

Accountability - Policy and plan

Rating:

Approaches requirements

Explanation of why rating has been given, including data sources:

ESCWA's gender mainstreaming strategy was created in 2005 and up-dated in 2010. It includes an implementation plan for 2012-2013 (Annex 1). The plan focuses on ensuring that ESCWA organizational and programmatic processes, such as the production of outputs and recruitment, are engendered. The plan additionally includes the following elements: 1) timeframe for each action; 2) resources needed (work-months); and 3) mid-term and final monitoring and evaluation (every 12 months and 24 months). The outcome of the final evaluation will feed into future programming.

In line with the implementation plan, and through the work and assistance of the Gender Focal Points Network, all substantive divisions in ESCWA were able in 2012-2013, to fully engender at least one of their publications. However, not all actions included in the implementation plan have been implemented, especially in relation to assessing and building the capacity of GFP in gender issues; as well as monitoring and evaluating the plan itself every 12 and 24 months, as required.

Despite progress noted above, ESCWA does not meet the requirement of indicator 1(b). ESCWA gender mainstreaming strategy is not yet fully activated and the implementation plan is facing several challenges. This is due to limited financial and human resources to effectively mainstream gender in substantive areas

As for the existence of a policy on the equal representation of women; it is worth mentioning that the Human Resources plan does not include a target for the representation of women at all levels, however it aims at 40% representation of women in the P-5 and above categories (Annex 2) .The Senior Manager's compact for 2013 (Annex 3) on the other hand, does not include targets that clearly aim at the equal representation of women at all levels, rather the following convoluted target was included in the mentioned document: " the customized target is a ratio that is calculated based on an entity improving by 50 % against the gap between their representation of women and 50%.This ratio is then applied to the entity's selections. The target is the representation which would result should all selections be made at this ratio" .Nevertheless, the Human Resources Section implements specific policies to promote the representation of women at all levels. This includes the following: 1) stipulating departmental focal point for women representation on review bodies; 2) monitoring staffing changes, with disaggregation of data by sex and grade; 3) specifying retention of female candidates on rosters for a longer period than male candidates; 4) considering as internal candidate women serving in other entities of the UN, (as per the provisions in ST/AI/2010/3);and 5) preparing ad-hoc rosters for the purpose of promoting gender consideration in recruitment.

Recommendation: Fully activate ESCWA gender mainstreaming strategy, including the promotion of equal representation of women at all levels

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

ESCWA Centre for Women, Senior Management, Human Resources

Resources Required(US\$):

\$20,000

Additional Information:

n/a

Supporting Docs:

Gender Policy/Plan/Strategy: Annex1.pdf

Gender Policy/Plan/Strategy: Annex3.pdf

Gender Policy/Plan/Strategy: Annex2.pdf

Accountability - Gender responsive performance management

Rating:

Meets requirements

Explanation of why rating has been given, including data sources:

The Secretariat includes the following under the Core Value: "Respect for Diversity/Gender".

"Treats men and women equally. Does not discriminate against any individual or group. Includes a gender perspective in substantive work".

In addition, GA resolutions repeatedly mandate and focus the attention of the Secretary-General to accelerate progress towards the equal representation of women at all levels.

In addition, the 2013 Senior Manager's Compacts with the Secretary-General includes as a performance measure: Full compliance with UN SWAP baseline reporting requirements

Timeline:

0 year(s) and 0 month(s)

Responsibility for follow up:

N/A

Resources Required(US\$):**Additional Information:****Supporting Docs:**

Results based management - Strategic planning

Rating:

Meets requirements

Explanation of why rating has been given, including data sources:

The requirement related to having gender analysis in the central strategic planning (CSP) document (3bi) as defined by SWAP technical notes is met in the 2014-2015 ESCWA central strategic planning document (Annex 4). Reference to the importance of promoting gender equality and the empowerment of women is included in the "overall orientation" section, at the programme level. (see pages 5 and 6 , para 22.13 , 22.14, and 22.17 of ESCWA Programme budget for 2014-2015). In addition gender was identified as a cross cutting issue in ESCWA twelve priority areas for 2014-2015.(page 7 para 22.27). Furthermore, the introductory section of the CSP includes a paragraph on the work of

ESCWA on gender mainstreaming which takes place at two levels, targeting equally member countries and ESCWA substantive divisions. The commitment of ESCWA to the full implementation of SWAP framework was also emphasized in the CSP introductory section(see page 7 para 22.28)

The requirement of having at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment in the 2014-2015 central strategic planning document (3bii) is met.

