

**PROGRAMME LEVEL EVALUATION:
GENDER MAINSTREAMING IN UNECE**

UNITED NATIONS ECONOMIC COMMISSION OF EUROPE

FINAL REPORT

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1. Acronyms

ADB	Asian Development Bank
BPR	Budget Performance Report
ECOSOC	Economic and Social Commission
ESCWA	United Nations Economic and Social Commission for Western Asia
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
ECA	United Nations Economic Commission for Africa
EXCOM	Executive Committee
GEEW	Gender equality and empowerment of women
GM	Gender mainstreaming
IANWGE	Inter-Agency Network on Women and Gender Equality
ICPD	International Conference on Population and Development
ILO	International Labour Organisation
NGO	Non-Governmental Organisations
OECD/DAC	Organisation of Economic Cooperation and Development/Development and Cooperation
OIOS	Office of Internal Oversight Services
e-PAS	Electronic Performance Appraisal System
PMU	Programme Management Unit
PPR	Programme Performance Report
RB	Regular Budget
SDGs	Sustainable Development Goals
SDGU	Sustainable Development and Gender Unit
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNECE	United Nations Economic Commission for Europe
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNOG	United Nations Office at Geneva
UN-SWAP	United Nations System Wide Action Plan
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	Water, Sanitation and Hygiene for All
XB	Extra-budgetary

2. Executive Summary

This is an **independent programme level evaluation of gender mainstreaming in UNECE** whose purpose is to review the relevance, effectiveness, efficiency and sustainability of gender mainstreaming in UNECE, and the related results on gender equality and the empowerment of women (GEEW). This evaluation has assessed the progress, extent, and the influence of the **UNECE Gender Equality Policy (2016)**, and the **UNECE Gender Action Plans** for 2016-2017 and 2018-2019, and in all the areas of work of the eight sub-programmes. The evaluation has considered the institutional level approach, together with the efforts undertaken at the sub-programme level, in meeting the objectives of the UNECE Gender Action Plans.

The evaluation used a mix of data sources collected through multiple methods, with analysis of both quantitative and qualitative data. This included primary data which was collected directly from stakeholders about their first-hand experience with the intervention. This data was collected through **survey questionnaires, in-depth key informant interviews, focus group discussions, and direct observation**. It also included secondary data collected through a **desk review** of project documents and other relevant materials. The desk review was used to verify qualitative data gathered directly from stakeholders. Results were triangulated.

The evaluation found that UNECE's gender mainstreaming is **relevant** in terms of (i) its role in promoting gender equality at country, regional and global levels; and (ii) its mandate and the needs of member States. However, areas for improvement include (i) UNECE's responsiveness to shifts in context, particularly mainstreaming gender in the nine SDGs that UNECE focuses on; (ii) the extent to which detailed contextual analysis of gender equality inform policy and programme development, and (iii) accountability for gender equality.

Regarding **effectiveness**, the evaluation found that UNECE has partially achieved the three expected outcomes of its gender policy. Strongest progress was made in **elaboration of gender equality policies and plans**. Institutional areas with least progress include **organizational culture**, and **capacity development for UNECE staff**. UNECE has **used partnerships effectively** to promote gender equality at country, regional and global levels.

In terms of **efficiency**, the evaluation found that **human and financial resources** were not used in the most efficient way. **Conversely, collaborations and inter-agency cooperation are being used efficiently**.

Concerning **sustainability**, the evaluation found that **institutional commitments; the post dedicated to gender equality, gender focal point systems, and national gender equality institutions; mechanisms that encourage women's participation; and accountability mechanisms** are some of the conditions that have been put into place to increase the likelihood that gender mainstreaming can be sustained beyond individual staff and management. However, results that are not likely to be sustained without continued technical or financial investment include: (i) results-based management, (ii) enforcement of accountability mechanisms, (iii) financial resource allocation for gender equality, (iv) gender architecture, (v) equal representation of women, (vi) organizational culture, and (vii) capacity development, particularly for sub-divisions.

The following **recommendations** have been made in alignment with SWAP 2.0 indicators.¹

A. Results Based Management

(i) Reporting on gender related SDG results

- **Report annually** on the **UNECE Gender Action Plan, including on gender related SDG results.**
- **Provide guidance to all relevant UNECE staff on systematic collection, use, analysis and reporting of gender-disaggregated data.**
- **Publish SWAP reports and an annual GAP report on UNECE's website to increase transparency and accountability.**

(ii) Programmatic gender related SDG results

- **Require gender-disaggregated data, indicators, and gender analysis at project design, implementation, and monitoring stages through results-based management tools.**
- **Strengthen gender related SDG results in UNECE's nine focus SDGs in all sub-programmes.**
- **Provide training on Declaration on Gender Responsive Standards to all Secretaries to Committees, Conventions and Working Groups.**

B. Oversight

(i) Evaluation

- Further strengthen **evaluation terms of reference, evaluation design and evaluation reports.**

C. Accountability

(i) Policy

- **Update the UNECE Gender Equality Policy to align with SWAP 2.0 indicators.**
- **Update the Gender Action Plans annually, based on results of previous year's SWAP report, targeting the top priorities to address areas of weakness.**

(ii) Leadership

- **Include in the performance plan for all senior managers to internally and publicly champion gender equality and the empowerment of women.**
- **Hold senior managers and all staff accountable to achievement of gender action plan and gender parity strategy goals.**

(iii) Gender responsive performance management

- **Integrate assessment of gender equality and empowerment of women into core values and/or competencies for all staff.**

D. Human and financial resources

(i) Financial resource allocation

- **Set a financial benchmark** for the implementation of the UNECE Gender Equality Policy.
- **Draft an XB project on integrating gender into the SDGs in Europe.**

(ii) Gender architecture

¹ Please see complete recommendations in recommendation section below.

- **Gender Action Plan responsibilities should be allocated amongst all relevant staff, and included in their respective job descriptions, work plans and e-PAS.**
- **Designate all gender focal points at P-4 level or above.**
- **Add one more staff member fully dedicated to gender duties** – ideally at P-4 or P-3 level - rather than just a single Senior Gender Focal Point, to adequately implement the UNECE Gender Equality Policy and meet UN SWAP performance indicator targets. This could be achieved through either (i) hiring an XB project manager or (ii) through hiring a JPO or UNV. This would offer UNECE **more appropriate levels of human resources to adequately fulfill its commitments on gender equality and the empowerment of women, properly implement its gender equality policies and action plans, build on the advances made, and address areas of persistent weakness.**
- **Explore lower cost options for expanding human resources to establish a UNECE gender unit, such as JPO, UNV, interns.**

(iii) Equal representation of women

- Improve implementation of the Gender Parity Strategy, through **overturning inconsistent hiring decisions, outreach to female candidates, and readvertising positions** where male candidates have been recommended in the face of suitably qualified female candidates, or where few female applicants applied to the vacancy.
- Ensure **gender balance in all podiums and panels** organized by UNECE.

(iv) Organisational culture

- Consider **engaging gender champions to shift organisational culture** both from within UNECE (e.g. divisional gender champions) and from within member States (e.g. female gender equality ambassadors).
- **Require managers to provide in writing the basis for any non-approval of flexible working arrangements for non-managerial staff.**

E. Capacity

(i) Capacity development

- Mandate and enforce **divisional monitoring of staff completion of the mandatory gender-training courses, and holding Directors and staff accountable for non-completion** by the Executive Secretary.
- The Senior **Gender Focal Point should carry out applied capacity building/coaching/mentoring for staff in each division.**
- Improve member State capacity building by using **examples from role model member States who are implementing good practices in gender mainstreaming to inspire other member States.**

F. Knowledge, communication and coherence

(i) Knowledge and communication

- **Systematically document UNECE knowledge on gender equality and women's empowerment and publish on UNECE website.**

(ii) Coherence

- **Establish a regional gender network with other regional commissions.**

- **Expand partnerships at the local level, especially in member States where gender equality is a sensitive issue.**
- **Pursue results-oriented partnerships to increase results in UNECE's areas of weakness.**

3. Introduction

A. Background and context

The United Nations Economic Commission for Europe (UNECE) developed its Policy for Gender Equality and Empowerment of Women in 2016 with a view to **supporting the implementation of the Sustainable Development Goals (SDGs) – particularly SDG 5 on gender equality** – in the its member States and at the regional level.² The objectives of the Policy are to: (a) advance **women's equal participation** with men as decision makers in UNECE and in all its areas of work; (b) **mainstream a gender perspective** in the substantive work of the Sectoral Committees; and (c) contribute to **reducing gender inequalities** in its member States, including in access to and control over the resources and benefits of development in UNECE's work. The key priority areas identified for the effective and coherent implementation of the Policy include: (a) gender mainstreaming at cross-sectoral and divisional levels; (b) gender and economy as a specifically targeted range of actions; (c) organizational culture and gender parity, (d) accountability (e) building capacity; and (f) working in partnership.

This **independent programme level evaluation of gender mainstreaming in UNECE** was approved by the Executive Committee (EXCOM – UNECE's governing body) during its 86th meeting in September 2016, as part of the Biennial Evaluation Plan for 2018-2019, to review the relevance, effectiveness, efficiency and sustainability of gender mainstreaming in all eight UNECE sub-programmes.³ The General Assembly also approved the evaluation theme in resolution 72/261, via approval of the Programme Budget 2018-2019. Following the rollout of the United Nations System Wide Action Plan (UN-SWAP) 2.0 framework in 2018, UNECE broadened the scope of the evaluation to review gender mainstreaming and results on gender equality and empowerment of women in UNECE and in all its areas of work. Whilst this evaluation acknowledges that the UNECE Gender Policy was developed in alignment with UN-SWAP 1.0 performance indicators, it will also make recommendations in accordance with UN-SWAP 2.0 performance indicators.

B. Purpose and scope

The purpose of this evaluation is to assess the relevance, effectiveness, efficiency, and sustainability of gender mainstreaming (GM) in UNECE, and the related results on gender equality and the empowerment of women (GEEW). This evaluation assesses the progress, extent, and the influence of the **UNECE Gender Equality Policy (2016)**, and the **UNECE Gender Action Plans** for 2016-2017 and 2018-2019, and in all the areas of work of the eight subprogrammes. The evaluation considers the institutional level approach, together with the efforts undertaken at the sub-programme level, in meeting the objectives of the UNECE Gender Action Plans.

The universally recognized values and principles of human rights and gender equality are

² The UNECE Policy for GEEW (2016-2020) was endorsed by the UNECE Senior management at Directors' meeting on 13 June 2016 and welcomed by the Executive Committee (EXCOM) in September 2016 (ECE/INF/2016/1).

³ A/72/6 (Sect.20) para. 20.20.

integrated at all stages of the evaluation, in compliance with the United Nations Evaluation Group's revised gender-related norms and standards 2016.

The results of the evaluation will be used to enhance the effectiveness of the Policy for Gender Equality and Empowerment of Women (2016- 2020) and the UNECE Gender Action Plan for 2018-2019. It will help to prepare the 2020 Gender Action Plan and the implementation of UN-SWAP 2.0 requirements. The evaluation will assess which approaches have been successful to date and develop recommendations on how to further promote gender mainstreaming across UNECE and obtain results in gender equality and empowerment of women.

UNECE will prepare a **management response** to the evaluation and relevant recommendations to be implemented by end of 2020, and update on **progress on implementation of recommendations** on a biannual basis. The final evaluation report, the management response, and progress on implementation of the recommendations will be available on the UNECE public website.

4. Methodology

A. Evaluation questions by criteria

The evaluation has addressed the UNEG evaluation criteria, including:

- **Relevance:** Appropriateness of outcomes of the programme in terms of the Commission's priorities, governments' development strategies and priorities, and requirements of the target groups.
- **Effectiveness:** extent to which the expected outcomes of a programme have been achieved, and have resulted in changes and effects, positive and negative, planned and unforeseen, with respect to the target groups and other affected stakeholders;
- **Efficiency:** the extent to which human and financial resources were used in the best possible way to deliver activities and outputs, in coordination with other stakeholders;
- **Sustainability:** the likelihood that the benefits of the programme will continue in the future.

