

5. Conclusions and way forward

Gender mainstreaming is a complex and relatively new undertaking with knowledge about what needs to be done (and how to do it) rapidly evolving. Although this review is based on evaluations dating from the pre-UN-SWAP period, it has generated insights or validated current understanding about mainstreaming gender equality that will be useful for the United Nations system, UN-SWAP reporting entities, UN Women and UNEG.

The insights provide both evidence of good practice in gender mainstreaming and challenges that are meant to inform further discussion, the development of new guidance and tools, and catalyse further actions to improve system-wide gender mainstreaming. They also largely validate the UN-SWAP performance indicators, which successfully targeted the key gaps and challenges for gender mainstreaming.

The UN-SWAP has been largely successful as a driver for progress and improved coherence on gender mainstreaming performance. As the recent UN-SWAP reporting has shown further progress in many areas, this momentum needs to be maintained and increased to raise the bar for gender mainstreaming. As the UN-SWAP process is further institutionalized in its third year of reporting, there has been a shift from raising awareness on the process and content, to developing more guidance and tools to support entities in improving performance on all indicators. Dedicated workshops are held where challenges are discussed, support is provided and the peer review mechanism is also taking hold with three entities⁸⁸ conducting a peer review of the UN-SWAP reporting in 2014 and another two entities⁸⁹ planning a peer review for 2015.

Although performance continues to improve, this review has also identified some opportunities to further strengthen the UN-SWAP framework and associated technical notes in its next cycle.⁹⁰ Two specific areas for strengthening the framework worth highlighting here include 1) raising the level of the performance indicators to the outcome level; and 2) addressing some areas not currently fully integrated or refined within the framework. An example of the former would be to raise the level of the current indicator related to developing a gender equality policy to having an effective gender equality policy. Examples of the latter include the fact that advocacy for gender equality issues are not covered within the current framework, nor are there specific indicators and/or guidance tailored to gender mainstreaming in conflict or humanitarian settings that would assist to target an area identified for strengthening performance.⁹¹ Annex 5 also provides analysis of where corporate gender equality evaluation assessment approaches have gone beyond the UN-SWAP framework that can be a useful input for the next UN-SWAP cycle.

⁸⁸ FAP, IFAD, WFP

⁸⁹ A peer review of two regional economic commissions.

⁹⁰ The Joint Inspection Unit is expected to conduct an evaluation of the UN-SWAP at the end of the current cycle to inform planning for the next cycle.

⁹¹ Other aspects identified for refinement include requiring the development of a theory of change within gender policies, written mandates and resources allocated for GFP networks, etc.

Based on the insights of this review, and in the context of the limitations outlined, some conclusions and potential ways forward are provided below to further stimulate discussion and action to improve the integration of GEEW in entities work. These will hopefully support the multitude of efforts already under way.

5.1 Accountability

Gender equality policies need to be further grounded and contextualized within United Nations entity mandates and strategic planning documents at the corporate and country-level to increase relevance, management for results and effective implementation.

Strong gender equality policies, which act as frameworks for an entity's corporate gender mainstreaming implementation, are essential for improving gender mainstreaming performance. Yet, the insights indicate that gender equality policies need to be further grounded and contextualized within entity mandates and strategic planning documents at the corporate and country-level to increase relevance, management for results and effective implementation. Creating more synergies and linkages between gender equality policies and corporate strategic plans is one avenue for doing so. A more explicit role for gender units in corporate planning processes and alignment of the development processes for both documents would support this endeavour. At the country-level, more information is needed to understand the extent to which gender equality policies are integrated within country programme documents and how to further strengthen such integration, given the potentially large benefits for GEEW development results.

On the other hand, the insights also demonstrate scope for improving the quality of gender equality policies. A clear articulation of the importance of gender mainstreaming for achieving an entity's mandate and expected development results, in language that resonates with entity staff, appears crucial for increasing relevance and buy-in for its implementation by staff. The development of explicit theories of change and stronger results frameworks would also support implementation towards goals and improve monitoring and reporting. Improved connections with corporate strategic plans and country programme documents could also improve reporting on policy implementation if, as a result, this is captured more robustly within entity annual reporting processes.

