United Nations
System-Wide Action Plan (SWAP) for Implementation of the
CEB Policy on Gender Equality and the Empowerment of Women

PILOTING ENTITY: ESCWA
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Table of Contents

List of Acronyms

CEB	Chief Executives Board for Coordination
CSP	Central Strategic Planning
DA	Development Account
DM	Department of Management
ECRI	Emerging and Conflict Related Issues
ECW	ESCWA Centre for Women
EDGD	Economic Development and Globalization Division
ESCWA	Economic and Social Commission for Western Asia
E-PAS	Electronic Performance Appraisal System
GFP	Gender Focal Points
HLCP	High Level Committee on Programmes
HRMS	Human Resources Management Section
IAEA	International Atomic Energy Agency
IANWGE	Inter-Agency Network on Women and Gender Equality
IOM	International Organization for Migration
OHCHR	Office of the High Commissioner of Human Rights
RBM	Results Based Management
SDPD	Sustainable Development and Productivity Division
SD	Statistics division
SDD	Social Development Division
SWAP	System-wide Action Plan
TOR	Terms of References
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund

I. Background

The Chief Executives Board for Coordination (CEB) issued a *Policy on Gender Equality and the Empowerment of Women* in 2006 (CEB/2006/2). To implement the policy, the CEB requested the development of a System-wide Action Plan (SWAP) with a reporting framework covering six areas: accountability, result based management, oversight, human and financial resource, capacity, coherence and knowledge management. The framework includes indicators, accountability lines, timelines and resources. In addition, the framework includes a four level rating system: 1) Missing, 2) Approaching requirements; 3) Meets requirements; 4) Exceeds requirements.

Between June and November 2011, UN Women facilitated consultations on the make-up of the SWAP in North America and Europe. Additional consultations including the ESCWA region were conducted through a series of conference calls, with around 50 entities across the UN system. Comments received from UN bodies have been incorporated into a draft of the SWAP which was piloted during the period December 2011 and January 2012. The pilot phase was undertaken by a range of entities such as Economic and Social Commission for Western Asia (ESCWA), IAEA, IOM, OHCHR, UNAIDS, UNDP, UNFPA and UNICEF. A revised version of the SWAP is expected to be reviewed for approval in the High Level Committee on Programmes (HLCP) meeting in March 2012 to be finally endorsed in the CEB meeting in April 2012.

UN-Women has defined the purpose of the pilot as follows**:**
➢ To ensure that the SWAP is of relevance to all entities in the UN system. It is envisaged that the pilot will test all the components of the SWAP reporting framework called for in the CEB policy. It will be particularly important to test the feasibility and validity of the performance standards, as these will be used to strengthen accountability for gender equality and the empowerment of women across the UN system.
➢ To record the amount of time and level of resources required for piloting, and the extent to which reporting can draw on existing data systems, and new data needs to be generated, so as to give guidance to the UN system on this.
➢ To determine any constraints or challenges faced, and areas for potential improvement and joint work. To strengthen the credibility, methodological soundness, and usefulness of the final SWAP".

In addition, the piloting process is expected to result in the following:
➢ The SWAP reporting framework is completed in eight entities, with an assessment of how these entities are performing vis-à-vis the performance standards of the SWAP.
➢ The performance standards are tested for feasibility and validity, and revised on the basis of comments from pilot entities. Revision to the SWAP reporting framework.
➢ Delineation of areas where entities and UN Women can work together to promote implementation of the CEB policy.
➢ Delineation of areas where entities might require future assistance from UN Women in relation to the SWAP.

II. Methodology

Based on a consultative process with the Executive Secretary and the different Directors within ESCWA, the Centre for Women decided to pilot the SWAP in order to assess the organization's performance vis-a-vis the 14 performance requirements included in the SWAP reporting framework. In this context, ESCWA Centre for Women appointed a focal point to work closely with the Chief for the Centre for Women and to serve as the coordinator for this assignment.

In order to have access to first hand information and data, a series of interviews and consultations with different divisions and sections were undertaken. This included the Programme Planning Section, Budget and Finance Section, Human Resource Management Section, Office of the Executive Secretary and the United Nations Information Center.