The following are key evaluation questions, grouped according to the above evaluation criteria.

1. Relevance

- What is the role of UNECE in promoting GEEW and GM results at the country, regional and global levels?
- Was the UNECE's support to GEEW relevant to the needs of member States, and the organization's mandate?
- Has UNECE been responsive to shifts in the context and need to realign GEEW work accordingly to ensure its continued relevance?
- To what extent did detailed contextual analysis of gender equality inform policy and programme development?
- How is GM supported in the Organization (through accountability mechanism, rewards)? Are the mechanisms considered relevant by staff?

2. Effectiveness

- Was UNECE successful in reaching its GM policy/plan objectives? In which ways?
- In which institutional areas were the strongest results and most progress made? In which institutional areas did we see the least progress?
- Which factors contributed to progress and which inhibited progress?
- Were there particular tools or strategies that made more of a difference in integrating attention to GEEW compared to others?
- To what extent has gender mainstreaming strengthened the link between institutional change and programme results?
- How has the entity used partnerships to promote GEEW at global, regional and national levels?

3. Efficiency

- How have funds been allocated for gender mainstreaming and standalone GEEW work: has it increased, remained level or decreased over time? What were the drivers of increased/decreased attention to GM and gender equality? Taking in consideration UNECE's overall funding, are these budgets sufficient to fully integrate gender into programming and policies?
- To what extent does the gender architecture support an efficient use of resources to enhance attention to GM and GEEW in the institution?
- To what extent are collaborations and inter-agency cooperation contributing to greater efficiency, if at all?

4. Sustainability

- Which results are not likely to be sustained without continued investment, either technical, financial, or through other activities?
- Which conditions have been put in place to ensure that GM elements and attention to GEEW are sustained beyond individual staff and management? How effective are these processes after staff and leadership transitions?
- In what ways, if at all, has the entity learned from past evaluation findings to strengthen gender equality results at the programme and institutional levels?

B. Indicators

The methodology will follow the **UN-SWAP framework**, taking into account that UNECE policy was developed using UN SWAP 1.0 indicators. Recommendations will be made based on the UN-SWAP 2.0 indicators and the Guidance on Evaluating Institutional Gender Mainstreaming, as released by UNEG in April 2018, in particular in Annex B. Please note that if an evaluation question does not appear in the table below, it is because there is no corresponding UN SWAP indicator area.

Evaluation question	UN SWAP 2.0 indicator area	Approaches requirements	Meets requirements	Exceeds requirements
Relevance				
Was the UNECE's support to GEEW relevant to the needs of member States, and the	1. Strategic Planning - Gender-related SDG results	1ai. Main strategic planning document includes at	1bi. Main strategic planning document includes at least one high level entity result on gender equality and the	1ci. Main strategic planning document includes at least

<p>organization's mandate?</p>		<p>least one high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets</p>	<p>empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets</p> <p>and</p> <p>1bii. Entity has achieved or is on track to achieve the high-level result on gender equality and the empowerment of women</p>	<p>one high level transformative result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets</p> <p>and</p> <p>1cii. Entity has achieved or is on track to achieve the high-level transformative result on gender equality and the empowerment of women</p>
<p>To what extent did detailed contextual analysis of gender equality inform policy and programme development (e.g. sex-disaggregated data, gender analysis, and input of local staff/partners)?</p>	<p>2. Reporting on gender-related results</p>	<p>2ai. Entity RBM system provides guidance on measuring and reporting on gender equality and the empowerment of women results</p> <p>or</p> <p>2aii. Systematic use of sex-disaggregated data in strategic plan reporting</p>	<p>2bi. Reporting to the Governing Body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5</p> <p>and</p> <p>2bii. Systematic use of sex-disaggregated data in strategic plan reporting</p>	<p>2ci. Reporting to the Governing Body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5</p> <p>and</p> <p>2cii. Systematic use of sex-disaggregated data in strategic plan reporting</p>
<p>How is GM supported in the Organization (through accountability mechanism,</p>	<p>7. Leadership</p>	<p>7a. Senior managers internally champion gender equality and the</p>	<p>7bi. Senior managers internally and publicly champion gender equality and the empowerment of women</p>	<p>7ci. Senior managers internally and publicly champion gender equality</p>

rewards)? Are the mechanisms considered relevant by staff?		empowerment of women		and the empowerment of women and 7cii. Senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded
Effectiveness				
Was UNECE successful in reaching its GM policy/plan objectives? In what ways?	6. Policy and Plan	6a. Gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans in the process of being developed	6b. Up-to-date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented	6ci. Up to date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented and 6cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women
	PI 12 equal representation of women	12a. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years	12b. The entity has reached the equal representation of women for General Service staff and P4 and above levels	12c. The entity has reached the equal representation of women for General Service staff and at P4 and above levels, including the senior most levels of

				representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source
In what institutional areas were the strongest results and most progress made, e.g. in policies/plans, organizational culture, gender parity, resource tracking, leadership, accountability, and monitoring and evaluation? In what institutional areas did we see the least progress?	PI 13 organisational culture	13a. Organizational culture partly supports promotion of gender equality and the empowerment of women	13b. Organizational culture fully supports promotion of gender equality and the empowerment of women	13c. Organizational culture fully supports promotion of gender equality and the empowerment of women and 13cii. ILO Participatory Gender Audit or equivalent carried out at least every five years
	PI 15 Capacity development	15a. Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15b. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15ci Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices and 15cii. Senior managers receive tailored training during orientation
How has the entity used partnerships to promote GEEW at global, regional and national levels?	PI 15. Coherence	15a. Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the	15bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women	15ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment

		empowerment of women		of women and 15cii. Participates in a UN- SWAP peer review process
Efficiency				
How have funds been allocated for gender mainstreaming and standalone GEEW work: has it increased, remained level or decreased over time? What were the drivers of increased/decreased attention to GM and gender equality? Taking in consideration UNECE's overall funding, are these budgets sufficient to fully integrate gender into programming and policies?	PI 10 Financial Resource Allocation	10a. Financial benchmark is set for implementation of the gender equality and women's empowerment mandate	10b. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met	10c. Financial benchmark for v resource allocation for gender equality and women's empowerment mandate is exceeded
To what extent does the gender architecture support an efficient use of resources to enhance attention to GM and GEEW in the institution?	PI11 – gender architecture	11. 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	11bi. Gender focal points or equivalent at HQ, regional and country levels are: a. appointed from staff level P4 and above for both mainstreaming and representation of women b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions and 11bii. Gender department/unit is fully resourced according to the entity mandate	11ci. Gender focal points or equivalent at HQ, regional and country levels are: a. appointed from staff level P5 and above for both mainstreaming and representation of women 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 and 11cii. Gender department/unit is fully resourced according to the entity mandate
To what extent are collaborations and inter-agency cooperation contributing to greater efficiency, if at all?	PI 16 knowledge and communication	16a. Internal production and exchange of information on gender equality and women's empowerment	16bi. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared and 16bii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination	16ci. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared and 16cii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination and 16ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women
Sustainability				
In what ways, if at all, has the entity learned from past evaluation findings	PI4 Evaluation	4a. Meets some of the UNEG gender-related norms and	4bi. Meets the UNEG gender equality related norms and standards and	4ci. Meets the UNEG gender equality D related norms

to strengthen gender equality results at the programme and institutional levels?		standards in the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation	4bii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of the evaluation	and standards 4cii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation during all phases of the evaluation 4ciii. Conducts at least one evaluation to assess corporate performance on gender mainstreaming or evaluation of its gender equality policy/ strategy every 5-8 years
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C. Evaluation methods and data collection instruments

This evaluation has used evaluation methods and data collection instruments that are highlighted in the UN-SWAP framework, which include **document review, database creation and analysis, comparative analysis with other UN entities, participatory focus group discussions, key informant interviews, and surveys**. The evaluation has employed a mixed method approach, including a combination of desk review, use of electronic questionnaires, selected interviews, and **direct observation**. Data collection has encompassed **gender-disaggregated data, quantitative and qualitative data, primary and secondary data**. Data collection activities and protocols are **gender sensitive** and have ensured equitable participation regardless of gender, status, and other social identities.

The document review has considered:

- All relevant documents including the UNECE Gender Policy and Gender Action Plans
- Case study examples of selected extrabudgetary projects
- The Strategic Framework for 2018-2019, Proposed programme budget for 2020, and Terms of Reference and Rules of Procedure of the Economic Commission for Europe⁴
- Relevant decisions of UN & UNECE member States and other documents promoting GM and GEEW (e.g. Commission and EXCOM decisions, previous relevant evaluations, etc.)
- Current policies/mechanisms for cooperation with partners
- Other documents as relevant (please see Annex for list of documents reviewed).

⁴ Terms of Reference and Rules of Procedure of the Economic Commission for Europe, Fifth revised edition, E/ECE/778/Rev.5, United Nations, New York and Geneva, 2009.

The survey questionnaires have targeted:

- UNECE Management, and all UNECE staff to assess actual GM implementation in the respective subprogrammes and identify opportunities for improving cooperation in the future
- Member States, through EXCOM delegations and delegates of the following Intergovernmental bodies: Committee on Environmental Policy, Conference of European Statisticians, Committee on Innovation, Competitiveness and Public-Private Partnerships, Committee on Sustainable Energy, Steering Committee on Trade Capacity and Standards, Committee on Forest and the Forest Industry, Committee on Housing and Land Management.

Key informant interviews and focus group discussions with selected internal and external stakeholders were identified through discussions between the evaluation managers (PMU) and the evaluation consultant. These targeted the Executive Secretary, UNECE Directors, UNECE Gender Focal Points, UNECE Secretaries to Committees, Permanent Missions, and EXCOM members. The evaluator had the opportunity to carry out an interview with the delegate of the Russian Federation. However, no other delegations responded to the interview request.

Data analysis has used **triangulation** where possible. Triangulation facilitates validation of data through cross verification from more than two sources. It tests the consistency of findings obtained through different instruments and increases the chance to control or assess some of the threats or multiple causes influencing the results. An Evaluation Matrix showing how data has been triangulated is included in Annex C.

Gender sensitive evaluation methodology has been used, including collection of gender-disaggregated data, gender analysis, use of gender sensitive indicators, and consultation of a wide range of different stakeholders involving a gender expert/evaluator. A human rights based approach has been integrated at all stages of the evaluation including participatory methodology, a focus on vulnerable groups and those left behind, accountability, and links to relevant international standards. The evaluation has been carried out in line with the norms, standards and ethical safeguards as elaborated upon in the document “Standards for Evaluation in the UN System”, United Nations Evaluation Group, 2016.

D. Limitations

The evaluation has been limited by the following factors:

- Small sample size for survey
 - Low response rate to surveys (40/234 staff (50% female) responded to UNECE staff survey; 17/767 member State and EXCOM delegates (72% female) responded to the external survey), despite several reminders and extension of the survey deadline
 - Decision of the Secretariat of the Inland Transport Committee not to communicate the contact details of delegations participating in the Committee for the purposes of sending the survey for completion due to privacy reasons
- Limited interest by UNECE staff in gender equality, and therefore in engaging with gender evaluation process
 - Potential difficulty in seeing relevance of gender equality for work in economic areas (vs social areas)
- Lack of interest from member States to provide responses to survey or in-depth interviews

- Different dynamics of member States, including those outside of the Europe region, may negatively influence importance accorded to gender mainstreaming
- Only the Russian Federation responded to request for interview.
- Some survey respondents noted difficulty in understanding technical gender terminology in the surveys, despite definitions having been provided, and some key evaluation questions.
- UNECE SWAP report self-assessment ratings sometimes do not comport with independent gender evaluation assessment of the performance indicators.

5. Findings

5.1 Relevance

Relevance: Appropriateness of the outcomes of a programme in terms of Governments' development strategies and priorities, and requirements of the target groups.