Way forward: *UN Women should review the system-wide guidance on gender equality policies and update it in light of the insights of this report.*

Gender-responsive performance management systems need to be further developed and assessed for effectiveness.

Given the limited evidence available on performance management systems on GEEW, an assessment of the effectiveness of such systems within United Nations entities is needed. The supporting documentation collected for this review indicated that there have been more recent efforts related to the development and implementation of performance criteria and

incentive systems that have not been captured by evaluation; thus, the possibility for useful learning from such an assessment is high. Examples on how to tailor such systems according to job descriptions and responsibilities, rather than adopting a generic approach, would be particularly useful.

Way forward: *UN Women should conduct a review of United Nations entity gender-responsive performance management systems to enhance learning and practice in this area and further develop or refine guidance based on the results.*

5.2 Results-based management

United Nations entities need to further strengthen inclusion of gender analysis within both corporate and country-level strategic planning documents.

Systematic inclusion of robust gender analysis is needed to support strategic planning at both corporate and country level. While there was evidence of gender analysis within strategic planning documents at the corporate level, it was not systematically applied in programme design and implementation. There was limited evidence about the level of integration of gender analysis in country programme documents, where it is important given the link to development results. Further assessment of the level and quality of gender analysis within strategic planning documents and strengthening the capacity of staff to undertake gender analysis can support improved performance in this area.

Way forward: *United Nations entities to strengthen the level and quality of gender analysis undertaken to inform strategic planning efforts at all levels, including through capacity development initiatives.*

United Nations entities need to strengthen monitoring and reporting of gender mainstreaming results at the outcome level, including by better linking them to the overall organizational monitoring system.

There is a gap in GEEW results management at the outcome level, which is related both to deficiencies in monitoring and reporting systems and issues with actual implementation. It is also not understood if the level of GEEW outcome reporting is significantly lower than outcome reporting within entities in general. By taking steps to strengthen management for GEEW results at the outcome level, entities will be better able to identify the challenges related to actual implementation (as opposed to monitoring and reporting issues) so that these can be addressed and evaluability improved. Management for GEEW results can also be strengthened by operationally linking gender equality policies to corporate strategic plans – and related monitoring systems -and country programme documents.

Way forward: *United Nations entities to explore challenges related to outcome-level monitoring and reporting on GEEW results and, to the maximum extent possible, link it to the entities' overall corporate monitoring system.*

5.3 Oversight

More evaluative evidence is needed on gender mainstreaming performance as well as on the linkages between GEEW institutional results and GEEW development results.

More evaluative information is needed for accountability, learning and decision-making on gender mainstreaming by United Nations entities. The evidence gaps are apparent throughout the report and were a major limitation of this review. Only two entities in the portfolio conducted more than one evaluation during the nine-year period under review and almost half of entities meant to report against the UN-SWAP had not conducted a corporate gender equality evaluation. No such evaluations were conducted of entities with a technical focus or research and training institutes.

In addition, more attention needs to be given to testing the assumption that GEEW institutional results lead to improved GEEW development results or development results in general. Evidence that there are significant gaps in the monitoring and reporting of GEEW results by United Nations entities, and the general need for strengthening national systems for monitoring GEEW changes, may be limiting the ability of evaluations to assess the GEEW institutional/developmental results linkage.

Way forward: *United Nations entities to conduct gender equality evaluations prior to the mandatory update of gender equality policies every five years and include this commitment explicitly within gender equality policies.*

United Nations entities would benefit from further methodological guidance for conducting corporate gender equality evaluations, including by adopting the UN-SWAP as an analytical framework.

The review's use of the UN-SWAP framework as an analytical approach highlighted gaps within the corporate gender equality evaluation practice. Its use as an evaluative framework is a promising approach that could support more holistic assessment and establish coherence among entity gender equality evaluations. This would enable more robust future system-wide reviews. It would also support triangulation of UN-SWAP performance reporting information based on self-assessment.