Furthermore, information and data were requested from specific divisions to feed into the analysis process and to shed light on the different gaps and challenges hindering the integration of gender at all levels. The documents that were analyzed included: ESCWA Strategic Frameworks for (2010-2011), (2012- 2013) and (2014-2015), Department of Management Instructions for the (2010-2011) Strategic Framework, ESCWA Evaluation Policy, evaluation report of ESCWA;s Statistics Division, evaluation report of a development account (DA) project on "Knowledge Networks through ICT Access Points for Disadvantaged Communities", all performance reports for (2010-2011) in IMDIS of ESCWA's six substantive divisions: namely: Sustainable Development and Productivity Division (SDPD), Social Development Division (SDD), Statistics division (SD), Economic Development and Globalization Division (EDGD), ESCWA Centre for Women (ECW), Emerging and Conflict Related Issues (ECRI), ESCWA Guidelines for Managers Performance Appraisal System, and ESCWA Performance management (EPM)electronic system.

III. Performance Standards: UN-ESCWA Rating

A. Accountability

1. Policy and Plan: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
1a. Gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans in the process of being developed	1b. Up-to-date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented	1ci. Up to date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women,, policies and plans implemented 1cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women

ESCWA's Rating: Meets Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Accountability	Policy and plan	Meets requirement *	December 2012	ESCWA Senior management and ESCWA Centre for Women	50 % P-4 50% P-3 15% P-5

ESCWA's gender mainstreaming strategy was created in 2005 and up-dated in 2010. It includes a one year implementation plan (Annex 1 – Implementation Plan 2012), which was created in November 2011. The plan focuses on activating the gender mainstreaming strategy by ensuring that ESCWA processes such as the production of outputs and recruitment are engendered. The plan additionally includes the following elements: 1) timeframe for implementation of each action; 2) resources needed (work-months) for implementation; and 3) mid–term and final monitoring and evaluation (6 months and 12 months). Accordingly, the outcome of the final evaluation will be fed into future programming.

Furthermore, to supplement the plan and guide the work of the divisional Gender Focal Points (GFP), specific Terms of References (TORs) (Annex 2 – Gender Focal Points Network – Terms of Reference) was developed to ensure that a gender perspective is integrated in ESCWA's different areas of work. To ensure the effectiveness of the role played by the Gender Focal Points, the TOR was introduced and discussed with to ESCWA's Directors in a cabinet meeting to reiterate their contribution to the GFP Network as well as the gender related work in their respective divisions. In the Cabinet meeting, it was also decided that all GFP dedicate a special goal in their performance appraisal system (E-PAS) to contribute to promoting gender equality.

The Senior Manager's Compact for 2011 which is an accountability tool established by the Secretary General and signed on a yearly basis by the heads of UN departments (Annex 3 – Senior Manager's Compact for 2011), includes a reference related to achieving gender parity in the recruitment process (see page 4 of ESCWA's Senior Manager's Compact: footnote + HR scorecard). As per SWAP recommendation, this tool could be expanded, to include other specific targets in relation to promoting gender equality and the empowerment of women in other organizational /programmatic aspects.

Recommendation: Exceed the requirement, new targets in relation to promoting gender equality and the empowerment of women could be included in the Senior Manager's Compact

2. Gender Responsive Performance Management: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
2a. Core values and/or competencies being revised to include assessment of gender equality and the empowerment of women	2b. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P5 and above	2ci. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P5 and above 2cii System of recognition in place for excellent work promoting gender equality and women's empowerment

ESCWA's Rating: Approaches Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Accountability	Gender responsive performance management	Approaches requirement	December 2013	OHRM and ESCWA Senior Management	N/A

In the Secretariat, the Performance Appraisal System (E-PAS) does not include gender as a separate core value /competency. Gender is however one of the sub-indicators found in the core value related to "respect for diversity". OHRM are currently revising the core values/competencies for performance management. A proposal to include gender as a separate core value is currently under consideration.

