

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 : 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. Furthermore, to complement the plan and guide the work of the divisional Gender Focal Points Network , which was set up in July 2011, specific Terms of References (Annex 2) were developed in November 2011, to ensure that a gender perspective is integrated in ESCWA's work across all substantive divisions. It was also decided that all GFP dedicate a special goal in their E-Performance to contribute to promoting gender equality. (Annex 3) 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.

Timeline:

2 year(s) and 0 month(s)

Responsibility for follow up:

Senior management + ESCWA Centre for Women

Resources Required(US\$):

\$20,000

Additional Information:

As a result of the SWAP piloting exercise undertaken in December 2011, the Senior Manager Compact for 2012 (Annex 4) was expanded, to include targets related to the promotion of gender equality and the empowerment of women in the organizational /programmatic aspects. This was reflected in adding an objective on supporting Member Countries to recognize the role of youth and women in the development process and referring to ESCWA full commitment to the implementation of the SWAP requirements. Initially, it only referred to "increasing efforts to attain gender parity in the recruitment process" (see page 5 of ESCWA's Senior Manager's Compact for 2012).

Supporting Docs:**Policies/strategies/plans:** Annex1.pdf**Policies/strategies/plans:** Annex2.pdf**Policies/strategies/plans:** Annex3.pdf**Policies/strategies/plans:** Annex4.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

Timeline:

0 year(s) and 0 month(s)

Responsibility for follow up:

n/a

Resources Required(US\$):

\$00

Additional Information:

Recommendations: a) Include the promotion of gender equality as a separate core value/competency in the Performance Appraisal System by OHRM.
b) Include the promotion of gender equality and the empowerment of women in the performance appraisal system of all ESCWA staff members.

Supporting Docs:**Policies/strategies/plans:** Annex5.pdf

Results based management - Strategic planning

Rating:

Approaches 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 ECOSOC agreed conclusions 1997/2 is not met in the 2012-2013 ESCWA central strategic planning document (Annex 6)

Gender analysis across all areas and levels of ESCWA's interventions is absent from the central strategic planning document. . Furthermore, gender is not treated as a cross cutting issue in this document; only two divisions and one section namely: Information and Communication Technologies Division, Statistics Division and Human Resource Management Section; make brief reference to gender related issues.

However, due to the recommendations of the SWAP piloting exercise, some of the aspects lacking in the 2012-2013 CSP were addressed for implementation in the 2014-2015 central strategic planning document, specifically by adding gender analysis in the section on the work of all sub-programmes, in addition to a section on "gender as a cross cutting issue in ESCWA overall work areas" (Annex 7)

The requirement of having at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment in the 2012-2013 central strategic planning document (3bii) is met.

The introduction of CSP for 2012-2013 includes one over reaching result statement on gender equality and the empowerment of women: "The marginalization of women and

their limited access to information and resources hinder the development process in Arab countries. ESCWA will support efforts to enhance gender equality and the advancement of women through (a) sharing of documentation and exchange of best practices within the region; (b) capacity building of national machineries for women to better uphold their role and responsibilities; (c) providing technical expertise in gender mainstreaming ; and (d) implementing and monitoring international conventions and conferences.”(See page 5, Annex 6).

In addition, 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 to increased respect of the rights of women in line with international conventions and conferences.” This will be accomplished by “Enhancing knowledge and capacity of national machineries for women to implement and monitor the implementation of the Convention on the Elimination of All Forms of Discrimination against Women and be effective agents in promoting a positive role for women in the socio-economic and political development of their societies”, “Strengthening capacity of member countries to mainstream gender in national policies, plans, statistics and programmes” and “Strengthening the capacity of Member Countries in fighting gender –based violence “.Six indicators measure progress towards these three expected accomplishments (pp 39-41, Annex 6).

Timeline:

2 year(s) and 0 month(s)

Responsibility for follow up:

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

Resources Required(US\$):

\$30,000

Additional Information:

Recommendations: UN Department of Management (DM) needs to institutionalize the practice of integrating adequate gender analysis as defined by ECOSOC agreed conclusions 1997/2, in the Secretariat and ESCWA strategic planning documents

Supporting Docs:

Policies/strategies/plans: Annex6.pdf

Policies/strategies/plans: Annex7.pdf

Results based management - Monitoring and Reporting

Rating:

Approaches requirements

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

ESCWA falls within the “approaches requirement” category .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 8); 2) ESCWA’s reports that are submitted to governing bodies , such as the Committee on Women held once every two years. (Annex 9).