Corporate gender equality evaluations have focused more on assessing output level results as opposed to the outcome level. United Nations entities should address evaluability issues that may affect ability to assess GEEW outcome level results. A review of gender-responsive evaluation systems within the United Nations was recently published by UN Women, in

partnership with UNEG and EvalPartners, which highlighted some key steps for further strengthening gender-responsive evaluation in the United Nations system that can help guide such efforts.⁹² The development of guidance and training materials through UNEG and the processes around reporting on the UN-SWAP Evaluation Performance Indicator are also important opportunities to advance such efforts.

Way forward: *UNEG and UN Women Independent Evaluation Office should work together to develop methodological guidance and sample ToR for corporate gender equality evaluation of United Nations entities.*

Programme review processes should integrate GEEW criteria more systematically and compliance should be considered a key condition for approval.

The review found the inclusion of GEEW criteria in programme review processes to be limited. Their systematic inclusion, combined with increased support for implementing any corrective measures recommended, and the introduction of incentives can work together to improve the integration of gender analysis and perspectives within programme designs.

Way forward: *UN Women to develop sample GEEW criteria for programme review processes that United Nations entities can adapt and tailor for their own contexts.*

5.4 Human and financial resources

United Nations entities' gender architectures need to be made 'fit-for-purpose' to drive gender mainstreaming institutionally.

The insights indicate that gender architectures within United Nations entities need to be strengthened holistically at both HQ and field level. The gender architecture among entities varies considerably, as expected given their different resource levels, structures and mandates. However, developing a set of models would help to guide entities in establishing or refining gender architectures to ensure they are 'fit-for-purpose'. An assessment of current models would provide useful analysis to develop such models, including those attached to peacekeeping missions. The size and scope of work of gender units, existence or level of field-based capacity, the role and capacity of other units and the establishment and role of GFP networks, all need to be considered when developing such models.

Way forward: *UN Women to conduct an assessment of gender architectures within the United Nations system and develop potential gender architecture models to guide United Nations entities.*

⁹² The report can be found here: <http://www.unwomen.org/en/digital-library/publications/2015/6/transform-issue-01>

There should be a shift in focus from gender parity rates to a more in-depth analysis of the factors that support and impede greater gender parity, especially in higher-level positions.

While some gender parity figures were reported, there was limited analysis available on the factors supporting gender parity, barriers preventing improvement at all staffing levels and use of common classifications. There is also limited understanding of the effects of maintaining low rates of gender parity (e.g. upward mobility of women, available applicant pools for higher-level posts).

***Way forward:** Analyse and devise strategies to address underlying barriers to increase gender parity at all levels and uncover the costs of maintaining the status quo. United Nations entities should ensure usage of standard classifications from the Secretary-General's Annual Report on the Status of Women in the United Nations system for tracking gender parity.*

Enhance actual implementation of supportive policies that promote GEEW in the workplace.

The insights indicate that staff were not making full or consistent use of supportive policies that promote GEEW (e.g. facilitative, anti-harassment, flexible working arrangements) that are available within entities. Guidance on how to address challenges in restructuring workflows, workloads and schedules to adjust to new ways of working would increase buy-in by management. Looking beyond supportive policies to also address informal culture and decision-making procedures is also needed to improve organizational culture.

***Way forward:** UN Women should further develop indicative guidance on how supportive policies that promote GEEW can be practically implemented and tracked and should promote training for management and staff to address organizational culture in a more holistic manner.*

United Nations entities need to establish clear financial benchmarks for GEEW allocations and commit to tracking of actual expenditures.

United Nations entities have been operating without clear financial benchmarks to guide allocations for GEEW. Without establishing a benchmark, entities run the risk of not allocating adequate resources for their gender mainstreaming endeavours. A benchmark can be established by reviewing existing financial and performance data and a commitment to meeting it made explicit in gender equality policies. Reporting on progress to senior management and governance bodies should be made mandatory. Once benchmarks are established, they would likely drive improvements in the application of gender markers to more accurately track and report on allocations and expenditures. Information on resources allocated for gender architectures, as opposed to programmatic operations, would also be useful for determining human resources levels needed to support effective gender mainstreaming.