In the Commission, the E-PAS of senior managers including Directors and Chiefs of Sections does not include currently a reference to promoting gender equality and the empowerment of women. To ensure accountability at the senior level, as per SWAP requirement, it is recommended to add a goal or a sub-goal related to gender in the performance appraisal system of ESCWA's managers.

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 ESCWA senior managers (Directors and Chiefs of sections)

B. Results based Management

3. Strategic Planning: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
3ai. Adequate gender analysis in the central strategic planning document and main country programme documents **Or** 3aii. The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment	3bi. Adequate gender analysis in the central strategic planning document and main country programme documents 3bii. The central strategic planning document includes at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment	3ci. Adequate gender analysis in the central strategic planning document and main country programme documents 3cii. 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

ESCWA's Rating: Approaches Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Result based management	Strategic planning	Approaches requirement	December 2012	ESCWA Programme Planning Section PPS- PPTCD	30 % P-4 45 % P-3 15 % -P-5

The requirement related to having adequate gender analysis in the central strategic planning (CSP) document (3ai) as defined by ECOSOC agreed conclusions 1997/2[1]; is not met in the 2010-2011 ESCWA central strategic planning document (Annex 4 – Programme Budget for the Biennium 2010 - 2011).

The central strategic planning document does not include gender analysis across all areas and levels of ESCWA's interventions. Furthermore, gender is not treated as a cross cutting issue in this

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[1] The agreed ECOSOC conclusion entails "assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels."

document; only two divisions: Information and Communication Technologies Division and Statistics Division partially refer to gender issues. In addition, Human resources section sets a target at 47 % for 2010-2011 to increase the percentage of women serving at the professional level. Nevertheless, some of the aspects lacking in the previous strategic planning were addressed in the upcoming central strategic planning document for 2014-2015, which includes a section on "gender as a cross cutting issue in ESCWA overall work areas" (Annex 5 – Proposed Strategic Framework for the Period 2014 - 2015).

The requirement of having at least one specific outcome/expected accomplishment and one specific indicator on gender equality and women's empowerment in the 2010-2011 central strategic planning document (3aii) is met.

The introduction of CSP includes one over reaching result statement on gender equality and the empowerment of women: "As a regional arm of the United Nations, ESCWA will continue to advocate gender equality and the advancement of women, paying due attention to regional specificities and values. It will provide full support to member countries in their participation in the Beijing + 15 review in 2010 and follow up on its outcomes. Throughout the programme, priority will be given to the least developed and conflict stricken countries" (See page 6, Annex 4).

In addition, the CSP includes an objective, two expected accomplishments and relevant indicators related to the work of sub-programme (6) on the advancement of women: "the objective is to reduce gender imbalances and empower women in the ESCWA region in accordance with internationally agreed development goals, including the Millennium Development goals, while paying due attention to regional specificities". This will be accomplished by "enhancing the capacity of national mechanisms, especially in conflict stricken countries to be effective agents for mainstreaming gender into national policies, plans and programmes" and" enhancing the capacity of member countries to implement and monitor CEDAW ." Four indicators measure progress towards these two expected accomplishments (See pages 59, 60, Annex 4).

In this context, it is worth mentioning that the instructions sent by the Department of Management (DM) for the formulation of the 2010-2011 strategic frameworks mention that in the overall orientation section, each programme should give attention to integrating the gender perspective into the work of the Organization, however no further elaborations were provided in the instructions on that topic. ((Annex 6 – Instructions for Strategic Framework for the Biennium 2010 - 2011

Recommendations: Institutionalize the practice of integrating adequate gender analysis as defined by ECOSOC agreed conclusions 1997/2, in the Secretariat and ESCWA strategic planning documents

4. Reporting[2] and Data Analysis: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
4ai. Adequate reporting on gender equality and women's empowerment results in relation to the central strategic planning document **or** 4aii. All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex	4bi. Adequate reporting on gender equality and women's empowerment results in relation to the central strategic planning document 4bii. All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex	4ci. Adequate reporting on gender equality and women's empowerment results in relation to the central strategic planning document 4cii. All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex 4ciii. Entity RBM guidance has a specific focus related to gender equality and women's empowerment