The CSP includes one objective, three expected accomplishments and six indicators relevant to the work of sub-programme (6). The objective is "to reduce gender imbalances, encourage exchange of lessons learned among Member Countries and contribute to increased respect for the rights of women in line with international conventions and conferences." This will be accomplished by: "Enhancing capacity of member countries to adopt gender sensitive policies , legislations and budgets in order to attain equal rights of women" ; "Enhancing capacity of member countries to combat gender based violence through enactment of legislation and development of national action plans " ; and " Enhancing capacity of member countries to adopt and implement participatory governance and national development policies based on equal participation of individuals , men and women , with a particular focus on enhancing the position of women in democratic decision making processes. Six indicators measure progress towards these three expected accomplishments (pp 45-47 Annex 4).

Timeline:

0 year(s) and 0 month(s)

Responsibility for follow up:

UN Department of Management (DM) and ESCWA Planning, Partnership and Technical Cooperation Division

Resources Required(US\$):

Additional Information:

Supporting Docs:

Strategic planning document: Annex4.pdf

Results based management - Monitoring and Reporting

Rating:

Approaches requirements

Explanation of why rating has been given, including data sources:

The requirement to undertake reporting on gender equality and women's empowerment results in relation to the central strategic planning document (4bi) was met. ESCWA periodically reports on its main gender equality and women's empowerment results through using the gender-sensitive indicators that were included in the central strategic planning document. This is found in two relevant reporting frameworks: 1) ESCWA's performance reports in the IMDIS system, which are reviewed at a later stage by HQ and other entities such as OIOS or member states (Annex 5); 2) ESCWA's reports that are submitted to governing bodies , such as the Committee on Women held once every two years. (Annex 6). The requirement to have all key entity data disaggregated by sex (4bii) as defined by SWAP technical notes is not met. A review of ESCWA's divisional reports in IMDIS revealed that key data in relation to the Central Strategic Planning is not disaggregated by sex. The indicators mostly focused on measures or policies undertaken by member states in different areas within the ESCWA region. It is worth noting that the system, on the other hand, does include a section that disaggregates by sex , number of participants attending ESCWA's meetings.

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

UN Department of Management (DM) and all ESCWA divisions

Resources Required(US\$):

\$30,000

Additional Information:

Recommendation: a) Introduce a "build in" section in IMDIS to enable the different sub-programmes to report on the gender aspects addressed in their area of work.

b) Disaggregate all key data in relation to the central strategic planning based on sex.

Supporting Docs:

Annual report: Annex5.pdf

Annual report: Annex6(Ar).pdf

Oversight - Evaluation

Rating:

Missing

Explanation of why rating has been given, including data sources:

As a result of the recommendations generated from piloting the SWAP in 2011, ESCWA evaluation policy has been reviewed in 2012 to integrate all UNEG gender-related norms and standards. The document has been amended to ensure that gender issues are integrated throughout the entire evaluation process. (Annex 7).

The amended policy specifies that during the selection of the evaluation management team, "a representative of the ESCWA Centre for Women should be nominated as a reference point for the evaluation team on gender issues" (See page 27).

Furthermore, according to the policy all evaluation reports should include detailed gender analysis, following the aspects defined by the SWAP technical notes i.e.: 1) how gender issues were implemented as a cross-cutting theme in programming; 2) if the subject being evaluated gave sufficient attention to promoting gender equality and gender-sensitivity; 3) how gaps related to gender were identified, and 4) how the design and implementation of the subject being evaluated addressed these gaps.