***Way forward:** UN Women and UNDG MDG and Gender Task Teams should continue to support the Finance and Budget Network to establish financial benchmarks for GEEW, utilizing UN-SWAP reporting information to guide decisions, and continue to support entities to improve the application and use of the UNDG Gender Marker.*

5.5 Capacity development

GEEW capacity development strategies need to be developed, resourced and implemented if United Nations entity staff are expected to effectively implement gender mainstreaming within their work.

The low capacity levels cited at all levels call into question the ability of staff to implement the gender mainstreaming strategy effectively without targeted and tailored support and training based on roles and responsibilities or job descriptions. Capacity assessment needs to be conducted to inform strategies that are well resourced and implemented, that provide a range of formal and informal initiatives and that make use of existing and system-wide capacity initiatives. Assessment of the effectiveness of capacity development strategies is also needed to understand if and how capacity is improving.

***Way forward:** UN Women should promote the implementation and usage of the guidance developed for conducting capacity assessment and monitor the usage of the system-wide training module developed by its Training Centre. It should also consider developing guidance for developing GEEW capacity development strategies.*

5.6 Coherence, knowledge and information management

United Nations entities would benefit from developing formal knowledge management strategies and tracking the use of knowledge products.

While both formal and informal knowledge-generation and communications initiatives are undertaken by entities, developing a formal knowledge management strategy and communication plan would make the undertaking more systematic and strengthen monitoring and reporting on their results.

***Way forward:** UN Women to develop guidance for formal knowledge management strategies on GEEW.*

More focus is needed on improving coherence on GEEW at country-level.

With institutional system-wide mechanisms now in place for accountability for performance, there is a need to turn to the country level. The recently completed desk review of the UNCT Performance Indicators on GEEW (“the Scorecard”) provides a set of 15 recommendations for revising or updating the performance indicators and improving alignment and complementarity with the UN-SWAP that would enhance coherence at country-level.

Enhancing coherence at country level would also further strengthen the ability to assess the linkages between GEEW institutional results and GEEW development results.

Way forward: *UN Women to implement the recommendations of the desk review of the UNCT Performance Indicators n GEEW to further promote country-level coherence on GEEW.*

5.7 Other conclusions

Different methods and approaches need to be developed to address the specific challenges for gender mainstreaming in humanitarian settings.

The insights show overall lower performance on gender mainstreaming within humanitarian settings that is partly attributed to the fast-paced nature of the work. However, attention to GEEW issues within humanitarian operations is clearly essential given that women and girls may face additional issues related to security, protection and discrimination because of the humanitarian context.

Way forward: *United Nations entities working in humanitarian settings and the Inter-Agency Standing Committee Working Group on the Review of the IASC Gender Policy can take the insights of this review into consideration to devise new methods for integrating GEEW within their work modalities and develop further guidance, tools and performance indicators specifically for gender mainstreaming in humanitarian contexts.*

Annex A: Portfolio of evaluations reviewed⁹³

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|----|--|------|
| 1 | WFP Gender Policy: A Policy Evaluation | 2014 |
| 2 | Evaluation of Gender Mainstreaming in United Nations Peacekeeping Activities (MONUC / MONUSCO) in the Democratic Republic of the Congo | 2013 |
| 3 | Evaluation of Gender Mainstreaming in UN-HABITAT | 2011 |
| 4 | Evaluation of FAO's role and work related to Gender and Development | 2011 |
| 5 | IFAD's Performance with regard to Gender Equality and Women's Empowerment | 2010 |
| 6 | OHCHR Performance in Gender Mainstreaming | 2010 |
| 7 | Mid Term Evaluation of UNFPA Strategic Plan Organizational Goal 3 – Gender Equality Phase I | 2010 |
| 8 | Mid Term Evaluation of UNFPA Strategic Plan Organizational Goal 3 – Gender Equality Phase II | 2011 |
| 9 | Changing the way UNHCR does business? An evaluation of the Age, Gender and Diversity Mainstreaming Strategy 2004-2009 | 2010 |
| 10 | Thematic evaluation of gender mainstreaming in the United Nations Secretariat | 2010 |
| 11 | Strategy evaluation: Performance and progress in gender mainstreaming through the ILO Action Plan for Gender Equality 2008-09 | 2009 |
| 12 | Evaluation of Gender Policy Implementation in UNICEF | 2008 |
| 13 | Full Report of the End-of-Term Evaluation of WFP's Gender Policy (2003-2007): Enhanced Commitments to Women to Ensure Food Security | 2008 |
| 14 | Evaluation of the Gender Mainstreaming Policy and Strategy in IOM | 2006 |
| 15 | A Review and Evaluation of Gender-Related Activities of UN Peacekeeping Operations and their Impact on Gender Relations in Timor Leste | 2006 |
| 16 | Evaluation of Gender Mainstreaming Work and Impact of United Nations Assistance Mission in Sierra Leone (UNAMSIL) | 2006 |
| 17 | Evaluation of Gender Mainstreaming in UNDP | 2006 |