5.1.1 What is the role of UNECE in promoting GEEW and GM results at the country, regional and global levels?

The role of UNECE in promoting gender equality, empowerment of women, and gender mainstreaming results at country, regional and global levels is outlined in the **UNECE Policy for Gender Equality and Empowerment of Women: Supporting the SDGs Implementation in the UNECE Region** (2016-2020) and its accompanying **Gender Action Plans** (2016-2017, and 2018-2019), which were developed in alignment with the **UN System Wide Action Plan on Gender Equality and the Empowerment of Women** (UN-SWAP 1.0). These documents contain actions and measurable outputs both at sub-programme and cross-sectional levels, including in the key UN-SWAP areas: (a) accountability (b) results based management (c) oversight (d) human and financial resources (e) capacity and (f) knowledge exchange and networking. In each of these areas, activities were developed within the relevant mandates of UNECE subprogrammes. There are also **activities that mainstream gender at cross sectoral level, and special measures targeting women only.**

(a) Country level

UNECE's role in promoting gender equality at country levels in its 56 member States consists of **supporting national SDG implementation, including SDG 5 on gender equality and women's empowerment**, both as a standalone sustainable development goal, and as a goal that cross cuts all other SDGs, with a particular focus on the ten other SDGs that UNECE has identified as particularly pertinent to its mandate. UNECE's role is to provide a **platform for governments and other stakeholders to engage in gender sensitive policy dialogue, standards development, and evidence-based decision making in various areas of women's economic empowerment.** UNECE's role includes gender sensitive research, gender disaggregated data collection and analysis, awareness raising, capacity building, and promoting exchange of best practices in gender equality, empowerment of women and gender mainstreaming.

(b) Regional level

At regional level, UNECE's role in promoting gender equality includes **cooperation with intergovernmental, interagency, and regional networks and organisations to advance gender mainstreaming in areas of women's economic empowerment related to its mandate** (for detail please see partnerships sections under "relevance" and "efficiency"). UNECE's role also includes cooperation with regional UN entities including UN Women and UNFPA; the Europe and Central

Asia Regional Working Group on Gender; preparation of the **Beijing +25 Regional Review** and the October 2019 intergovernmental regional meeting on Beijing +25; and follow up on **regional implementation of the 2030 Agenda for the Commission on Status of Women 2020**.

Box text: Good practice – Development of regional gender equality tools and publications
UNECE develops regional tools and publications to assist member States to carry out gender mainstreaming in various substantive areas, such as “*Using Gender Statistics: A Toolkit for Training Data Users*”,⁵ “*Guide on Valuing Unpaid Household Service Work*”,⁶ the “*Declaration on Gender Responsive Standards and Standards Development*”,⁷ “*Report to the UNECE Executive Committee – the Inland Transport Committee and Gender Issues in Transport*”,⁸ and “*Fulfilling the Potential of Present and Future Generations: Report on the ICPD Programme of Action Implementation in the UNECE Region*”.⁹

(c) Global level

UNECE’s role in promoting gender equality at global levels consists of participation in global gender mainstreaming and gender equality mechanisms, including participation in the **UN SWAP process**, Beijing +25 review, the Commission on Status of Women, implementation of the **2030 Agenda for Sustainable Development**, International Geneva Champions, and the Inter Agency Network on Women and Gender Equality.

5.1.2 Was the UNECE’s support to GEEW relevant to the needs of member States, and the organization’s mandate?

(a) Relevance for UNECE’s mandate

The **mandate of UNECE – to facilitate economic integration and cooperation among its member States and promote sustainable development and economic prosperity in the UNECE region** - is aligned with the purpose of the **United Nations Charter**, which is stipulated in Article 1(3) – to achieve international cooperation in solving international problems of an economic, social, cultural, or humanitarian character, and in promoting and encouraging respect for human rights and fundamental freedoms for all without distinction as to race, sex, language or religion.

UNECE’s mandate for gender mainstreaming derives from the **1995 Beijing Platform for Action**, which states that in addressing the economic potential and independence of women, Governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes so that before decisions are taken, an analysis is made of the effects on women and men, respectively.¹⁰ The Beijing Platform for Action also notes at paragraph 301 that the regional commissions of the United Nations and other subregional/regional structures should promote and assist the pertinent national institutions in monitoring and implementing the global Platform for Action within their mandates.

⁵ UNECE, *Using Gender Statistics: A Toolkit for Training Data Users*, 2016.

⁶ UNECE, *Guide on Valuing Unpaid Household Service Work*, 2017.

⁷ http://www.unece.org/fileadmin/DAM/trade/wp6/AreasOfWork/GenderInitiative/UNECEGenderDeclaration_English.pdf

⁸ UNECE, *Report to the UNECE Executive Committee – the Inland Transport Committee and gender issues in transport*, ECE/TRANS/2009/7, 2008.

⁹ UNECE/UNFPA, *Fulfilling the Potential of Present and Future Generations: Report on the ICPD Programme of Action Implementation in the UNECE Region*, 2018.

¹⁰ Beijing Declaration and Platform for Action, 1995, Fourth World Conference on Women, paragraph 164. See also the General Assembly twenty-third special session to follow up the Platform for Action (June 2000).

UNECE's gender mainstreaming mandate also derives from the **Economic and Social Council, Report of the Secretary General on Mainstreaming the gender perspective into all policies and programmes in the United Nations System**,¹¹ which notes that UNECE, at its fifty-second session, in 1997, adopted a plan of action and in-depth reform of its programme and methods of work, and identified the mainstreaming of a gender perspective as a cross-sectoral concern which should permeate all its areas of work. The report recommended that **gender should be taken into account more systematically by the governing bodies of regional commissions and their subsidiary bodies**; that **regional commissions should act as catalysts for exchanging experiences and best practices among United Nations and non-United Nations organizations active in gender mainstreaming at the regional level**; and to promote regional cooperation in this respect.

The **ECOSOC agreed conclusions 1997/2 defines gender mainstreaming** as: "...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality."

UNECE's Gender Equality Policy states that, within the mandate of UNECE, activities supporting **gender mainstreaming** include: providing leadership to member States by bringing the gender perspective to the forefront through policy analysis, expert group meetings, documentation for intergovernmental bodies, workshops and conferences, development of norms and regulations, and monitoring of their implementation, collection, use and dissemination of sex-disaggregated data. This **strategic approach** is also applied to UNECE's contribution to the achievement of the SDGs within its eight sub-programmes where relevant, and as a **specific targeted programme on promoting women's economic empowerment and women's entrepreneurship development** in the UNECE region.

Moreover, UNECE's support to gender equality and empowerment of women is relevant for its work to support regional and national implementation of the Sustainable Development Goals, as elaborated on more fully below.

In conclusion, **UNECE's support to gender equality and empowerment of women is relevant to its mandate.**

(b) Relevance to member States

UNECE'S support to gender equality and empowerment of women is relevant to the needs of member States because it **supports the regional and national implementation of the 2030 Agenda and the sustainable development goals**. Regional economic commissions are called to play an important role in assisting countries with advancing SDGs by performing three interconnected core functions: as conveners, results-oriented think-tanks and providers of technical assistance. In particular, many SDGs have a transboundary dimension that requires

¹¹ Economic and Social Council, Report of the Secretary General, *Mainstreaming the gender perspective into all policies and programmes in the United Nations System*, E/1997/66.

collective reflection and action at the regional level.¹²

UNECE focuses on nine SDGs that are particularly relevant for its work, namely SDGs 3, 6, 7, 9, 11, 12, 13 and 15, as well as two **cross cutting and standalone goals: SDG 5 on gender equality and empowerment of women** and SDG 17 on partnerships. UNECE’s support to gender equality and empowerment of women is also **relevant to member States through its work in policy dialogue, development of international legal instruments, regulations and norms, exchange of best practices, and technical assistance**, all of which contribute to facilitate greater economic integration and cooperation, and promote sustainable development and economic prosperity for all women, men, girls and boys.

The 2030 Agenda and the Sustainable Development Goals highlight the **need for development to reach all persons without exclusion, and to leave no one behind**. The Sustainable Development Goals recognize gender equality as a priority for sustainable development, as a goal in itself and as a cross cutting SDG for progress across all goals. **Realizing this vision requires gender equality to be integrated in the implementation of all SDGs**, alongside systematic monitoring of gender-related outcomes. The global monitoring framework for the SDGs includes 169 targets and 232 indicators. Of these, **54 indicators have been identified as gender-specific** as they explicitly refer to sex, gender, women and girls and/or specifically or largely target women and girls.¹³

This table shows a selection of **UNECE priority SDGs**, and the associated **gender related targets and indicators**.

Sustainable development goal	Target	Indicator (to be disaggregated by gender where possible)
SDG 3 – good health and well being	3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents	3.6.1 Death rate due to road traffic injuries
	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	3.9.1 Mortality rate attributed to household and ambient air pollution 3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services)
SDG 5 – gender equality	5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the	5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location

¹² UNECE Executive Committee, Main Directions of UNECE ongoing work on further SDG alignment, Informal document No. 2018/12.

¹³ UN Women/ADB, “Gender Equality and the Sustainable Development Goals in Asia and the Pacific: Baseline and Pathways for Transformative Change by 2030”, 2018.

	household and the family as nationally appropriate	
	5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	5.5.1 Proportion of seats held by women in national parliaments and local governments 5.5.2 Proportion of women in managerial positions
SDG 6 - Clean water and sanitation	6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all	6.1.1 Proportion of population using safely managed drinking water sources
	6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials , halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	6.3.1 Proportion of wastewater safely treated
SDG 7 - Affordable and clean energy	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services	7.1.1 Proportion of population with access to electricity 7.1.2 Proportion of population with primary reliance on clean fuels and technology
SDG 8 - Decent work and economic growth	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation , and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	8.3.1 Proportion of informal employment in non-agriculture employment, by sex
SDG 9 - Industry, innovation and infrastructure	9.1 Develop quality, reliable, sustainable and resilient infrastructure , including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	9.1.1 Proportion of the rural population who live within 2 km of an all-season road
	9.C Significantly increase access	9.C.1 Proportion of population

	to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	covered by a mobile network, by technology
SDG 11 - Sustainable cities and communities	11.1 - By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing
	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all , improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.	11.2.1. Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities.
SDG 12 - Responsible consumption and production	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle , in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement 12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment
SDG 13 - climate action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	13.1.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people

The table helps to illustrate how **gender and the SDGs are relevant for UNECE’s work with member States in all of its eight sub-programmes**: Economic cooperation and integration, Environment, Forestry, Housing, Land Management and Population, Statistics, Sustainable Energy, Trade, and Transport.

Box text: Good practice – Analysis of Relevance of SDG 5 on Gender Equality to Environment Sub-programme. In 2016, UNECE prepared a paper, **Mapping of Environment Sub-programme**

processes and activities that support countries in achievement of SDGs for the Eighth Environment for Europe Ministerial Conference.¹⁴ It identifies SDG targets 5.1, 5.5 and 5C as relevant for the work of the sub-programme. It notes that UNECE continuously strives to promote gender balance in all its environmental governance bodies, in the overall representation and identification of speakers, and in its environmental capacity-development activities. The Committee on Environmental Policy has gender mainstreaming on its agenda. Gender issues are addressed in environmental performance reviews. The application of the Equitable Access Score-card under the Protocol on Water and Health often reveals gender disparities in access to sanitation facilities, especially in schools. Activities under both the Water Convention and its Protocol aim to ensure women's full and effective participation and equal opportunities for leadership.

The survey of UNECE member States and EXCOM delegations found that 16/17 respondents (94%) thought that UNECE's support to gender equality and gender mainstreaming was relevant to the needs of member States. Respondents noted the following helpful aspects: contributing to implementation of SDGs; bilateral and multilateral policy dialogue; resolutions; participation in sectoral committees; raising awareness; knowledge sharing; lessons learned; good practices; reporting; supporting equal access to economic resources, including land rights and women entrepreneurs; and capacity building in gender statistics.

In conclusion, **UNECE's support to gender equality and empowerment of women is relevant to the needs of its member States.**

5.1.3 Has UNECE been responsive to shifts in the context and the need to realign its gender equality and empowerment of women work accordingly to ensure its continued relevance?