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:

2 year(s) and 0 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:

Policies/strategies/plans: Annex8.pdf

Policies/strategies/plans: Annex9.pdf

Oversight - Evaluation

Rating:

Not applicable

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

This indicator is not applicable to ESCWA in 2012, since during this year the Commission has not completed any evaluation at the time of the reporting.As a result of the recommendations generated from piloting the SWAP, 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 10 – Evaluation Policy).

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 2012, ESCWA did not undertake any evaluation. Therefore, further analysis is required in the next SWAP reporting period to validate ESCWA adherence to its revised evaluation policy.

In this context, it is worth-mentioning that the ESCWA Centre for Women has 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.

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

Oversight - Gender responsive auditing

Rating:

Approaches requirements

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

The overall Secretariat rating will be provided by OIOS.

In the Internal Audit Division (IAD) risk analysis process, used to develop the IAD workplan, one of the risks explicitly considered in relation Human Resources is the failure to monitor, react and comply with internal

policy procedures and resolutions. The gender focal point is not consulted as part of the audit planning process but in 2012 IAD conducted audits of gender equity programmes at the UN Mission to Timor Leste and Economic Commission for Africa because the risks associated with gender equity rose to the top of our risk analysis process. OIOS' risk analysis consultations are done at the top level and rely on senior interlocutors to be aware of what the risks are in their particular ambit. IAD rely on them to be aware of any issues that their gender focal point may have raised, as they would with accounting, security, or programme management issues.

Timeline:

1 year(s) and 0 month(s)

Responsibility for follow up:

IAD, OIOS

Resources Required(US\$):

\$00

Additional Information:

Supporting Docs:

Policies/strategies/plans: Annex11.pdf

Policies/strategies/plans: Annex4.pdf

Oversight - Programme review

Rating:

Approaches requirements

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

Programme review partly integrates gender analysis; therefore ESCWA falls within the "approach requirement" category (7a). The review is characterized as "partial" in accordance with the criteria set by the technical notes. Thus, ESCWA did not fully review its previous work programme in terms of its gender content prior to implementation.

However, ESCWA Programme Planning Unit (PPU) 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 for 2012-2013; and report whether these activities fully or partially integrate gender, or if they are completely gender blind. Notwithstanding this achievement, the EPM tool still needs improvement since the labelling of each output in terms of its gender content is left to the discretion of the divisions, with no oversight function from the Centre for Women to ensure that divisions are adhering to the definitions provided to them about the three categories: fully engendered, partially engendered and gender blind.

If the shortcomings of the system are addressed, the EPM tool with further enhancements could later enable the organization to assess the financial planned resources for activities that promote gender equality and the empowerment of women. (see example EPM report Annex- 12)

Timeline:

1 year(s) and 0 month(s)

Responsibility for follow up:

ESCWA Centre for Women, ESCWA Programme Planning and Technical Cooperation Division.

Resources Required(US\$):

\$30,000

Additional Information:

Recommendation: Improve and enhance the EPM system to enable programme review in terms of gender content, prior to implementation.

Supporting Docs:

Policies/strategies/plans: Annex12.pdf

Human and Financial - Resource tracking

Rating:

Approaches requirements

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

The Commission lacks a tracking mechanism to determine disbursement of funds to promote gender equality and women's empowerments, and no calculations in that area have been so far undertaken. However, EPM system (<http://epm-reports.escwa.org.lb/>), which was launched in September 2011, serves as the first step towards building a system of financial tracking. The challenge however relates to calculating funds planned or disbursed for activities that are partly engendered. Since activities that are fully engendered represent 100% of the allocated resources, it is not clear how to calculate the percentage of planned resources for activities that are partly engendered. 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.

Timeline:

2 year(s) and 0 month(s)

Responsibility for follow up:

UN Department of Management (DM) and IMOGA team

Resources Required(US\$):

\$75,000

Additional Information:

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

Supporting Docs:

Human and Financial - Resource allocation

Rating:

Approaches requirements

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

ESCWA falls within the "approaches requirement" category for setting a financial target for the implementation of the gender equality and women's empowerment mandate. 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.

Timeline:

2 year(s) and 0 month(s)

Responsibility for follow up:

ESCWA Centre for Women, ESCWA Programme Planning and Technical Cooperation Division, ESCWA Budget and Finance section.