⁹³ All reports are available at the UN-Women Gender Equality Evaluation Portal at <http://genderevaluation.unwomen.org/>.

Annex B: Supporting documentation

| No. | Title | E denotes evaluations | Publication year |
|-----|--|-----------------------|------------------|
| | <i>Entity-based gender mainstreaming</i> | | |
| 1 | Evaluación del manejo e incorporación de la dimensión de igualdad de género en los programas implementados y apoyados por UNICEF/Paraguay. Available at: http://www.unicef.org/evaldatabase/index_73756.html | E | 2013 |
| 2 | Review of UNESCO's Priority Gender Equality. Available at: http://unesdoc.unesco.org/images/0022/002200/220029E.pdf | | 2013 |
| 3 | Review of Gender Mainstreaming in UNEP. Available at: http://www.unep.org/eou/Portals/52/Reports/Review%20of%20Gender%20Mainstreaming%20in%20UNEP_final%20report%20with%20annexes.pdf | | 2012 |
| 4 | ILO Participatory Gender Audit Report UNESCO (commissioned as a complementary exercise to the UNESCO Review of Priority Gender Equality). Available at: http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/IOS/temp/Participatory_Gender_Audit_PGA_-_ILO_draft_22_Feb_2013_01.docx | | 2012 |
| 5 | Water and Sanitation Trust Fund Document 04, Gender Mainstreaming Impact Study (UN HABITAT). Available at: http://unhabitat.org/?wpmact=process&did=Mzg0LmhvdGxpbnms= | E | 2011 |
| 6 | Incorporation of Gender Mainstreaming and Analysis into Programming in RBEC (country level/regional level) (UNDP). Available at: http://genderevaluation.unwomen.org/en/~documents/2013/10/16/16/15/incorporation-of-gender-mainstreaming-and-analysis-into-programming-in-rbec | E | 2011 |
| 7 | Report of the Office of Internal Oversight Services on the evaluation of the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI) and the Division for the Advancement of Women (DAW). Available at: http://usun.state.gov/documents/organization/179524.pdf | E | 2011 |
| 8 | Gender mainstreaming in WHO: where are we now? Report of the Baseline Assessment of the WHO Gender Strategy Available at: http://apps.who.int/iris/bitstream/10665/44403/1/9789241500135_eng.pdf | | 2011 |
| 9 | Gender mainstreaming in WHO: what is next? Report of the mid-term review of the WHO Gender Strategy | | 2011 |