In addition, ESCWA developed a "Gender Checklist" that was shared with ESCWA Project Committee to ensure that gender perspectives are included in all stages of project proposals and documents that are being reviewed by the Committee for endorsement. To be noted, the usage of this tool by substantive divisions is yet to be evaluated.

In 2013, three evaluations were conducted and finalized in ESCWA. This includes an evaluation of two sub programmes (Social Development Division and Information Technology Division) and one Development Account Project on Regional Harmonization of Cyber Legislation to promote the Knowledge Society in the Arab World."In this area, ESCWA falls within the "missing "category since the mentioned evaluations were initiated in 2012, prior to the amendment of ESCWA evaluation policy. Therefore, gender was not systematically integrated throughout the evaluation process, as required by the newly amended policy. (Please see attached scorecard for details-via webtool)

Recommendation: Ensure through various mechanisms that evaluations are conducted in line with the recently revised gender sensitive evaluation policy.

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

Senior Management, Partnerships section, and ESCWA Centre for Women.

Resources Required(US\$):

Additional Information:

Supporting Docs:

Evaluation Terms of Reference: Annex7.pdf

Evaluation Terms of Reference: 2013SWAPEvaluationperformancescorecard.xls

Oversight - Gender responsive auditing

Rating:

Meets requirements

Explanation of why rating has been given, including data sources:

OIOS Internal Audit Division (IAD) considers Gender Equality and Empowerment of Women (GEEW) as an integral part of its risk-based planning in the preparation of the annual audit work plan. As part of the IAD risk-based annual planning process, GEEW emerged as a higher risk area in several Secretariat entities in the areas of human resources management, substantive programmes implementation, and in peacekeeping missions.

Based on assessment of risks associated with GEEW, audits of gender-related risks in the Secretariat and in peacekeeping missions, with audit emphasis on the corrections advisory, police operations, and safety and security areas, were planned and conducted in 2013. Audits considering GEEW risks included: (a) police operations in MONUSCO, UNOCI, UNAMID and UNMIL; (b) audits of correction advisory in MONUSCO, MINUSTAH and UNAMID; and (c) the audit of the field central review bodies. In the risk-based IAD audit plan for 2014-2016, additional audit coverage of GEEW risks in peacekeeping missions include audits of the Gender Advisory Units in MONUSCO and UNAMID due to their high risk nature.

In the 2014 audit planning cycle, OIOS will undertake annual consultations with Secretariat gender focal points/departments to assess risks related to GEEW to further strengthen the IAD risk-based planning process.

Timeline:

0 year(s) and 0 month(s)

Responsibility for follow up:

OIOS-IAD

Resources Required(US\$):

Additional Information:

Supporting Docs:

Oversight - Programme review

Rating:

Meets requirements

Explanation of why rating has been given, including data sources:

ESCWA launched in September 2011 the EPM system (<http://epm-reports.escwa.org.lb/>), whereby -among other issues, all divisions have to reflect on the gender component in their different activities (projects, publications and meetings) for 2012-2013; and report whether these activities are " fully engendered , partially engendered, gender blind ,or gender neutral". (Annex 8). Furthermore, the EPM tool is currently undergoing enhancements, whereby a drop down list for the mentioned four categories will be included to further guide users (Annex 9). In addition, a column will be added to empower gender focal points to access the system and validate the labelling of outputs. The labelling of each output in terms of its gender content used to be left to the discretion of the divisions, with no oversight function from the Centre for Women or gender focal points to ensure that divisions are adhering to the definitions provided to them. The proposed enhancements will ensure that this situation is corrected.

Timeline:

0 year(s) and 0 month(s)

Responsibility for follow up:

ESCWA Centre for Women, ESCWA Partnerships, Planning and Technical Cooperation Division, and all divisions.

Resources Required(US\$):

Additional Information:

N.B ESCWA meets requirements of this indicator because it has institutionalized a quality control system that includes gender analysis and identifies the gender component of each output as defined by SWAP technical notes included on page 38.