Resources Required(US\$):

\$35,000

Additional Information:

Recommendation: 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

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 11), indicates that there are 101 females and 68 males serving as staff members at the GS levels (59.7% for females versus 40.2% for males); and 25 females and 40 males serving as staff members at the P-4 level and above. (38% for females versus 62% for males)

In that context, ESCWA's Human Resource Management Section regularly monitors and disseminates gender related 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.

The Senior Management Compact for 2012 which was signed by ESCWA Executive Secretary is a commitment to improve the equal representation of women at all levels. According to it, ESCWA's target for female representation at all levels is 39.9%. The current percentage is 40.5% of female representation at all levels. The target for female representation at the senior level according to the Compact (P-5 and above) is 36.1%. The current percentage of female staff (P5 and above) is 44.1%. It is recommended to amend target indicators included in the Senior management Compact for 2013 and raise them to 50 %, to ensure equal representation of women at all levels. At present, the current representation of women in ESCWA in terms of percentages is higher than the target that the organization has set for itself.

Timeline:

1 year(s) and 0 month(s)

Responsibility for follow up:

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

Resources Required(US\$):

\$00

Additional Information:

Recommendation: 1) Increase the allocated level of effort for the Gender Focal Points ; 2) Develop a human resources plan aiming at achieving the equal representation of women at all levels, especially the P-4 level and above; 3) Amend target indicators included in the Senior Management Compact

Supporting Docs:

Policies/strategies/plans: Annex11.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 (see Annex13- Flexi-work arrangement for 2012), a total of 25 females and 22 males out of 275 staff (excluding the safety and Security Services) benefit 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 a circular reminding staff that they could benefit from these arrangements with the approval of their supervisor (Annex 14). 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 15).

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.

Timeline:

1 year(s) and 0 month(s)

Responsibility for follow up:

Departmental Focal Point for Women , ESCWA Centre for Women, Office of the Executive Secretary ESCWA Administration, and focal point for flexi-time.

Resources Required(US\$):

\$00

Additional Information:

Supporting Docs:

Policies/strategies/plans: Annex13.pdf

Policies/strategies/plans: Annex14.pdf

Policies/strategies/plans: Annex15.pdf

Capacity - Capacity assessment

Rating:

Missing

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

The requirement to carry out an entity-wide assessment of capacity of all relevant staff in gender equality and women's empowerment and develop a capacity development plan at least every five years is missing. To-date ESCWA has not conducted any wide assessment of staff capacity in relation to gender issues. However, plans are in place to undertake such assessment in 2013.

Timeline:

1 year(s) and 0 month(s)

Responsibility for follow up:

ESCWA Centre for Women

Resources Required(US\$):

\$20,000

Additional Information:

Recommendation: Conduct in-depth interviews and develop and post an on-line capacity assessment questionnaire to all staff. Disseminate the results of the assessment and develop a capacity development plan

Supporting Docs:

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. Since 1999, ESCWA has been providing gender training targeting substantive divisions and specialized sectors such as ICT, social development, economic development, water, energy ...etc. The most recent training session took place in January 2012 (Annex 16) through the provision of a general gender mainstreaming training session as well as specific training sessions targeting three out of six divisions. It is recommended to provide mandatory training sessions on gender issues to all staff, as per SWAP requirement. Furthermore, new staff should be provided with mandatory gender training part of the induction process, possibly through the introduction of electronic training modules.

Timeline:

1 year(s) and 0 month(s)

Responsibility for follow up:

ESCWA Centre for Women , Office of the Executive Secretary, and Human Resource Management Section

Resources Required(US\$):

\$25,000

Additional Information:

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.

Supporting Docs:

Policies/strategies/plans: Annex16.pdf

Coherence, knowledge and information management - Knowledge generation and communication

Rating:

Approaches requirements

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

ESCWA falls within the "approaches requirement" category in relation to this performance indicator. 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 (<http://www.escwa.un.org/divisions/ecw.asp?division=ecw>). 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.

Timeline:

2 year(s) and 0 month(s)

Responsibility for follow up:

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

Resources Required(US\$):

\$20,000

Additional Information:

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

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:

ESCWA Centre for Women

Resources Required(US\$):

\$13,000

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

Due to the commitment of Senior management , the entity was able to progress in promoting gender equality and the empowerment of women . However, limited financial and human resources are the main factors stalling progress towards that objective.

Any other comments

n/a