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| | Available at: http://www.who.int/gender-equity-rights/knowledge/mid_term_review/en/ | | |
| 10 | Review of the Strategic Partnership Framework on Governance and Rule of Law for HRBA and Gender Mainstreaming. Available at: http://slsp-db3p11.dca2.superb.net/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=5125 | | 2010 |
| 11 | Technical Support and Knowledge Sharing on Gender Mainstreaming in the Netherlands/ILO Cooperation Programme 2006-10. Available at: http://ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_126017.pdf | | 2010 |
| 12 | Review of OCHA's Gender Equality Policy. Final Report Available at: http://www.alnap.org/pool/files/gep-review-finalreport-adobe.pdf | | 2010 |
| 13 | Evaluation Report Gender Mainstreaming in ILO/Norway Partnership Agreement 2006-2007 Available at: http://gate.unwomen.org/resources/docs/gendereqaulity/299_ILO_Gender%20Mainstreaming%20in%20ILO-Norway_2009.pdf | | 2009 |
| 14 | Gender mainstreaming in DFID/ILO Partnership Framework Agreement (2006-09). Available at: http://gate.unwomen.org/resources/docs/gendereqaulity/300_ILO_Gender%20Mainstreaming%20in%20DFID-ILO%20Partnership_2009.pdf | | 2009 |
| 15 | GoTG/UNICEF Country Programme 2007-2011 Gender Mainstreaming Assessment. Available at: http://www.ciam.gm/_library/2012/6/2007_-_2011_gender_mainstreaming_assessment_(gotg_and_unicef).doc | | 2008 |
| 16 | Report on UNDP Gender Mainstreaming Consultancy, Available at: http://gate.unwomen.org/resources/docs/gendereqaulity/UNDP_Gender%20Mainstreaming_Kyrgystan_2007.pdf | | 2007 |
| 17 | Focusing on Gender: An Assessment of Gender Integration in UNFPA Materials. Available at: http://www.unfpa.org/sites/default/files/resource-pdf/focusing_gender.pdf | | 2006 |
| System-wide and other Gender Mainstreaming Evaluations and Reviews | | | |

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| 18 | Independent Thematic Review on Gender for the UN Peacebuilding Support Office (PBSO) – Final Report. Available at: http://www.un.org/en/peacebuilding/pbso/pdf/Final%20Report_Thematic%20Review%20on%20Gender%20&%20Peacebuilding.pdf | | 2014 |
| 19 | Thematic Evaluation of UNV Contribution to Volunteer Infrastructures. Available at: http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=5896 | E | 2014 |
| 20 | Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System. Available at: http://www.unwomen.org/en/digital-library/publications/2014/7/joint-evaluation-of-joint-programmes-on-gender-equality#view | E | 2013 |
| 21 | The Contribution of UN Women to Increasing Women's Leadership and Participation in Peace and Security and in Humanitarian Response. Available at: http://gate.unwomen.org/evaluationadmin/downloaddocument.html?docid=3674 | E | 2012 |
| 22 | UNOCHA Evaluation of the Protection Standby Capacity (ProCap) and Gender Standby Capacity (GenCap) Projects. Available at: http://www.gppi.net/publications/monitoring-evaluation/article/evaluation-of-the-protection-standby-capacity-procap-and-gender-standby-capacity-gencap-projects/ | E | 2011 |
| <i>Selected Supporting Documents for system-wide and other gender mainstreaming</i> | | | |
| 23 | IASC Review of Protection from Sexual Exploitation and Abuse by UN, NGO, IOM and IFRC Personnel. Available at: https://icvanetwork.org/doc00004370.html | | 2010 |
| 24 | Assessment of Gender Institutionalization in United Nations Programmes in Djibouti. Available at: http://www.unicef.org/evaldatabase/index_50908.html | | 2008 |
| 25 | Gender Analysis and Gender Mainstreaming in Common Country Programming (UNDG) | | 2006 |
| 26 | From Checklists to Scorecards: Review of UNDG Members' Accountability Mechanisms for Gender Equality. Synthesis Report. Available at: http://www.un.org.kg/index2.php?option=com_resource&task=show_file&id=3747 | | 2006 |

Annex C: UN-SWAP framework

| Policy area | Policy element | Performance indicator |
|------------------------------|---|---|
| A. Accountability | 1. Policy and plan | Up-to-date gender equality and gender mainstreaming and the equal representation of women, policies and plans implemented Specific senior-level mechanism in place for ensuring accountability for promotion of GEEW |
| | 2. Gender-responsive performance management | Assessment of GEEW 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 System of recognition in place for excellent work promoting gender equality and women's empowerment |
| B. Results management | 3. Strategic planning | Gender analysis in the central strategic planning document and main country programme documents The central strategic planning document includes more than one specific outcome / expected accomplishment and more than one specific indicator on gender equality and women's empowerment |
| | 4. Monitoring and reporting | Reporting on gender equality results in relation to the central strategic planning document All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex Entity Results-based Management (RBM) guidance mainstreams GEEW |
| C. Oversight | 5. Evaluation | Meets the UNEG gender-related norms and standards Demonstrates effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective |
| | 6. Gender-responsive auditing | Consultation takes place with all levels of the organization on risks related to GEEW as part of the risk based audit annual planning cycle |