UNECE has been responsive to a certain degree to shifts in context and the need to realign its gender equality and empowerment of women work to ensure its continued relevance.

UNECE has begun to venture into gender equality initiatives in areas traditionally perceived as male dominated. For example, UNECE held a workshop on women and energy together with UNDP in Kazakhstan in 2018 to support strengthened capacities and knowledge among officials and stakeholders from Central Asia. Moreover, UNECE held a workshop on Use of Information and Communication Technologies for advancement of small businesses/women entrepreneurs in Israel in 2018.

Box text: Good practice - UNECE has been responsive to gender equality in areas typically seen as irrelevant for gender equality, such as standards development. In 2016, UNECE began a **Gender Responsive Standards Initiative**, which aims to strengthen the use of standards and technical regulations as powerful tools to attain SDG 5 on gender equality, to integrate a gender lens in the development of both standards and technical regulations, and to elaborate gender indicators and criteria that could be used in standards development. It has drafted a **Declaration for Gender Responsive Standards and Standards Development**, which was developed by experts on gender issues and women's empowerment as well as a working group composed of

¹⁴ UNECE, Mapping of Environment Sub-programme processes and activities that support countries in achievement of SDGs, ECE/BATUMI.CONF/2016/INF/1, 2016.

representatives from standardization bodies. In 2019, the Declaration was opened for signature and received over 60 organisations' signatures on the opening day, with many more following suit since then. This is an example of good practice in gender mainstreaming and will be a **helpful tool to use in all other UNECE standards bodies**.

UNECE has also made some nascent efforts to realign its gender equality and empowerment of women work with the 2030 Agenda and SDG 5 on gender equality, noting the need to mainstream gender equality in its efforts to achieve other SDGs. For example, it co-hosted with ESCAP the Meeting of the UN Special Programme for the Economies of Central Asia (SPECA) Thematic Working Group on Gender and Economy in 2018 - 'Accelerating progress towards gender equality and achieving the SDGs: strategies for advancing women's economic empowerment in the SPECA region'. In addition, it held an International course on Economic Empowerment of Women, in Haifa, Israel in 2018, including raising awareness of the impact of SDGs on small business for women entrepreneurs. Moreover, UNECE organized the Regional Forum on Sustainable Development in 2018 and 2019. In 2020, UNECE will provide inputs to regional accomplishments in implementation of the 2030 agenda for the five-year anniversary of the 2030 Agenda. However, UNECE's ability to adjust to the 2030 Agenda is hampered by resource constraints, which are discussed in more detail under "efficiency".

UNECE has realigned its gender equality and empowerment of women work with the Beijing Platform for Action 1995, the global blueprint for advancing women's rights. In its convening role as one of the five regional commissions, UNECE has organized Beijing regional review meetings every five years which have assessed implementation of the Beijing Platform for Action in its 56 member States. It is through these reviews that UNECE monitors and reports on the areas of the Beijing Platform for Action, including on gender mainstreaming in its 56 member States. For instance, UNECE organized and participated in the inter-governmental Beijing +20 Regional Review Meeting in December 2014 to assess progress made toward gender equality and empowerment of women, which included analysis of long term trends in gender equality in the UNECE region; closing gender gaps through economic and social policies; women's representation and leadership in policy and decision making; and gender equality for inclusive and sustainable societies.¹⁵ In 2019, UNECE is helping to organize and will participate in the Beijing +25 Regional Review Meeting which is scheduled for October 2019. This includes coordination and provision of substantive inputs on implementation of the Beijing Platform for Action with member States, the Regional Office of UN Women in Istanbul and the Issue Based Coalition on Gender; preparation of the regional synthesis report, background papers, concept notes, meeting reports, and other documentation; and follow up on the Regional Review process at the global level at the Commission on the Status of Women in March 2020.

5.1.4 To what extent did detailed contextual analysis of gender equality inform policy and programme development?

Gender disaggregated data is imperative for development of evidence informed, gender responsive policies and programmes. However, a lack of availability of gender statistics and data disaggregated by sex, age and other factors in the UNECE region continues to be a challenge. The failure to sufficiently prioritize gender equality in national statistical and data-collection systems hampers efforts to design evidence-informed policies and to report on progress. Underscoring the issue, there are no internationally accepted standards for 23 of the 53 global-

¹⁵ UNECE, Report of the Beijing +20 Regional Review Meeting, ECE/AC.28/2014/2.

level Sustainable Development indicators that explicitly reference women, girls, gender or sex. For another 21 indicators, the coverage is low and uneven, although the methodology and data at the country level exist.¹⁶

Box text: Good practice – Gender Statistics capacity building

The Statistics sub-programme held a **Workshop on Gender Statistics for Countries of Eastern Europe, the Caucasus, and Central Asia – Finding and Filling Gaps in Gender Statistics for SDG Monitoring** in May 2019. It presented country and regional experiences, and included a visit to the Federal Statistical Office of Switzerland, and guidance on how to integrate a gender dimension to entrepreneurship statistics.

There is **limited evidence of systematic use of sex-disaggregated data in UNECE Proposed programme budget**. The UNECE Gender Action Plan is neither reported on (e.g. to EXCOM) nor monitored, except for those elements that are integrated into UNECE’s annual SWAP report. Although the UNECE Statistics sub-programme compiles sex-disaggregated data for its member States where available, other subprogrammes do not systematically refer to available data, which hampers gender analysis to inform policy and programme development. The UNECE staff survey found that 24/40 (60%) of respondents said their sub-programme collected sex-disaggregated data (including statistics, environment, trade, and transport). Survey respondents also reported sex disaggregated data collection on women’s participation at panels, meetings, workshops and roundtables. The survey of UNECE member States and EXCOM delegations found that 6/17 respondents (35%) said they had worked with UNECE staff on gender disaggregated data collection.

Box text: Good practice – Gender Analysis in XB projects: Targeting women entrepreneurs

UNECE’s Trade sub-programme implemented an XB project “**Strengthening the national capacity of trade-support institutions in Kyrgyzstan**” from 2016 to 2018. Aspects related to participation of women in trade activities were integrated into the project and its deliverables. Training modules on women’s entrepreneurship were developed in order to increase their understanding of international and national trade related regulations, policies, trends and issues.

Likewise, there is **limited evidence of systematic gender analysis in all subprogrammes and XB projects**. Despite efforts by the SDGU and PMU to encourage gender analysis in project documents, through assessments of gender components in project proposals, there is limited evidence that these suggestions have been incorporated into final project documents, possibly because these requirements were not mandatory (prior to October 2018). Only 24/40 UNECE staff survey respondents (60%) stated they carried out gender analysis in projects they worked on, including in the statistics and trade sub-programmes. Of those that said no, 80% stated this was due to insufficient or absent guidance. Moreover, there is **limited evidence of consultation of partners in policy and programme development, e.g. women’s NGOs** regarding gender equality.

¹⁶ Mainstreaming a gender perspective into all policies and programmes in the United Nations system, Report of the Secretary General, 13 April 2018, E/2018/53, p 19.

Disaggregating data by sex and other variables would enable analysis of whether progress is being made that applies to women and men equally, and whether particularly vulnerable groups are being left out, an important focus for achievement of the Sustainable Development Goals. Thereafter, programmes and projects may be adjusted to address the problem. However, an inability to disaggregate data by sex leads to solutions biased towards men. Data on each of UNECE's priority SDGs is able to be disaggregated by sex, as shown in the UN Women/ADB publication, *"Gender Equality and the Sustainable Development Goals in Asia and the Pacific: Baseline and Pathways for Transformative Change by 2030"*. Guidance is also available in the United Nations Europe and Central Asia Issue-Based Coalition on Gender publication, *"SDGs and Gender Equality: UN Interagency Guidance Note for the Europe and Central Asia Region"*.

The UNECE Strategic Framework for 2018-2019 states that, "Due consideration will be given to the gender dimension of development, given that women constitute more than half of the world's population and are active agents and beneficiaries of sustainable development in the region. Gender equality and the empowerment of women will be integrated into the UNECE programme of work in accordance with the United Nations System-wide Action Plan and Sustainable Development Goal 5. In particular, the programme will focus on women in the economy and promote women's entrepreneurship in the region." The UNECE Proposed Programme Budget¹⁷ is presented to EXCOM for information, not formal approval. However, the central strategic planning documents, i.e. the UNECE Gender Policy and Gender Action Plans are not reported on to EXCOM.

UNECE has not achieved the SWAP 1.0 indicator for **monitoring and reporting** – "approaches requirements", namely either gender equality and women's empowerment results in relation to the central strategic planning document are reported, or all key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex. This is because the UNECE Gender Action Plan results are not reported on, and there is limited sex-disaggregation of data across all sub-programmes. The Secretary General in the 2018 Report, "Mainstreaming a gender perspective into all policies and programmes in the United Nations system", noted that in 2017 86% of entities met or exceeded requirements for monitoring and reporting.¹⁸

5.1.5 How is gender mainstreaming supported in UNECE through accountability mechanisms? Are the mechanisms considered relevant by staff?

According to the Secretary General, UN entities that have gender equality policies, gender action plans and a **mechanism in place to ensure senior management accountability for gender equality and empowerment of women** are, on average, seven times more likely to exceed requirements for SWAP indicators. **Accountability for gender equality is best implemented when it targets senior leaders and includes all staff through integration of appropriate objectives in staff members' performance plans and reviews.** Linking performance management objectives on gender equality and empowerment of women to assessing and building capacity improves compliance, results and support within entities.¹⁹ UNECE has a

¹⁷ See item 7. http://www.unece.org/fileadmin/DAM/commission/EXCOM/Agenda/2019/EXCOM_103_1_Feb_2019/EXCOM-Conclu-102.pdf

¹⁸ Mainstreaming a gender perspective into all policies and programmes in the United Nations system, Report of the Secretary General, 13 April 2018, E/2018/53, p 19.

¹⁹ Mainstreaming a gender perspective into all policies and programmes in the United Nations system, Report of the Secretary General, 13 April 2018, E/2018/53, p 12.

gender equality policy and gender action plan, and a mechanism in place to ensure senior management accountability for gender equality.

The **UNECE Accountability Framework**²⁰ refers to both institutional accountability and individual accountability. Regarding institutional accountability, UNECE is accountable to the UN and UNECE member States for the achievement of organizational strategic objectives and expected accomplishments.

Before the adoption of resolution 72/266 A, UN Secretariat entities reported to UN member States through the **Programme Performance Report (PPR)**. The latest Programme Performance Report (2016-2017)²¹ reports that **UNECE implemented a total of 184 training courses and seminars, which included only 35% female participants**. Since resolution 72/266 A, the programme performance information is provided annually through the proposed programme budget of each entity, resulting in the disappearance of some meaningful gender related information, such as the presentation of high-level expected accomplishments at the entity level, with related indicators of achievement and performance measures²². In its 2020 Proposed programme budget, UNECE has managed to overcome this issue, by stating the high-level statement directly in the main document, in one paragraph under the Overall orientation²³. This paragraph refers to integration of a gender perspective in its operational activities and sectoral committees, to SDG 5, and to the SDGU and ESO gender responsibilities. However, there is no reference to financial resources for gender, which makes it difficult to identify where resources for gender are allocated or tracked.

In addition, the UNECE Secretariat reports to its member States through the reports of the Secretariat to the Sectoral Committees and/or the EXCOM.²⁴ Moreover, the UNECE Accountability Framework does not even refer to gender or women, which should be updated to include accountability for gender mainstreaming.

Regarding individual accountability, the **Executive Secretary's Compact** and the **Performance Appraisal System (PAS)** for all staff below the level of the Assistant Secretary-General establish a critical linkage between institutional and individual accountability for programme performance in the UNECE, when individual work plans consistent with the organisational objectives and results cascade down through the successive levels of managers and staff. These interlinked and cascading agreements between staff and managers ensure accountability of UNECE and its staff for implementing given mandates and achieving agreed results.²⁵ The Executive Secretary signs a compact with the Secretary-General on an annual basis. At the end of the cycle, the Management Performance Board (MPB) assesses her performance. Based on the MPB recommendations, the Secretary-General requests her to submit a detailed action plan to address weaknesses identified in the performance. Compacts of the Executive Secretary are shared with the UNECE managers to ensure that achievement of agreed organisational objectives cascades down to their electronic Performance Appraisal System (e-PAS), and further to the e-PAS of staff members. The **e-PAS establishes individual accountability of every staff**

²⁰ United Nations Economic Commission for Europe Accountability Framework, 2011.