ESCWA's Rating: Approaches Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Result based management	Reporting and data analysis	Approaches requirement	December 2013	Department of Management (DM) All ESCWA divisions	60 % P-2 60 % P-3 80% G-6 (in each division)

The requirement to undertake adequate reporting on gender equality and women's empowerment results in relation to the central strategic planning document (4ai) was met. ESCWA's periodic 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 7 – IMDIS Reports); 2) ESCWA's reports that are submitted to governing bodies i.e the different inter-ministerial committees such as the Committee on Women once every two years. (Annex 8 – Report of the Committee on Women on the Fourth Session).

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[2] Performance standards and guidance and reporting has been developed taking into account the move to develop common principles for reporting practices being promoted by the HLCM (CEB/2011/5).

The requirement to have all key entity data disaggregated by sex (4aii) 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. In this context, it is recommended to 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. The system on the other hand does include a section that disaggregates number of participants attending ESCWA's meetings based on gender.

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.

C. Oversight

5. Evaluation: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
5a. Meets some of the UNEG gender-related norms and standards	5b. Meets the UNEG gender-related norms and standards	5ci. Meets the UNEG gender-related norms and standards 5cii. Demonstrates effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective.

ESCWA's Rating: Approaches Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Oversight	Evaluation	Approaches requirement	December 2013	ESCWA Programme Planning section - PPTCD	60 % P-4 45 % P-2 15 % P-5

In its evaluation processes, ESCWA meets some of the UNEG gender-related norms and standards (5.a). ESCWA's most recent evaluation policy was created and circulated in September 2010 (Annex 9 – Evaluation Policy). The document integrates some aspects of the UNEG gender-related norms and standards. For example, it states 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 25). Furthermore, the standard format /outline for

evaluation reports provided in the document specify that all evaluation reports should include a section on gender in the findings segment (See page 41).

The document however fails to specify that gender issues should be considered throughout the entire evaluation process. It fails to mention that evaluation reports should include detailed gender analysis, following the aspects defined by the SWAP technical notes: 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.[3]

During the 2010-2011 biennium, ESCWA finalized two evaluation reports: 1) evaluation of ESCWA Statistics Division; 2) evaluation of Development Account (DA) project on "Knowledge Networks through ICT access points for disadvantaged communities".

Similar to ESCWA guidelines and policy on evaluation; the two reports included gender components however they failed to include thorough gender analysis when evaluating the design and implementation of project/subject . (Annex 10 – Evaluation Report of Development Account Project on "Knowledge Networks through ICT Access Points for disadvantaged Communities and Annex 11 – Evaluation Report of Statistics Sub-programme).

In this context, it is worth-mentioning that the ESCWA Centre for Women recently distributed to the ESCWA Project Committee "Gender Checklists" to ensure that gender perspectives are included in all stages of project proposals and documents that are being reviewed by the Committee for endorsement.

Recommendation: Amend ESCWA's policy on evaluation and emphasize through various mechanisms that evaluation reports should meet all the UNEG gender-related norms and standards

6. Gender Responsive Auditing: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
6a. Audit function working to put in place a system that assesses whether the entity has the capacity to meet its gender equality and women's empowerment mandate, including gender parity in staffing	6b. Audit function assesses whether the entity has the capacity to meet its gender equality and women's empowerment mandate, including gender parity in staffing	6ci. Audit function assesses whether the entity has the capacity to meet its gender equality and women's empowerment mandate, including gender parity in staffing 6cii. ILO Participatory Gender Audit or equivalent carried out at least every five years

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[3] The gender component is additionally missing in two of the matrices found in the document on "guide for developing action plans"(ESCWA evaluation policy ,page 31), and "ESCWA checklist to review draft evaluation reports" (ESCWA evaluation policy, page 28)

ESCWA's Rating: Approaches Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Oversight	Gender-responsive auditing	Approaches requirement *	December 2012	ESCWA Centre for Women	50 % P-4 30 % P-3 55 % P-2

ESCWA is working to put in place a monitoring tool that assesses if the entity has the capacity to meet its gender equality and women's empowerment mandate, including gender parity in staffing, therefore ESCWA is rated as approaching requirement. In the Commission, there is no audit office that specifically assesses the entity's capacity in gender equality and the empowerment of women; the implementation plan however that was created by the Centre for Women for 2012 and discussed during ESCWA's GFP Network meetings includes a gender audit component. According to the plan, the Centre for Women in cooperation with members from the Gender Focal Points Network shall carry out on a yearly basis, a gender audit that includes the five areas defined in the SWAP technical notes[4].