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| | | ILO Participatory Gender Audit or equivalent carried out at least every five years |
| | 7.Programme review | Programme quality control systems fully integrate gender analysis Recognition in place for programmes that excel on gender equality and women’s empowerment |
| D. Human and financial resources | 8.Financial resource tracking | Financial resource-tracking mechanism in use to quantify disbursement of funds that promote gender equality and women’s empowerment Results of financial resource-tracking influences central strategic planning concerning budget allocation |
| | 9.Financial resource allocation | Financial benchmark for resource allocation for gender equality and women’s empowerment mandate is exceeded |
| | 10.Gender architecture | GFPs or equivalent at HQ, regional and country levels are: a) appointed from staff level P4 and above b) have written terms of reference c) at least 20% of their time is allocated to GFP functions d) specific funds are allocated to support GFP networking The entity has reached the equal representation of women for General Service staff and also at P4 and above levels including the senior most levels of representation in field offices, committees and funds linked to the entity irrespective of budgetary source Gender department/unit is fully resourced according to the entity mandate |
| | 11.Organizational Culture | Organizational culture fully supports promotion of GEEW Senior managers demonstrate leadership and public championing of promotion of the equal representation of women |
| E. Capacity | 12.Capacity Assessment | Entity-wide assessment of capacity of staff at HQ, regional and country levels in gender equality carried out |

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| | | A capacity development plan is established or updated at least every three years |
| | 13.Capacity Development | Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices Senior managers receive tailored training during orientation |
| F. Coherence, knowledge and information management | 14.Knowledge Generation and communication | Knowledge on gender equality and women’s empowerment systematically documented and publicly shared Communication plan includes empowerment as an integral component of internal and public information dissemination Entity is actively involved in an inter-agency community of practice on GEEW |
| | 15.Coherence | Participates systematically in inter-agency coordination mechanisms on GEEW Participates in the UN-SWAP peer review process |

Annex D: Analysis of approaches to assessing gender mainstreaming performance

| UN-SWAP performance indicator | Areas where approach of corporate gender equality evaluations goes beyond UN-SWAP performance indicators | Areas assessed by corporate gender equality evaluations not reflected within UN-SWAP |
|---|--|--|
| Accountability: Policy & plan | | |
| Up-to-date gender equality and gender mainstreaming and the equal representation of women, policies and plans implemented. | High quality policies and plans have the following characteristics: + Policy explains relevance in relation to the entity mandate, UN conventions. + Objectives are SMART. + Describes both external goals and internal mechanisms. + Has targets and indicators. + Sets out accountability for managers and staff. | The policies lack theories of change that link the institutional mainstreaming and gender equality results. UN-SWAP lacks qualitative performance indicator(s). |
| Specific senior-level mechanism in place for ensuring accountability for promotion of GEEW. | + Regular reporting on progress to governance bodies for their consideration and action. | |
| Accountability: Performance management | | |
| Assessment of GEEW 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. | + GEEW objectives included in personal workplans and performance evaluations for relevant staff and managers. and/or + Competencies tailored to job responsibilities for relevant positions. | |
| System of recognition in place for excellent work promoting gender equality and women's empowerment. | Not mentioned in evaluations. | |
| Results Management: Strategic planning | | |
| Gender analysis in the central strategic planning | Same as SWAP. | |