²¹ Programme performance report of the United Nations for the biennium 2016–2017 - Report of the Secretary-General, 23 March 2018, A/73/77.

²² Proposed programme budget for 2018-2019, A/72/6(Sect.20), Table 20.8

²³ Proposed programme budget for 2020, A/74/6(Sect.20), paragraph 20.14

²⁴ United Nations Economic Commission for Europe Accountability Framework, 2011.

²⁵ United Nations Economic Commission for Europe Accountability Framework, 2011.

member for achieving organisational objectives and results. The e-PAS includes three major components: the work plan, core and managerial competencies (performance standards), and personal development plan. The e-PAS process consists of three main stages (work plan, mid-point review and end-of-year performance appraisal) and enables to manage staff performance throughout the year. The Executive Secretary is responsible for timely and effective implementation of e-PAS by the managers and the staff members.²⁶ Senior managers' e-PAS includes gender equality indicators, however, this accountability mechanism does not include all staff (below level of Assistant Secretary General) through integration of appropriate objectives in all staff members' performance plans and reviews. **Divisional gender focal points' e-PAS do not systematically include gender equality accountability indicators.**

However, there is evidence that UNECE's core values and/or competencies for all staff include assessment of gender equality and the empowerment of women. INSPIRA, the United Nations human resources website, states that, "All staff members are held accountable for demonstrating these core values and will be evaluated accordingly: Core value – Respect for Diversity - Works effectively with people from all backgrounds. Treats all people with dignity and respect. Treats men and women equally. Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making. Examines own biases and behaviours to avoid stereotypical responses. Does not discriminate against any individual or group. You are reminded of our obligation to ensure gender parity in recruitment. Your local human resources office can provide more details on the targets for your department, office, or mission. At the end of the cycle, you will be expected to discuss with your FRO how you have addressed gender parity in recruitment during the performance cycle in question if applicable".

Leadership and buy-in are key drivers for gender mainstreaming in organisations. Participation in system-wide highly visible campaigns, such as the International Gender Champions initiative, where commitments are specific, mandatory and frequently monitored, creates healthy peer group pressure among leaders and ignites support for gender equality.²⁷

Some senior managers internally and publicly champion gender equality. The Executive Secretary internally champions gender equality at UNECE through **directives to senior management to implement the UNECE Gender Parity Strategy, and support to the SG's System Wide Strategy on Gender Parity 2017.** The Executive Secretary also holds a **veto on hiring decisions**, and has held a townhall meeting in December 2018 to underscore the importance of implementing the Gender Parity Strategy. However, **gender parity in hiring is polarizing and unevenly applied across divisions.** Some senior managers do not support the implementation of the UNECE Gender Parity Strategy, recommending male candidates for recruitment in divisions where parity is not on track for achievement, where there are equally qualified female candidates, even in the face of directives to do otherwise. Some key informants advised that, notwithstanding the Executive Secretary's veto on hiring decisions, at least three senior managers have ignored her directions to hire female candidates in second quarter of 2019. The Executive Secretary is accountable to the Secretary General for implementation of the SG's System Wide Gender Parity Strategy, and her Senior Manager's Compact includes a commitment to diversity, and to achieve gender parity. All UNECE staff, including all senior

²⁶ United Nations Economic Commission for Europe Accountability Framework, 2011.

²⁷ Mainstreaming a gender perspective into all policies and programmes in the United Nations system, Report of the Secretary General, 13 April 2018, E/2018/53, p 12.

managers, need to be held accountable for supporting progress towards these goals. These **mechanisms are sound in theory, but in practice are insufficiently effective for achievement of gender equality within UNECE because enforcement is not uniform.**

Freedom of information and transparency are important aspects of accountability for gender equality. Some senior managers publicly champion gender equality and the empowerment of women. The Executive Secretary has many examples of publicly championing gender equality, including through participation in system-wide highly visible campaigns, such as the **International Gender Champions initiative**, discussed above. The Executive Secretary has made two pledges, namely (i) to ensure that gender considerations are applied effectively in all steps of the recruitment process, including in explicitly factoring in gender aspects in the competencies as mandatory for all vacancy announcements and engaging hiring managers in achieving and sustaining gender parity at all professional levels; and (ii) to review the commitments to gender equality and the empowerment of women in the Beijing Declaration and Platform for Action in the Beijing +25 regional meeting in October 2019, and to engage member States to take strategic actions to eliminate the gender pay gap in their countries. UNECE staff have been directed to implement the May 2019 **Memorandum by Under Secretary General on Improving Gender Parity through Job Openings**, including through ensuring that (i) job openings contain only criteria that are essential to the functions of the post, and (ii) position specific job openings are used in lieu of roster based recruitment whenever rosters have insufficient female candidates. Challenges in engaging hiring managers in achieving and sustaining gender parity at all professional levels have been outlined elsewhere in this report. Activities to implement the Executive Secretary's second pledge relating to Beijing +25 are contained in the Senior Gender Focal Points's 2019 work plan. Other examples of the Executive Secretary publicly championing gender equality include the **Gender Pay Gap** event speech in March 2018, the **empowering women entrepreneurs** speeches at events in Russia and Israel, and the **empowering women through public-private partnerships** speech in May 2018.

Box text: Good practice – Publicly Championing Gender Equality in Access to Adequate Housing. On the occasion of World Habitat Day in 2018, **UNECE held a photography exhibition entitled “Women Without Walls”** to highlight the need to alleviate homelessness for all through the implementation of the 2030 Agenda and the Geneva UN Charter on Sustainable Housing. UNECE's Executive Secretary opened the exhibition. This **exhibition focused on women experiencing homelessness and illustrates the specific needs of these women and why a gender-neutral approach often fails to support women.** It aimed to illustrate the link between SDG 11: on sustainable cities and communities and SDG 5 on gender equality.

Some UNECE divisions public champion gender equality, e.g. statistics – **“Seeing the world through a gender lens – statistics bring gender equality into focus”**;²⁸ population – **Generations and gender programme**;²⁹ and trade – **Gender responsive standards initiative**.³⁰ However, in other areas, transparency and accountability could be improved. **UNECE's SWAP reports** are neither internally available to staff nor externally available to member States or the public.³¹

²⁸ <https://www.unece.org/info/media/news/statistics/2019/seeing-the-world-through-a-gender-lens-statistics-bring-gender-equality-into-focus/doc.html>

²⁹ <https://www.unece.org/population/ggp.html>

³⁰ <http://www.unece.org/tradewelcome/steering-committee-on-trade-capacity-and-standards/tradewp6/thematic-areas/gender-initiative.html>

³¹ Note that many UN entities publish annual SWAP reports online.

Likewise, **UN Women’s annual UNECE SWAP letter**, which highlights areas of improvement and weakness, and compares UNECE’s gender equality performance with other UN entities, is not internally available to staff nor externally available to member States or the public. **UNECE’s gender parity data** is internally available to hiring managers to provide real time data on progress towards achievement of gender parity, but it is not externally available. The UNECE’s gender policy, gender action plan, and gender parity strategy is publicly available on its website. However, **monitoring data on the gender action plan** is not publicly available.

As for the **perception of relevance of accountability mechanisms by staff**, the UNECE staff survey found that 35/40 respondents (88%) were not aware of any accountability mechanisms for gender mainstreaming in UNECE. The few respondents that were aware of accountability mechanisms cited UN SWAP reporting, the gender parity strategy for recruitment, and the e-PAS systems, with one or two respondents noting that gender focal point functions are included in their e-PAS. The survey found that 13/22 (59%) respondents thought that accountability mechanisms are relevant for supporting gender mainstreaming in UNECE because they provide mandatory targets for hiring managers, increase visibility and transparency, and encourage divisions to reflect on the gender aspects of their work; and noted that gender is increasingly included in evaluations.

5.2 Effectiveness

Effectiveness: Extent to which the expected outcomes of a programme have been achieved, and have resulted in changes and effects, positive and negative, planned and unforeseen, with respect to the target groups and other affected stakeholders.

5.2.1 Was UNECE successful in reaching its GM policy/plan objectives?

The UNECE Gender Equality Policy 2016 objectives are:

- A. To advance women’s equal participation with men as decision makers in the Organization and in all its areas of work
- B. To mainstream a gender perspective in the substantive work of the Sectoral Committees
- C. To contribute to reducing gender inequalities in its member States, including in access to and control over the resources and benefits of development in the pertinent areas of UNECE’s work.³²

UNECE’s success in reaching each objective is analysed below.

(i) *Women’s equal participation*

The first UNECE Gender Equality Policy objective is **to advance women’s equal participation with men as decision makers in the organization and in all its areas of work.**

The **UNECE Gender Parity Strategy** supports the goal of achieving women’s equal participation with men as decision makers in UNECE, through aiming for parity at all professional levels by 2022. The strategy includes setting targets; monitoring, reporting and data collection; leadership and accountability; recruitment and human resources management; career development; creation of an enabling organizational culture; and working in partnership. **Parity has been achieved at USG and D-1 levels as at 30 April 2019, which is commendable.** However, women are underrepresented in most other grades (D-2 0%,³³ P-5 39%, P-4 32%, P-3 43%, P-2 45%, GS-

³² UNECE Gender Equality Policy 2016, p 13.

³³ Note that there is only one D-2 position.

PL 33%. Women are overrepresented at the GS-OL level (81%), which one key informant noted is due to the greater flexibility that these positions allow. Moreover, the United Nations Board of Auditors found in its December 2018 Management Letter on the External Audit of the UNECE inadequacy in achievement of gender equality goal, based upon achievement of gender parity at only USG, D-1 and P3 levels for 2018. It recommended that further steps be taken so that the goal of gender parity can be achieved at each level. UNECE accepted this recommendation.

The UNECE staff survey found that 21/40 respondents (52.5%) thought that the UNECE Gender Parity Strategy was not on track for achievement, with 95% of those respondents citing the **need for improvement in creation of an enabling environment**. Of the 19/40 respondents (47.5%) that thought the strategy was on track for achievement, 90% cited recruitment and human resources management as a key reason. Difficulties in implementation of the Gender Parity Strategy have been discussed elsewhere in this report, including an **organizational culture that is resistant to change, non-observance by some senior managers of targets, accountability mechanisms that are not enforced, and limited outreach to expand the pool of female candidates**.

The **UNECE Gender Action Plans** for 2016-2017 and for 2018-2019 both support the goal of advancing women's equal participation with men as decision makers in all its areas of work, through **setting cross sectoral and sub-programme level objectives and actions to mainstream gender** in all areas of work. However, **implementation is uneven across divisions, and monitoring and reporting absent or limited**, as discussed elsewhere in this report. The UNECE staff survey found that 31/40 respondents (77.5%) thought that their work has contributed to advance women's equal participation with men as decision makers. Reasons cited include: gender parity strategy for recruitment; encouraging women's participation by member States; raising awareness at events and meetings; technical assistance to delegates wishing to pursue gender agenda in national organisations; raising awareness about gender statistics in different areas; advocating for the collection, analysis and use of gender statistics; promoting the work of women colleagues in knowledge products; implementation of GAP activities; gender sensitive grants out to implementing partners; gender sensitive project management tools; facilitating inclusion of high level gender results in UNECE strategic planning documents; encouraging gender sensitive project evaluations; **encouraging regulations that address gender differences**; gender sensitive policy dialogue; **bringing authoritative female speakers to countries with strong gender biases**; and **raising awareness about gender issues in sub-programmes with member States to stimulate policy change**.