The audit shall additionally monitor gender parity with regards to staffing. In this context, ESCWA Human Resources Management Section (HRMS) regularly disseminates sex-disaggregated data and monitors the status and level of women staff members. In addition, according to ESCWA Scorecard for 2011 which was signed by the Executive Secretary, the organization is committed to have 45% female representation at all levels (Annex 12 – Human Resources Management Scorecard). The current percentage amounts to 42% (which includes DPI and OHCHR). The target for female representation at the senior level according to the Scorecard is 36 %. The current percentage of female staff (P-5 and above) is 38.2%.

Recommendation: Adhere to ESCWA gender equality and the empowerment of women implementation plan.

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[4] The five areas are the following 1) Audit Office examines whether the HQ gender unit is properly set up and adequately resourced; 2) Audit Office examines whether a system for implementing the gender equality policy is in place and functioning; 3) Audit Office examines whether designated staff are trained in and effectively apply gender perspectives to the analysis they undertake in all their work;4) Audit Office examines whether a system for measuring/reporting gender equality and the empowerment of women achievements against objectives has been formulated and implemented;5) Audit Office examines progress on gender parity in staffing.

7. Programme Review: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
7a. Programme review partly integrates gender analysis	7b. Programme review fully integrates gender analysis	7ci. Programme review fully integrates gender analysis 7cii. Recognition in place for programmes that excel on gender equality and women's empowerment

ESCWA's Rating: Approaches Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Oversight	Programme review	Approaches requirement	December 2012	ESCWA Programme Planning section –PPTCD and all divisions	60 % P-4 60 % -P-3 in all divisions

Programme review partly integrates gender analysis, therefore ESCWA falls within the "approach requirement" category. The review is characterized as "partial "in accordance with the criteria set by the technical notes.[5] Thus, ESCWA did not fully review its 2010-2011 workprogramme 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. This system will later enable the organization to assess the financial planned resources for activities that promote gender equality and the empowerment of women.

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[5] According to the SWAP Technical notes , the following criteria is needed in order to meet the requirement : 1) In the programme background and justification, there should be analysis of roles and relations through gender analysis;2)The ways in which gender equality and the empowerment of women will be promoted should be explicitly noted in the programme results statements; phrases such as "supporting women" or "with attention to vulnerable groups including women" do not meet the standard;3)If the programme is aiming to support rights holders and/or beneficiaries, it should note how benefits are intended to accrue to females and males; 4)Who will implement the programme (e.g. men/women/boys/girls) should be set out;5)The programme monitoring and evaluation plans should include assessment of whether the gender equality and empowerment of women objectives of the programme have been met;6)All key data should be disaggregated by sex (that is any population-based data in relation to poverty, hunger, education, health, infrastructure, housing, control of resource, and/or economic development), or a rationale should be provided as to why data is not being disaggregated

Recommendation: Continue to make use of the EMP system to undertake a programme review in terms of gender content, prior to implementation.