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| document and main country program documents. | | |
| The central strategic planning document includes more than one specific outcome / expected accomplishment and more than one specific indicator on gender equality and women's empowerment. | + Coherence in integrating GEEW concerns between strategic planning, programme planning, budgeting and work planning. | |
| Results management: Monitoring and reporting | | |
| Reporting on gender equality results in relation to the central strategic planning document. | + Reports include GEEW-relevant information at intermediate output level. | |
| All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex. | Same as SWAP. | |
| Entity RBM guidance mainstreams GEEW. | Same as SWAP. | |
| Oversight: Evaluation | | |
| Meets the UNEG gender-related norms and standards. Follows UNEG guidance on evaluating from a gender and human rights perspective. | Same as SWAP. | |
| Oversight: Gender-Responsive Auditing | | |
| Consultation takes place with all levels of the organization on risks related to GEEW as part of the risk based audit annual planning cycle. | One evaluation only. | Could use audit function to assess gender architecture capacity / workload as one dimension of risk. |
| ILO Participatory Gender Audit or equivalent carried out at least every five years. | Same as SWAP. | |
| Oversight: Quality control | | |
| Programme quality control systems fully integrate gender analysis. | + Reviews that recommend strengthening gender mainstreaming require revised proposals. | Reporting on quality control to senior management, governance. |

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| Recognition in place for programmes that excel on gender equality and women's empowerment. | Not mentioned in evaluations. | |
| Human and financial resources: Financial resource tracking | | |
| Financial resource-tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment. Results of financial resource-tracking influences central strategic planning concerning budget allocation. | + There is a gender marker system aligned with good practice. + The gender marker system provides accurate and reliable information. + The budget for gender architecture (gender unit, advisers, GFP network) is identified as a line item in the entity budget. | Alignment of gender marker systems among entities. |
| Human and financial resources: Financial resource allocation | | |
| Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded. | + Benchmark is established. + Both allocation and spending are tracked and reported. | |
| Human and financial resources: Gender architecture | | |
| GFPs or equivalent at HQ, regional and country levels: a) Are appointed from staff level P4 and above; b) Have written terms of reference; c) Have at least 20 % of their time allocated to GFP functions; d) Have specific funds allocated to support GFP networking. | + Gender focal point workplans set objectives related to GFP functions. | Mandate of GFP network. Measures for Effectiveness of GFP network. |
| The entity has reached the equal representation of women for General Service staff and also at P4 and above levels including the | + Barriers to recruitment, promotion and retention of women are identified and measures taken to reduce them. | |

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| most senior levels of representation in Field Offices, Committees and Funds linked to the entity irrespective of budgetary source. | | |
| Gender department / unit is fully resourced according to the entity mandate. | + There is effective coordination between field and headquarters gender specialists and GFPs. | Measures for competence and capacity of gender department/unit and its effectiveness. |
| Human and financial resources: Organizational culture | | |
| Organizational culture fully supports promotion of GEEW (policies in place). | + Use of policies is encouraged, tracked and reported. | Contents and measures of quality of policies further developed. |
| Senior managers demonstrate leadership and public championing of promotion of the equal representation of women. | Same as SWAP. | |
| Capacity: Capacity assessment | | |
| Entity-wide assessment of capacity of staff at HQ, regional and country levels in gender equality carried out. A capacity development plan is established or updated at least every three years. | + Gender issues are integrated in all relevant training offered by the entity. | |
| Capacity: Capacity development | | |
| Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices. | + Retention and application of concepts and skills is tracked. + Tracking information is used to strengthen capacity development. | Definitions of required competencies and skills and how to measure them relevant to positions. |
| Senior managers receive tailored training during orientation. | Not discussed in the evaluations. | |
| Knowledge and information management | | |
| Knowledge on gender equality and women's empowerment | Same as SWAP. | |

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| systematically documented and publicly shared. | | |
| Communication plan includes empowerment as an integral component of internal and public information dissemination. | + Partnerships are established with external champions, women's organizations. + Advocacy on gender equality issues related to the entity mandate is planned and implemented. + Use of communications is tracked. | |
| Entity is actively involved in an inter-agency community of practice on GEEW. | + Entity is actively involved in a technical or professional community of practice on GEEW. | |
| Coherence | | |
| Participates systematically in inter-agency coordination mechanisms on GEEW. | Same as SWAP. | |
| Participates in the UN-SWAP peer review process. | Not discussed in the evaluations. | |

Annex E: Bibliography

Note: United Nations Documents are in order of date. Others are alphabetically ordered after the United Nations documents.

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