Supporting Docs:

Programme review checklist: Annex8.pdf

Programme review checklist: Annex9.pdf

Human and Financial - Resource tracking

Rating:

Approaches requirements

Explanation of why rating has been given, including data sources:

Although the EPM system (<http://epm-reports.escwa.org.lb/>), provides an overview of the amount of funds disbursed on activities aiming at the promotion of gender equality and the empowerment of women; yet unfortunately this system is not the official tool used by the budget and finance section in ESCWA. The official system (IMIS) regrettably does not include a gender component.

Therefore, the Commission lacks an official tracking mechanism to determine disbursement of funds to promote gender equality and women's empowerments. The development of a gender marker and financial tracking system with the assistance of UN-Women at the level of the Secretariat is highly recommended, possibly in the context

of the up-coming new management tool for Secretariat IMOGA.

Recommendation: Establish a resource tracking mechanism within the Secretariat, possibly in the context of the up-coming IMOGA programme

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

UN Department of Management , Budget and Finance Section , Senior Management, ESCWA Centre for Women, IMOGA team, UN-WOMEN

Resources Required(US\$):

\$75,000

Additional Information:

Supporting Docs:

Human and Financial - Resource allocation

Rating:

Approaches requirements

Explanation of why rating has been given, including data sources:

ESCWA has an internal mandate to integrate a gender perspective in all of its plans, programmes and activities. In addition, ESCWA is mandated to promote gender equality and the empowerment of women in ESCWA member countries. To this end, ESCWA has developed an implementation plan that includes an estimation of the required resources to fully integrate gender at the organizational level. Currently, the financial target set for promoting gender equality and the empowerment of women at the level of member countries relates to the budget allocated to the Centre for Women (sub-programme 6). The challenge however is to create a gender marker that covers the work that all ESCWA divisions are undertaking in relation to gender at the member countries level, and not only of sub-programme 6. Therefore, in order to fully meet this requirement, ESCWA should introduce a gender marker and link RBM to gender budgeting programmes.

Recommendation: 1) Set a financial benchmark for resource allocation for gender equality and women's empowerment mandate ; 2) Create a gender marker to serve as a tool to calculate the allocated funds to promote gender and link the marker to RBM exercises to gender budgeting programmes

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

UN Department of Management , Budget and Finance Section , Senior Management, ESCWA Centre for Women, IMOGA team, UN-WOMEN

Resources Required(US\$):

\$35,000

Additional Information:

Supporting Docs:

Human and Financial - Gender architecture and parity:

Rating:

Missing

Explanation of why rating has been given, including data sources:

The performance indicators in relation to gender architecture (10bi and 10bii) are missing in ESCWA. In relation to the requirements and functions of Gender Focal Points (10bi); it is worth noting that a GFP Network has been re-activated in July 2011. Some GFP were appointed from P-4 levels and above. In addition, their terms of reference have been recently developed in a participatory process, and endorsed by ESCWA's cabinet. However, due to the work load and the involvement of the GFP in substantive work of their respective divisions, ESCWA decided that the GFP will dedicate only 10 % of their time to serve the network, rather than the required 20 %. The requirement to reach the equal representation of women for General Service staff and P-4 level and above (10bii) is not met in ESCWA. Currently, representation at the GS level, excluding the Safety and Security Services, (Annex 10), indicates that there are 106 females and 62 males serving as staff members at the GS levels (63.% for females versus 37% for males); and 27 females and 44 males serving as staff members at the P-4 level and above. (38% for females versus 62% for males)

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

*: ESCWA Centre for Women, Office of the Executive Secretary and Human Resource Management Section (HRMS)

Resources Required(US\$):

Additional Information:

ESCWA's Human Resource Management Section regularly monitors and disseminates sex-disaggregated statistics with respect to staffing. The section however lacks a plan, as defined by the SWAP technical notes aiming at achieving equality - especially at the P-4 levels and above - in the next five years. Work is currently underway to develop such a plan. Progress will be assessed in 2014.