D. Human and Financial Resources

8. Resource Tracking: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
8a. Working towards a financial resource tracking mechanism to determine disbursement of funds that promote gender equality and women's empowerment	8b. Financial resource tracking mechanism in use to determine disbursement of funds that promote gender equality and women's empowerment	8c. Financial resource tracking mechanism in use to determine disbursement of funds that promote gender equality and women's empowerment

8ci. Results of financial resource tracking feeds into central strategic planning concerning budget allocation |

ESCWA's Rating: Approaches Requirements

| Element of the CEB policy

Human and Financial Resources | Performance Standards

Resource tracking | Rating and explanation of why rating has been given, including data sources

Approaches requirement | Timeline for improvement

December 2013 | Responsibility for follow-up

Department of management in Secretariat IMOGA team ESCWA | Resources required

Substantive Consultancies 25 , 000 $ Technical (IMOGA) 25, 000 $ |
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In ESCWA there is no tracking mechanism to determine disbursement of funds to promote gender equality and women's empowerments, nor did any calculations in that area ever take place. However, as mentioned, the EPM system (http://epm-reports.escwa.org.lb/); which was launched in September 2011 represents 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 include partly gender. 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 IMOGA.

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

9. Resource Allocation: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
9a. A financial target is set for implementation of the gender equality and women's empowerment mandate	9b. Financial target for resource allocation for gender equality and women's empowerment mandate is met	9c. Financial target for resource allocation for gender equality and women's empowerment mandate is exceeded

ESCWA's Rating: Approaches Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Human and Financial Resources	Resource allocation	Approaches requirement *	2013	Centre for Women Programme planning section Budget and finance section	Consultancies 25, 000 $ P-5 30 % P-4 35 %

ESCWA falls within the "approaches requirement" (9.a) 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. As mentioned, 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. The challenge however, as mentioned earlier 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. Therefore, in order to fully meet this requirement, ESCWA should introduce a gender marker and link RBM to gender budgeting programmes.

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.

10. Gender Architecture and Parity: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
10ai. Gender focal points 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 per cent of their time is allocated to gender focal point functions **Or** 10aii. Plan in place to achieve the equal representation of women for General Service staff and at P4 and above levels in the next five years	10bi. Gender focal points 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 per cent of their time is allocated to gender focal point functions 10bii. The entity has reached the equal representation of women for General Service staff and at P4 and above levels	10ci. Gender focal points 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 per cent of their time is allocated to gender focal point functions d. specific funds are allocated to support gender focal point networking 10cii. The entity has reached the equal representation of women for General Service staff and at P4 and above levels

ESCWA's Rating: Missing

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Human and Financial Resources	Gender architecture and parity	Missing	By end 2013	Centre for Women OES HRMS	P-5 15 % P-4 15 %

The performance standards in relation to gender architecture (10i and 10 ii) are missing in ESCWA. In relation to the requirements and functions of Gender Focal Points (10i); it is worth noting that a GFP Network has been re-activated in July 2011. Most GFP were appointed from P-4 levels and above. In addition, their terms of reference has 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.

In relation to developing a plan to achieve equal representation of women at the GS levels and P-4 level and above (10 i); it is worth mentioning that ESCWA human resource management section regularly monitors and disseminates gender statistics with respect to staffing. The section however

did not yet develop a plan, as defined by the SWAP technical notes[6] aiming at achieving equality - especially at the P-4 levels and above – in the next five years. Currently, representation at the GS level, (Annex 13 – ESCWA staffing table by gender and categories), indicates that there are 102 females and 68 males serving as staff members at the GS levels; and 21 females and 38 males serving as staff members at the P-4 level and above.

Furthermore, the HRMS Scorecard for 2011 which was signed by ESCWA Executive Secretary (Annex 12 – Human Resource Management Scorecard) is a commitment to improve the gender representation. According to the Scorecard, ESCWA's target for female representation at all levels is 45%. The current percentage is 42% at all levels (with DPI and OHCHR, as the scorecard does not exclude them).The percentage for current ESCWA staff members (excluding DPI and OHCHR) is 41.5%. In this context, it is worth noting that if one disregard male /female representation in the Safety and Security Services, then the percentage of female representation at all levels in ESCWA would rise to 54 percent. The target for female representation at the senior level according to the Scorecard is 36%. The current percentage of female staff (P5 and above) is 38.2%.[7]

Recommendation: Increase the allocated level of effort for the Gender Focus Points and develop a human resources plan aiming at **achieving the equal representation of women at the P-4 level and above***.***

E. Capacity

11. Capacity Assessment: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
11a. Assessment of capacity in gender equality and women's empowerment for individuals in entity	11bi. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out 11bii. A capacity development plan established or updated at least every five years	11ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out 11cii. A capacity development plan established or updated at least every three years

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[6] According to the SWAP technical notes the entity must have a realistic plan in place for achieving the equal representation of women , which includes : 1) an assessment of staffing changes in the next five years, including likely retirements; 2) an assessment of the numbers and percentages of men or women who will need to be hired over the next five years, broken down by grade and by major department

[7] ESCWAHRMS -Scorecard defines senior level as P-5 and above whereas the SWAP defines it as P-4 and above.