Box text: Good Practice – Empowering Women in High Level Entrepreneurial and Leadership Roles. People-first Public-Private Partnerships (PPP) aim to ensure that out of all stakeholders “people” are on the top. The UNECE International PPP Centre of Excellence empowers women through training in entrepreneurship, infrastructure supply chain and financial management. The **creation of new companies led by women in the infrastructure and construction sectors** helps to enhance women's leadership roles within communities, enterprises and governments.

The survey of member States and EXCOM delegations found that 10/17 respondents (59%) thought that UNECE has achieved the first policy objective, including 50% of those respondents that thought this was through strengthening accountability to support gender mainstreaming, 40% that thought this was by supporting a gender balanced approach and encouraging

governments to send gender balanced delegations for the Sectoral Committees and all subsidiary bodies, and 40% that thought this was by promoting the institutional and cultural environment to support the equal representation of women and men in UNECE.

In conclusion, **the first UNECE Gender Equality Policy objective has been partially achieved.**

(ii) Sectoral Committees

The second UNECE Gender Equality Policy **objective is to mainstream a gender perspective in the substantive work of the Sectoral Committees.** This was through supporting a gender-balanced approach and encouraging governments to send gender-balanced delegations for the Sectoral Committees and all subsidiary bodies.

The UNECE Staff Survey found that 62.5% of respondents said that this objective had not been achieved, with 80% of those respondents stating that **attention of member States had not been raised to increase the number of women participants in delegations.** Of the 37.5% that said it had been achieved, over two thirds said that this had been achieved through monitoring sex disaggregated data of participants to intergovernmental meetings. Regarding this same objective in the UNECE Gender Action, 21/40 survey respondents (52.5%) found that this objective had been achieved. Of those, 20/21 respondents (95%) stated that **gender mainstreaming was discussed at the sessions of the Sectoral Committees**, and 10/21 respondents (48%) stated that gender mainstreaming was included in the decisions of the Sectoral Committees.

The survey of UNECE member States and EXCOM delegations found that 11/17 respondents (65%) thought this objective had been achieved. Of those respondents, 62% said this was through raising the attention of member States to increase the number of women participants in delegations, including through EXCOM meetings and the Geneva Gender Champions initiative; 54% said this was through increasing the percentage of women participating at intergovernmental meetings; and 46% said this was through monitoring sex disaggregated data on participants to intergovernmental meetings and reporting them annually to the Sectoral Committees and the Commission session.

Key informants, focus group discussions and the document review revealed the following **challenges in achieving this policy objective: (i) insufficient guidance regarding gender mainstreaming in substantive areas, (ii) resistance of member States, particularly in areas traditionally perceived as male dominated, (iii) perception that gender is not relevant in particular technical areas.**

In conclusion, **the second UNECE Gender Equality Policy has been partially achieved.**

(iii) Access to and control over resources

The third UNECE Gender Equality Policy **objective is to contribute to reducing gender inequalities in its member States, including in access to and control over the resources and benefits of development** in the pertinent areas of UNECE's work. The UNECE staff survey found that 20/40 respondents (50%) thought this goal had been achieved through **advocating for collection and use of gender statistics, by encouraging participation of women decision makers, through provision of gender sensitive policy advice, and by promoting gender in standards through the Declaration on Gender in Standards.** The survey of UNECE member

States and EXCOM delegations found that 12/13 respondents (92%) thought that UNECE has contributed to reducing gender inequalities in its member States. Respondents pointed to the following: **gender outreach; awareness raising; advocacy; monitoring; encouraging women’s participation**; participation in Beijing Platform for Action; mainstreaming gender in guidelines and activities; gender action plan; gender statistics; encouraging women’s political participation.

Box text: Good practice – Gender Analysis of Women’s Access to and Control Over Resources

UNECE’s Trade sub-programme prepared a **White Paper on Women in Trade Facilitation** in April 2018. The paper identified ways to address gender inequalities in trade facilitation and concrete measures to help rectify disadvantages or discriminations women might face. In line with the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) strategy, the paper sought to contribute to the achievement of SDG 5 on gender equality through facilitating trade and attaining gender equality through simplification, standardization and harmonization of procedures and associated information related to the movement of goods from seller to buyer, and related payments.

As discussed elsewhere in this report, key informant interviews, focus group discussions and the document review revealed that **collection, analysis and use of gender disaggregated statistics is uneven across sub-programmes, so it is difficult to know whether access to and control over resources are benefiting women and men equally.**

In conclusion, this **objective has been partially achieved.**

(iv) Overall UNECE Gender Equality Policy implementation achievement

In conclusion, all three UNECE Gender Equality Policy objectives have been partially achieved for the reasons stated above. The UN SWAP 1.0 indicators for “meets” policy and plan (up-to-date gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented) and “exceeds” policy and plan ((i) up-to-date gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented and (ii) specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women) have been partially achieved. This is because **although UNECE has had a Gender Equality Policy aligned with SWAP 1.0 indicators since 2016, its implementation has been uneven, and although the senior level mechanism for ensuring accountability for promotion of gender equality exists (Senior Managers’ Compact, ePAS of Senior Managers), enforcement of such mechanisms is variable.**

5.2.2 In which institutional areas were the strongest results and most progress made? In which institutional areas did we see the least progress? Which factors contributed to progress and which inhibited progress?

(i) Institutional areas with the strongest results

The institutional area with the strongest results is **UNECE’s development of gender equality policies and plans.** In 2014, UNECE developed two gender sensitive evaluation policy documents, a “Support Guide for Conducting Evaluation”, which provides clear guidance on how to integrate gender considerations in every phase of the evaluation process, and the UNECE Evaluation Policy, which refers to UNEG norms and standards and the UNEG Guidance for Integrating

Human Rights and Gender Equality in Evaluation. Jointly, these documents constitute the UNECE evaluation framework. In 2016, UNECE developed its first Gender Equality Policy, which is a sound policy document developed in alignment with UN SWAP 1.0 indicators; UN SWAP establishes a common accountability mechanism for gender equality work in the UN system. UNECE also developed Gender Action Plans for 2016-2017 and 2018-2019 to implement its Gender Equality Policy. Moreover, in 2017 UNECE developed a Gender Parity Strategy.

Despite challenges related to implementation of these policies referred to elsewhere in this report, **gender policies and plans are responsible for most strongly driving change**. The Secretary General noted in *“Mainstreaming a gender perspective into all policies and programmes in the UN system”* that on average, the 54 UN entities that met or exceeded the policy and plan SWAP indicator requirements in 2017 reported a “meets requirements” or “exceeds requirements” rating for 11 out of 15 performance indicators. In contrast, entities without gender policies, on average, met or exceeded requirements for only five performance indicators. Further, entities meeting or exceeding requirements for the policy and plan indicator reported, on average, seven times the number of “exceeds requirements” ratings relative to the others.³⁴

Therefore, **UNECE’s strong portfolio of sound gender equality policies and plans provides it with a good normative basis for its gender equality and gender mainstreaming work**. Gender equality policies and plans constitute drivers of change and **catalyse overall UNECE performance by producing a cascade effect in other indicators**.³⁵

(ii) Institutional areas with least progress

One of the institutional areas with the least progress is **organizational culture**. Despite directives to accelerate the goal of 50/50 gender distribution,³⁶ and to create a gender sensitive work environment,³⁷ including through flexible workplace arrangements,³⁸ numerous stakeholders characterized UNECE as having a **patriarchal organizational culture that is resistant to change, including little staff ambition to move between UNECE divisions or other UN agencies, low motivation to engage in gender mainstreaming, insufficient accountability to divisional directors, and the limited extent of commitment by some divisional directors to implement gender equality responsibilities**. The difficulties with the UNECE organisational

³⁴ Mainstreaming a gender perspective into all policies and programmes in the United Nations system, Report of the Secretary General, 13 April 2018, E/2018/53, p 9-10.

³⁵ Mainstreaming a gender perspective into all policies and programmes in the United Nations system, Report of the Secretary General, 13 April 2018, E/2018/53, p 8.

³⁶ A/RES/59/184 requests the Secretary General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, justice, anti harassment and sexual harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for managerial accountability accelerate the goal of 50/50 gender distribution.

³⁷ A/RES/55/69 requests the Secretary-General ...to intensify his efforts to create, within existing resources, a gender-sensitive work environment supportive of the needs of his staff, both women and men, including the development of policies for flexible working time, flexible workplace arrangements and child-care and elder-care needs, as well as the provision of more comprehensive information to prospective candidates and new recruits on employment opportunities for spouses and the expansion of gender-sensitivity training in all departments, offices and duty stations. A/64/347 recommends that executive heads of entities should place special emphasis on the promulgation and enhanced implementation of work-life policies and practices to meaningfully support flexibility in the workplace and to accommodate disproportionate caregiver burdens.

³⁸ ST/SGB/2019/3 is the revised policy on Flexible Working Arrangements, which provides flexible working options (including staggered working hours, compressed working schedules, scheduled break for external learning activities, telecommuting within duty station, and telecommuting from outside official duty station), encourages staff and managers to view flexible working arrangements favourably and recognizes that managers are best placed to discuss the appropriate possibilities for staff to make use of these.

culture regarding gender parity in recruitment and promotion have been discussed elsewhere in this report. Moreover, key informant interviews and focus group discussions revealed **uneven application of the policy on flexible working arrangements at UNECE**. There were concerns that the policy was not consistently applied across or within divisions, and that some managers and staff who availed themselves of flexible working arrangements were subsequently unable to deliver their respective deliverables, or unable to effectively manage their division or section. Other concerns were that staff and managers using flexible working arrangements were not uniformly held accountable for non-performance of deliverables and managerial responsibilities.

Furthermore, just over a third of interviewees referred to the **conservative and patriarchal culture of many of the UNECE's 56 member States**, which hampered UNECE efforts to encourage women's participation as equal decision makers with men, and to mainstream gender at national and regional levels.

Notwithstanding the challenges regarding UNECE and member State organizational culture, stakeholders spoke of **staff members and member States that could set a good example to provide inspiration and role modeling for others in gender mainstreaming, gender equality and empowerment of women**.

In conclusion, the **UNECE organizational culture partly supports promotion of gender equality and the empowerment of women**.

Another institutional area with the least progress is **capacity development**. ECOSOC Resolution 2006/36 calls upon all entities of the United Nations system to **make specific commitments annually to gender mainstreaming training**, including in core competence development, and ensure that all gender equality policies, strategies and action plans include such commitments; and to **make gender training mandatory for all staff** and personnel and develop specific training for different categories and levels of staff. The UNECE Gender Equality Policy 2016 and the Gender Action Plans for 2016-2017 and 2018-2019 include capacity development plans to build the capacity of UNECE staff to mainstream gender into their respective areas of work, including through encouraging and monitoring staff completion of the mandatory training, "*I Know Gender*", sharing information and best practices, and trainings on unconscious bias and gender mainstreaming tools. Moreover, they include actions to **build the capacity of member States** to promote women's entrepreneurship development, to develop capacity of national statistics offices to measure gender issues, and to explore ways to mainstream SDG 5 in capacity building events on energy related topics.