The requirement to have a fully resourced gender department in ESCWA is met (10biii) since the Centre for Women has been up-graded to a division in 2012 and is currently headed by a Director. However, the budget allocated to the Centre for Women (subprogramme 6 as per 2014-2015 programme budget) is the lowest as compared to any other subprogramme (approx. 2.988,000-see Annex 4)

Recommendation: 1) Increase the allocated level of effort for the Gender Focal Points; and 2) Develop a human resources plan aiming at achieving the equal representation of women at all levels, especially the P-4 level and above.

Supporting Docs:

Gender Policy/Plan/Strategy: Annex10.pdf

Gender Policy/Plan/Strategy: Annex4.pdf

Human and Financial - Organizational culture

Rating:

Approaches requirements

Explanation of why rating has been given, including data sources:

Despite the commitment of senior management and administration to promote gender equality, the organizational culture at ESCWA only partly promotes these values. This is substantiated by the low number of staff authorized to use the Flexi-work arrangements, which typically support women's dual responsibilities. As per Human Resources latest estimates, a total of three staff have reported their use of "compressed work schedule". This reveals a regression from last year, whereby 25 females and 22 males out of 275 staff (excluding the safety and Security Services) benefited from Flexi-work arrangements .

To encourage the use of Flexi-work arrangements, including part-time work, staggered working hours, telecommuting, and compressed work schedules, the Executive Secretary re-disseminated in 2012 a circular reminding staff that they could benefit from these arrangements with the approval of their supervisor (Annex 11). The administration also appointed a focal point and an alternate for ESCWA, who were specifically tasked to raise awareness about the importance of life-work balance arrangements and to support staff in that area.(Annex 12)

Other requirements needed to create an enabling environment for women are met in ESCWA. These include the adoption of maternity, paternity and breastfeeding benefits, and promotion of existing rules and regulations on prevention of discrimination of harassment, including sexual harassment. In that context, focal points on the prevention of sexual harassment, and departmental focal point for women as per ST/ SGB/2008/12 were identified and investigation and fact finding panels are appointed by the Executive Secretary, when needed. Furthermore, all staff are required to complete the mandatory ethics training, with zero tolerance for unethical behaviour implemented. In addition all meetings are scheduled during working days and core hours.

Notwithstanding these achievements, ESCWA still does not "conduct surveys and mandatory exit interviews to assess the qualitative aspects of the organizational culture that has a bearing on recruitment, retention and staff experience ", as required by SWAP technical notes.

Recommendation: 1) Promote the implementation of work-life related policies, including part-time work, staggered working hours, telecommuting, and compressed work schedules; 2) conduct surveys and mandatory exit interviews to assess the qualitative aspects of the organizational culture that has a bearing on recruitment, retention and staff experience.

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

Senior management, Human Resources section

Resources Required(US\$):

Additional Information:

Supporting Docs:

Leave policy: Annex11.pdf

Leave policy: Annex12.pdf

Capacity - Capacity assessment

Rating:

Meets requirements

Explanation of why rating has been given, including data sources:

As per SWAP requirement, the ESCWA Centre for Women developed, disseminated and analyzed an online survey for all staff members of ESCWA. This survey was developed by the staff of the Centre for Women with input and feedback from the Gender Focal Points Network (GFPN). The survey aimed to identify ESCWA staff knowledge of gender mainstreaming and capacity to conduct gender analysis, as well as needs for training on these topics, with the overall goal of being better able to design tailored capacity building trainings for all staff members.

The survey was created with surveymonkey.com and was launched on Tuesday, November 11th through an all-staff broadcast with a link to the survey. It was divided into three sections. The first section, which included background and demographics section collected information on respondents' sex, designated grade and division. A section on knowledge and understanding of gender terms and concepts assessed respondents' knowledge of terms including sex, gender, gender analysis, gender mainstreaming, and gender equity versus equality. Last, a section was dedicated to learn about respondents experience with gender mainstreaming within ESCWA, including their familiarity with the SWAP and the GFPN, if they had attended any trainings on gender, how often gender was discussed in divisional meetings and the support needed to better mainstream gender into their work. (See full report Annex 13).