ESCWA's Rating: Missing

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Capacity	Capacity assessment	Missing *	By December 2012	Centre for Women	30 % P-4 50 % G-6

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 did not conduct any wide assessment of staff capacity in relation to gender issues.

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

12. Capacity Development: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
12a. Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	12bi. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices 12bii. Gender specialists and gender focal points receive specific training	12ci Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices 12cii. Gender specialists and gender focal points receive specific training Additional standard to be added during piloting, with focus on senior managers

ESCWA's Rating: Meets Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Capacity	Capacity development	Meets requirements*	On-going	Centre for Women HRMS	25,000 $ per year

The requirement of conducting ongoing mandatory training for all levels of entity staff (12bi) and providing specific training to Gender Focal Points and gender specialists (12bii) is met. since ESCWA has been providing regular gender training to all staff and specific gender training in specialized sectors such as ICT, social development, economic development, water, energy …etc. The most recent training sessions took place in January 2012 through the provision of a general gender mainstreaming training and specific trainings for three out of six divisions. It is recommended that gender training be provided to new staff part of the induction process, possibly through the introduction of electronic training modules.

Recommendation: to provide gender training to new staff part of the induction process, possibly through the introduction of electronic training modules.

F. Coherence, knowledge and information management

13. Knowledge Generation and Communication: Performance Standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
13a. Internal production and exchange of information on gender equality and women's empowerment	13b. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared 13bi. Communication strategy includes gender equality and women's empowerment as an integral component of internal and public information dissemination	13ci. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared 13cii. Communication strategy includes gender equality and women's empowerment as an integral component of internal and public information dissemination 13ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women

ESCWA's Rating: Approaches Requirements

Element of the CEB policy	Performance Standards	Rating and explanation of why rating has been given, including data sources	Timeline for improvement	Responsibility for follow-up	Resources required
Coherence, knowledge and information management	Knowledge generation and communication	Approaches requirement *	By December 2012	UNIS UNIC OES Centre for Women	80% P-4 15 % P-3

The requirement to produce and disseminate information on gender equality and women's empowerment is met. This done through the development and dissemination of a gender newsletter produced by ECW. The newsletter usually highlights gender issues in different sectors, including but not limited to, employment, Arab Uprising..etc. The quarterly 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 haphazardly mentioned 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 and reporters can systematically integrate gender concerns /issues in the posed questions sent to high officials during interviews/statements…etc)

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

14. Coherence: performance standards		
Approaches requirements	**Meets requirements**	**Exceeds requirements**
14a. Participates in an *ad hoc* fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women	14bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women	14ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women 14cii. Participates in SWAP peer review process

ESCWA's Rating: Meets Requirements

Element of the CEB policy Coherence, knowledge and information management	Performance Standards Coherence	Rating and explanation of why rating has been given, including data sources Meets requirements*	Timeline for improvement On-going	Responsibility for follow-up Centre for Women	Resources required 13, 500 $ for year

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

IV. Major Findings and Recommendations for the HLCP and CEB

Major Findings

The piloting of the SWAP in ESCWA has revealed the following achievements, gaps and challenges in the area of the institutionalization of gender.

   a) <u>Achievements</u>
ESCWA **Executive Secretary has provided strong support** and leadership at the political level to ensure the institutionalization of gender in the Commission. She reiterates in several ESCWA senior managers meetings that promoting gender equality in all aspects of ESCWA work is a priority.
This support has led to the **re-activation of the Gender Focal Points (GFP)** network in July 2011.The objective of the network is to engender ESCWA processes (ex: production of outputs , recruitment, budgeting, audit …etc). In addition, the network will monitor and evaluate the status of gender mainstreaming in the Commission and contribute to the exchange and dissemination of best practices in the area of promoting gender equality. The work of network is bound by a yearly implementation plan that includes shared responsibilities, timelines and required resources.
Senior management emphasis on the need to consider gender issues as a priority, also led for the first time to the dedication of a section in the **2014-2015 ESCWA Strategic Framework on gender as a cross** cutting issue in the work of the organization .