Implementation of member State capacity building was beneficial, with planned activities taking place, including workshops for women entrepreneurs from CIS countries, the gender statistics training workshop for national statistics offices, on-going annual activities of the SPECA Thematic Working Group on Gender and Economy, and a gender sensitive capacity building event on energy. However, key informant interviews, document review, focus group discussions and the UNECE staff survey revealed that UNECE staff capacity development is an institutional area in which there has been the least progress. Despite efforts to address this, including (i) a 2015 survey on capacity assessment on gender mainstreaming; (ii) a gender mainstreaming training workshop in October 2016 by UNDP's Senior Policy Advisor on Gender Mainstreaming; and (iii) a staff seminar on gender statistics; numerous **stakeholders lamented the lack of useful guidance in gender mainstreaming, noting the difficulties in collecting, analyzing and using**

gender disaggregated data, and carrying out gender analysis in technical areas of UNECE's mandate. Stakeholders noted particular difficulties in mainstreaming gender in the plethora of technical standards that are developed and promulgated through the Sectoral Committees and subsidiary bodies. **Many requested further support from the UNECE Senior Gender Focal Point - who can only do so much, as the sole Gender post in the entire organization.** The UNECE staff survey found that 24/30 respondents (80%) thought that **building the capacity of UNECE staff to mainstream gender in their respective areas of work was a key area that needed improvement.**

Notwithstanding the requirement for all staff to complete United Nations mandatory courses, including three relevant for gender equality, which is promulgated under [ST/SGB/2018/4](#) to promote the training of staff and to build a common foundation of knowledge and shared organizational culture, **UNECE implementation is incomplete.** The UNECE completion rate for the mandatory gender training course launched in October 2014, "*I Know Gender: An introduction to gender equality*" was 58% in May 2019.³⁹ The UNECE completion rates for "*Prevention of sexual harassment and abuse by United Nations personnel*" and for "*Prevention of sexual exploitation and abuse by United Nations personnel*" was only 33% and 21% respectively. All staff members are required to complete these self-paced courses within six months of the issuance the bulletin, or within six months of joining UNECE. Staff feedback is that the course is a very basic introduction to concepts of gender equality to promote behavioural change. However, **staff spoke of wanting more technical skills on the "how-to" of gender analysis and mainstreaming methods that would be helpful in their integration of a gender perspective in their daily work.**

In conclusion, **UNECE is working towards ongoing mandatory training for all levels of entity staff.** This is on the basis that, although there are directives, policies and plans for mandatory gender equality training, implementation is inadequate.

5.2.3 Were there particular tools or strategies that made more of a difference in integrating attention to GEEW compared to others?

UN SWAP reporting was a useful tool for raising attention to gender equality, reflecting the acceptance of the System-Wide Action Plan as an **effective system-wide accountability mechanism that provides benchmarks for progressive achievement of gender mainstreaming targets and indicators.** UNECE has reported annually on SWAP 1.0 indicators since at least 2014, which has helped to highlight areas of achievement and for improvement.

Another helpful tool was **Sustainable Development Goal 5, as a catalyst of progress for the achievement of all sustainable development goals and targets, including the mutually reinforcing linkages between the achievement of gender equality and the empowerment of all women and girls,** including through encouraging the development of gender sensitive economic policies and standards, addressing the growing informality of women's work and mobility, managing technological and digital change, and enhancing the role of the private sector for women's economic empowerment.

UNECE's suite of gender equality policies and plans is a further tool that has helped to integrate attention to gender equality and empowerment of women, discussed above. **Leveraging gender**

³⁹ It became mandatory for staff members of the UN Secretariat in July 2016 with ST/IC/2016/15.

equality partnerships at national, regional and global levels is another useful tool that has helped to expand resources available for knowledge sharing and exchange of best practice, which is discussed under “effectiveness” and “efficiency”.

Box text: Good practice – Partnering with Local Women’s Associations to Promote Women in Energy. In 2018, UNECE partnered with **KAZENERGY Women’s Association** and UNDP to promote women in energy as part of the World Petroleum Council Meeting in Kazakhstan. A **gender sensitive workshop was held for officials and stakeholders from Central Asian countries on how promoting clean and affordable energy can empower women.** This workshop raised awareness about the interlinkages between SDG 5 on gender equality and SDG 7 on sustainable energy, about developing gender responsive policy recommendations to ensure gender equality in access to sustainable energy, and promoted women’s participation in energy-related decision making.

The UNECE staff survey found that 37.5% of respondents thought particular tools or strategies were useful in integrating attention to gender equality. These respondents noted the following: UN SWAP for monitoring indicators; **female staff in divisions; use of female experts; women’s NGOs**; promotion of gender balance at events; UNECE gender policies and guidance on actions; other entities’ gender parity strategies e.g. UN system wide, UNOG, ILO; **national gender equality surveys; gender sensitive workshops and toolkits**; decisions and resolutions of General Assembly, ECOSOC, UN Summits, Secretary General; Senior Managers Compact; Executive Office intranet gender report; **capacity building; organizational accountability for gender mainstreaming; awareness raising**; gender in standards initiative; gender equality projects in sub-programmes; monitoring.

5.2.4 To what extent has gender mainstreaming strengthened the link between institutional change and programme results?

The UNECE staff survey found that 70% of respondents did not think that gender mainstreaming has strengthened the link between institutional change and programme results.

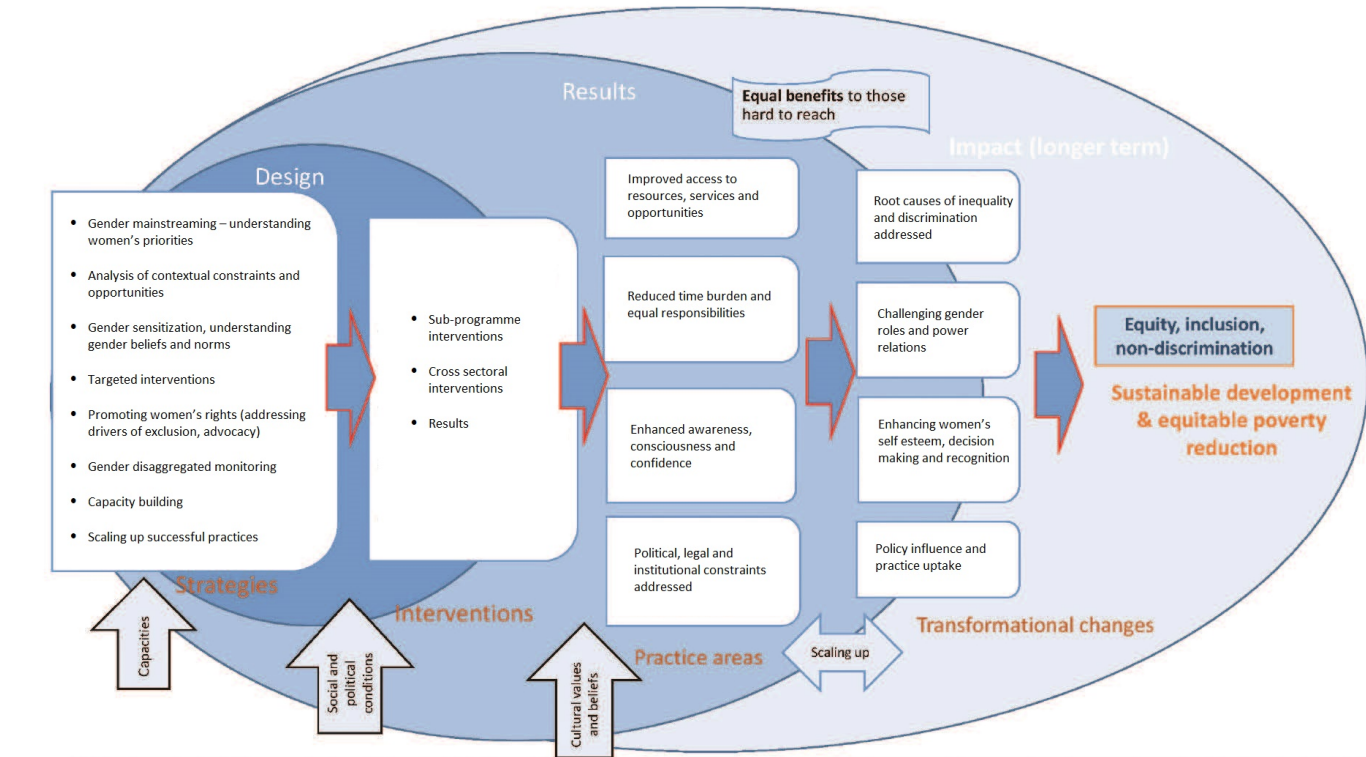
The United Nations Evaluation Group “Guidance on Evaluating institutional Gender Mainstreaming” 2018 states that to strengthen the link between gender mainstreaming policies and achievement of development results, **entities should be making explicit the underlying theories of change and the links between gender mainstreaming policies and development results.** The important thing is to unearth the assumptions and links—ideally this should be done at the programme/policy design phases and integrated into a monitoring and evaluation system.⁴⁰

The UNECE Gender Policy makes the connection between gender mainstreaming and achievement of development results by mainstreaming gender in UNECE activities at cross sectoral level, through special objectives targeting women only, and through strategic objectives at divisional level. The Gender Action Plans complement the Gender Policy through elaborating specific objectives, related actions and measurable outputs in activities at cross sectional level and in activities at sub-programme level. However, the UNECE Gender Policy and Gender Action Plan 2018-2019 need to be updated to reflect SWAP 2.0 indicators to measure progress against

⁴⁰ United Nations Evaluation Group “Guidance on Evaluating institutional Gender Mainstreaming” 2018, p 33.

objectives, outcomes and outputs, as well as to include gender disaggregated indicators where ever possible. The Gender Action Plan also needs to be monitored annually for implementation of the Gender Policy.

However, there is no explicit evidence of an underlying **theory of change** about this connection. A theory of change is proposed here.



The **content of the UNECE Gender Policy is similar to equivalent policies of other agencies**. For example, the content of the UNECE policy is similar to that of other technical UN agencies such as ILO, whose gender policy also takes a two pronged approach (gender mainstreaming and gender targeted), promotes gender parity, and is aligned with UN SWAP, but is **distinguished by its stated aim to “place ILO in a leading role among international efforts to promote and realize gender equality”**.⁴¹ The content of the UNECE policy is also similar to that of other regional commissions, such as ESCWA, whose gender policy aims at gender mainstreaming at all levels; promotion of gender parity; takes a two pronged approach, and is aligned with UN SWAP. However, noting that ESCWA has a social as well as an economic mandate, the **ESCWA policy goes further by designating a gender specific sub-programme “to reduce gender imbalances and contribute to increasing respect for the rights of women in member States**, in line with international conventions and conferences and encourage exchange of lessons learned in this field.”⁴²

⁴¹ ILO, ILO Action Plan for Gender Equality 2018-2021.

⁴² ESCWA, ESCWA Policy on Gender Equality and the Empowerment of Women (2014-2018). A/71/6/Rev.1 shows the approved programme plans for 2018-2019 for all programmes. Under Programme 19 (ESCWA), in the page 483 (list of mandates), it lists relevant UNGA and ECOSOC resolutions. This highlights that UNECE could also have a similar subprogramme using the same global mandates.

In conclusion, **gender mainstreaming has strengthened the link between institutional change and programme results to a certain extent.**

5.2.5 How has UNECE used partnerships to promote GEEW at global, regional and national levels?

UNECE has used partnerships to promote gender equality and empowerment of women at global, regional and national levels, as elaborated below.

(i) Global levels

At global levels, **UNECE participates systematically in inter-agency coordination mechanisms on gender equality**, including UN SWAP annual meetings or workshops, the Inter-Agency Network on Women and Gender Equality (IANWGE – a network of gender focal points in UN entities, chaired by UN Women), International Gender Champions (a leadership network of over 235 gender champions who are heads of international organisations, permanent missions and civil society), and the Commission on the Status of Women. It also engages with UN system entities such as UN Women, UNFPA, UNDP, UNESCO, UNICEF, UNAIDS, ITC, and WHO. It participates with the International Organisation for Standardization (ISO) and other international standardization bodies. UNECE does not participate in UN SWAP peer reviews.