Based on the findings of the assessment, a capacity building plan was developed. The plan includes targeted training covering all ESCWA divisions.(for more details, see Annex 14). Assessment of the implementation of the plan will take place in 2014.

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

Centre for Women, Human resource management

Resources Required(US\$):

\$50,000

Additional Information:

N.B : 50, 000\$ is the needed resources to conduct yearly training workshops targeting all staff

Supporting Docs:

Capacity assessment survey/questionnaire: Annex13.pdf

Capacity assessment survey/questionnaire: Annex14.Feb.pdf

Capacity - Capacity development

Rating:

Approaches requirements

Explanation of why rating has been given, including data sources:

The Commission is working towards the institutionalization of a mandatory training system on gender issues targeting all staff. Despite efforts to organize regular training sessions on gender issues to all staff; the currently offered sessions are neither mandatory nor attended by all staff.

As soon as the UNWOMEN on-line training is ready for use, ESCWA shall adopt it as mandatory induction training to all UN new staff. This was approved by the Executive Secretary of ESCWA during a cabinet meeting held in February 2012. In addition, ESCWA conducted in 2013 a series of capacity building workshops on gender issues. The first

series of workshops were held in September 2013, and targeted mainly staff working at the Centre for Women and GFPs (Annex 15). The second series of workshops held in December 2013, targeted all staff and focused on how to draft gender sensitive language. (see report , Annex 16)

Recommendation: to institutionalize a mandatory training system on gender issues targeting all staff and provide gender training to new staff part of the induction process, possibly through the introduction of electronic training modules.

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

Centre for Women, Human Resource management

Resources Required(US\$):

Additional Information:

Supporting Docs:

Training module: Annex15.pdf

Training module: Annex16.pdf

Coherence, knowledge and information management - Knowledge generation and communication

Rating:

Approaches requirements

Explanation of why rating has been given, including data sources:

The requirement to produce and disseminate information on gender equality and women's empowerment is met (14a). This is done through the development and dissemination of a gender newsletter produced by ECW. The newsletter has highlighted gender issues in different sectors, including but not limited to, employment, renewable energy, conflict, Arab Uprising...etc. The Newsletter is placed on the website and shared with both UN Staff members and member states. Furthermore all ESCWA Centre for Women publications and reports that focus on gender issues are widely disseminated.

With respect to the gender component in ESCWA and UNIC/UNIS Communication strategy, it is worth noting that gender equality and women's empowerment issues are mentioned in an ad-hoc basis in any external communication; so far these issues do not form an integral component of the internal and public information dissemination strategy. (for ex UNIC reporters can systematically integrate gender concerns /issues in the posed questions sent to high officials during interviews/statements...etc). Therefore, ESCWA does not meet the indicator 14 bi on gender sensitive communication/media dissemination.

Recommendation: Systematically include gender issues and concerns in UNIC/UNIS external communication processes

Timeline:

2015 year(s) and 12 month(s)

Responsibility for follow up:

UNIS, UNIC, Office of the Executive Secretary , ESCWA Centre for Women

Resources Required(US\$):

\$20,000

Additional Information:

Supporting Docs:

Coherence, knowledge and information management - Coherence

Rating:

Meets requirements

Explanation of why rating has been given, including data sources:

ESCWA meets the requirement of systematic participation in the inter-agency coordination mechanisms on gender equality and the empowerment of women; since the Director of ESCWA Centre for Women participates and regularly attends IANWGE annual meetings in New York.

Timeline:

0 year(s) and 0 month(s)

Responsibility for follow up:

Centre for Women

Resources Required(US\$):

\$15,000

Additional Information:

Supporting Docs:

Additional Comments

Please note here any advances and challenges in promoting gender equality and women's empowerment not captured in the UN SWAP Performance Indicator rating

n/a

Please note here the main reasons why your entity has been able to progress on gender equality and the empowerment of women, and the main factors that have stalled progress

n/a

Any other comments

n/a