Other achievements include the launching of the **EPM system in ESCWA which includes a gender component** to assess whether outputs are gender blind or do in fact integrate -partially or fully- a gender perspectives. This system prompts staff in all division to reflect on the gender content in different outputs such publications, workshops, meetings and projects. It could additionally pave the way for the creation of a system that tracks the planned or disbursed funds aiming at empowering women and achieving gender equality.

   b) <u>Gaps and Challenges</u>
The SWAP assessment has revealed that gaps and challenges exist in mainly four areas: 1) **establishing an accountability framework for senior managers such as Directors and Chief of Sections**; 2) **Integrating a gender perspective in the reporting process as well as compiling and disseminating key sex-disaggregated data, especially in the context of the central strategic planning document; 3) achieving gender parity at the P-4 and above levels 4) establishing a financial tracking system.**
To ensure accountability at the senior level, the performance appraisal system of directors and chief of sections could include a goal on promoting gender equality and the empowerment of women. In relation to the programmatic aspects, the Secretariat is encouraged to introduce a "build in" section in IMDIS so that different sub-programmes can report on gender issues. ESCWA six substantive divisions are additionally urged to compile and disseminate sex-disaggregated key data, especially in the context of the central strategic planning document.
The last two aspects relate to human resources management and budget and finance. In this context, gender parity at the p-4 and above levels should be encouraged. Finally a Secretariat –wide financial resource tracking system should be created, through the establishment of a gender marker with the assistance of UN-Women, and possibly within the context of IMOGA.

Recommendations for the HLCP and CEB

The SWAP piloting has led to the below final recommendations that could be discussed in the HLCP and CEB meetings, especially in the context of change and the creation of new tools at the organizational UN system wide level :

(A) UN-System Wide Recommendations:

Recommendation (1): To include new targets in relation to promoting gender equality and the empowerment of women in the Senior Manager's Compact

Recommendation (2): To include the promotion of gender equality as a separate core value/competency in the Performance Appraisal System by OHRM.

Recommendation (3): 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

Recommendation (4): To introduce a "build in" section in IMDIS which will enable the different subprogrammes to report on the gender aspects addressed in their area of work; b) to sex-disaggregate all Key data in relation to the central strategic planning document.

Recommendation (5): To establish a resource tracking mechanism within the Secretariat with the assistance of UN-Women, possibly in the context of the up-coming IMOGA programme

Recommendation (6): To create a gender marker and link RBM exercises in the Secretariat to gender budgeting programmes.

(B) ESCWA-specific recommendations

Recommendation (7): To include reference on the promotion of gender equality and the empowerment of women in the performance appraisal system of ESCWA senior managers (Directors and chiefs of sections)

Recommendation (8): To amend ESCWA policy on evaluation and emphasize that evaluation reports should meet all the UNEG gender-related norms and standards

Recommendation (9): To adhere to ESCWA gender equality and the empowerment of women implementation plan.

Recommendation (10): To Continue to make use of the EMP system to undertake a programme review in terms of gender content, prior to implementation

Recommendation (11): To increase the allocated work- time for gender focal points and develop a human resources plan aiming at achieving the equal representation of women at t P-4 level and above in ESCWA.

Recommendation (12): To develop and post an on-line capacity assessment questionnaire to be filled out by all staff. Based on the results of the assessment, a capacity development plan will be developed

Recommendation (13): To provide gender training to new staff as part of the induction process, possibly through the introduction of electronic training modules.

Recommendation (14): To systematically include gender issues and concerns in UNIC/ESCWA external communication processes.