Box text – Good practice: Participation in the Global High-Level Political Forum in partnership with FAO. Since 2014, UNECE has partnered with FAO to launch the “Forests for Fashion” exhibit at the High-Level Political Forum in New York. The exhibit highlights the role of forests and forest products towards a sustainable fashion sector, promoting wood-based fibres as sustainable material alternatives. The “Forests for Fashion” exhibit brings together the work of many young designers, all inspired to use forest-derived materials for their creations. Participants learn more about the **connection between forests, fashion and the SDGs by exploring the 'SDG cubes', including the linkages between SDG 5 on gender equality, SDG 12 on responsible consumption and production, and SDG 15 on life on land.**

(ii) Regional levels

At regional levels, **UNECE participates systematically in regional inter-agency coordination mechanisms on gender equality**, including the United Nations Special Programme for the Economies of Central Asia (SPECA), and the Issue-based Coalition on Gender Equality. SPECA is jointly led by UNECE and UNESCAP, and includes a Working Group on Gender and the Economy, which works to strengthen sub-regional cooperation between Central Asia countries to advance women’s economic empowerment. The Issue Based Coalition on Gender Equality aims to provide a coordinated UN system approach to promoting gender equality in Europe and Central Asia by strengthening regional engagement, providing programme and policy guidance, and sharing lessons and good practices. UNECE also engages with UN agencies at regional level, such as other UN regional commissions, UN Women, UNDP, UNFPA, UNICEF, UNESCO, FAO, and WHO; and other international organisations, such as OECD, EU, World Bank, EBRD, and the Eurasian Economic Commission. Some UNECE sub-programmes engage with regional women’s NGOs, e.g. Women in Europe for a Common Future, Women Engage for a Common Future, and other regional civil society organisations e.g. IRF – International Road Federation. UNECE’s statistics division also participates systematically in the UN Inter-Agency and Expert Group on Gender Statistics (the coordinating and guiding body of the Global Gender Statistics Programme); and the Steering Committee of the UN Women Flagship Programme Initiative for Gender Statistics – Making Every Woman and Girl Count.

Box text – Good practice: Participation in Regional Intergovernmental Review Mechanisms with Regional UN System Actors. In 2018, UNECE’s Gender and Generation Programme partnered with UNFPA on the occasion of ICPD+25 to prepare a regional review of the implementation of International Conference on Population and Development Programme of Action entitled, “Fulfilling the Potential of Present and Future Generations: Report on ICPD Programme of Action Implementation in the UNECE Region”.⁴³ The review mainstreamed gender and made action-oriented recommendations to advance the gender equality agenda. It noted that achieving a successful and more gender- balanced reconciliation between family and work responsibilities in all life phases remains a challenge for women and men in the UNECE region. Overall women continue to bear a heavier workload of family responsibilities. **The gender gap in unpaid care work has significant implications for women’s ability to actively take part in the labour market, move to male dominated employment sectors, attain career goals and quality employment opportunities and accumulate higher pension entitlements.**

(iii) National levels

Since 2016, UNECE has continued to partner with its 56 member States in the implementation of the 2030 Agenda and the Sustainable Development Goals. It also partners with national institutions, including national statistics offices, national standards bodies, national line ministries, and others through UNECE sub-programmes. It also partners with **women’s associations in member States**, civil society, academia, research institutions, and the private sector. There is a particular focus on partnerships in countries in the Special Programme for the Economies of Central Asia (SPECA) within the SPECA Thematic Working Group on Gender and Economy.

(iv) Overall partnerships assessment

The Secretary General, in the 2018 report on “*Mainstreaming a gender perspective into all policies and programmes in the UN system*”, states that in a context of shrinking financial resources, partnerships dedicated to sharing SWAP related knowledge and good practices have sustained or propelled the performance of UN entities. **Building and maintaining a system-wide network, including staff outside of gender units and working through inter-agency networks, has proven an effective means of ensuring gender mainstreaming.**

Although UNECE has systematically used partnerships to promote gender equality and empowerment of women at global, regional and national levels, as explained above, in 2018 UNECE had a rating of “meets” SWAP 1.0 criteria for coherence, i.e. participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women. However, to achieve a rating of “meets” SWAP 2.0 criteria for coherence, UNECE must maintain its systematic participation in inter-agency coordination mechanisms on gender equality, and participate in a UN SWAP peer review.

5.3 Efficiency

Efficiency: Extent to which human and financial resources were used in the best possible way to deliver activities and outputs, in coordination with other stakeholders.

⁴³ UNECE/UNFPA, Fulfilling the Potential of Present and Future Generations: Report on ICPD Programme of Action Implementation in the UNECE Region, 2018.

5.3.1 Have funds for gender mainstreaming and standalone gender equality and empowerment of women work increased, remained level or decreased over time?

Funds for gender mainstreaming are available through funding for the P-5 Senior Social Affairs Officer and Gender Focal Point, which is a position fully dedicated to gender, and the 15 divisional Gender Focal Points (who spend on average 5% of their time on gender⁴⁴) from the regular budget. The P-5 Gender Focal Point position has been in place since 2003 (initially in the Office of the Executive Secretary and since 2010 within the Sustainable Development and Gender Unit) and has been consistently funded through the Regular Budget, protected against consistent budget reductions since 2010. By way of example, the 2014-2015 expenditures from the Regular Budget amounted to \$73,573,700,⁴⁵ whereas 2018-2019 revised appropriation amounts to \$63,683,400.⁴⁶ Likewise, regular budget funding for each Gender Focal Point post in divisions has been consistent over time. Moreover, implementation of UNECE's gender mandate is part of the responsibilities of the Chief of SDGU, and the entire SDGU team is involved in the substantive and organisational preparations and servicing of the Beijing regional review meetings. However, previously there have been additional human resources devoted to gender. For example, in 2009-2011 there was a German funded JPO on gender, a P-2 post with 20% devoted to gender sitting with the Office of the Executive Secretary, and a P-1 temporary post entirely devoted to gender.

UNECE's Directive 18, Part VII (August 2016) on XB funding (\$17.1 million in 2018) **requires that all XB cost plans have a gender focus.**⁴⁷ In addition, the UNECE Grants Committee that manages **grants out to implementing partners requires** pursuant to its Guidelines⁴⁸ that **all proposals integrate a gender perspective and aim to achieve equal participation of women in the activities.** Moreover, corporate funding at the UN Secretariat level has been provided for more gender training, such as initiatives implemented under the Secretary General's bulletin on United Nations mandatory learning programmes (ST/SGB/2018/4), which include the training programme "I Know Gender".

Quantifiable funding for standalone gender equality work has included previous one time contributions as follows: (i) an XB project on assessment of the business environment for women entrepreneurs in Tajikistan and Kazakhstan (USD \$80,000 funded by Sweden); and (ii) 2014 funding in support of participation at the Beijing +20 regional review meeting (USD \$20,000 from UNDP; approximately USD \$22,000 from Denmark; and approximately USD \$11,000 from the Netherlands).

In conclusion, funds for gender mainstreaming have decreased over time, based on previous additional human resources working on gender during the period 2009-2011 and previous financial resources contributed to standalone gender equality work.

⁴⁴ There are some exceptions where certain Gender Focal Points have dedicated gender job duties so the majority of their time is spent on gender. However, most Gender Focal Points are not fully dedicated to gender and are currently limited to data collection for end of year UN SWAP reporting relevant to their respective divisions.

⁴⁵ A/72/6 (Sect.20), Table 20.3.

⁴⁶ Resolution 73/280A-C.

⁴⁷ However, please see comments elsewhere in this report regarding the implementation difficulties regarding the gender focus in XB cost plans.

⁴⁸ UNECE, Guidelines for the Grants Committee of the United Nations Economic Commission for Europe, clause 21.

5.3.2 What were the drivers of increased/decreased attention to gender mainstreaming and gender equality?

Key informant interviews, focus group discussions, document review and the UNECE staff survey noted the following drivers of increased attention to gender mainstreaming and gender equality:

- (i) Adoption of the **UNECE Gender Equality Policy** in 2016 and the **UNECE Gender Parity Strategy** in 2017
- (ii) The work of the UNECE P-5 **Gender Focal Point**
- (iii) UNECE participation in annual **UN SWAP reporting**⁴⁹
- (iv) Senior management **leadership and accountability**⁵⁰
- (v) Gender mainstreaming in **strategic planning, normative and analytical work**
- (vi) **Project proposal guidelines and requirements**
- (vii) **Gender analysis requirements in evaluation terms of reference.**

Likewise, they noted the following drivers of decreased attention to gender mainstreaming and gender equality:

- (i) **Budget constraints**
- (ii) Difficulty in allocating **adequate financial and human resources**, and tracking gender resources in UMOJA
- (iii) Insufficient focus on **performance of gender equality activities in staff job descriptions and workplans**, including UNECE Gender Action Plan activities that are allocated to particular staff members.

5.3.3 Taking into consideration UNECE's overall funding, are these budgets sufficient to fully integrate gender into programming and policies?

The Secretary General in the 2018 report, "Mainstreaming a gender perspective into all policies and programmes in the United Nations system", noted the **importance of ensuring that gender equality objectives and targets are systematically mainstreamed in budgetary frameworks, and that gender outcomes are commonly under resourced in such budgetary frameworks.**⁵¹ The report also highlighted **persistent structural weaknesses in relation to resource allocation which prevented the UN system from advancing gender equality sufficiently, requiring increased attention from senior leadership.** The report noted that 76% of UN entities did not meet or exceed requirements for the resource allocation indicator (including UNECE). Moreover, it noted that the **continued absence of a system-wide, harmonized gender marker to track financial allocations and expenditures for gender equality across different sectoral and thematic areas constrains the ability of the United Nations system to identify investment gaps and commit to specific resource targets.** Gender mainstreaming across all policies and programmes can increase finances beyond investments made only in gender equality programming and redress, in part, the chronic, system-wide underinvestment for gender equality and the empowerment of women.

UNECE's proposed requirements for 2020 amount to \$24,328,700 before recosting. These resources from the regular budget are expected to be complemented by an extrabudgetary

⁴⁹ Noting that UN SWAP reporting is mandatory, was not shared internally, and indicator ratings were sometimes incorrect.

⁵⁰ This aspect is discussed elsewhere in the report, noting areas for improvement.

⁵¹ United Nations Economic and Social Council, Mainstreaming a gender perspective into all policies and programmes of the United Nations system, Report of the Secretary General, April 2018, E/2018/53, paragraph 55.

funding estimated at \$21,418,900 for the same period⁵². It is a small regional economic commission with only 234 staff (RB and XB⁵³), compared with other regional commissions that mostly have a social as well as an economic mandate⁵⁴ and more staff⁵⁵ and larger budgets.⁵⁶ Key informant interviews, focus group discussions, the surveys, and document review revealed that the **UNECE overall funding is insufficient to fully integrate gender into programming and policies**, noting that in 2020 the regular budget will be cut by \$320,600 and extrabudgetary resources are anticipated to be \$2.4 million lower than those received in 2019.⁵⁷ One survey respondent noted, **“if gender equality is a priority, allocate resources accordingly”**. **Other UN technical organisations such as ILO have a fully funded gender unit.**⁵⁸

5.3.4 To what extent does the gender architecture support an efficient use of resources to enhance attention to gender mainstreaming and gender equality and empowerment of women in UNECE?

The Secretary General in the 2018 report, “Mainstreaming a gender perspective into all policies and programmes in the United Nations system”, noted persistent structural weaknesses related to gender architecture, with 79% of UN entities not achieving “meets” or “exceeds” for this indicator - including UNECE. It also noted that **UN entities with a dedicated gender focal point system that is consistent with the above requirements met or exceeded on average requirements for one third more indicators than those entities without a gender focal point system. Effective gender mainstreaming is better propelled by a network of gender focal points across all business functions and beyond gender units.**⁵⁹

The UNECE gender architecture consists of the P-5 Gender Focal Point (full time, fully dedicated) and 15 divisional gender focal points (gender comprising on average 5% of their role). The SWAP indicator (both 1.0 and 2.0) for “approaches” states that gender focal points must be designated from staff level P-4 or equivalent and above, have written terms of reference, and at least 20% of their time allocated to gender focal point functions. UNECE does not meet this indicator. There are at least four gender focal points that are designated at P-3, P-2 and GS level.⁶⁰ Key

⁵² Proposed programme budget for 2020 (A/74/6(Sect.20), Table 20.9

⁵³ 2019.

⁵⁴ Except for UNECA in Africa, which has an economic mandate only, yet has a Gender Equality and Women Empowerment Section, which is part of the Gender, Poverty and Social Policy Division. It is responsible for implementation of UNECA’s subprogramme 6. It has 1 P-5, 2 P-4s, 1 P-3, 1 P-2, and 2 G staff. Also note that one of the key reasons that ECE has a smaller staffing table is because it does not have administrative functions (eg with UNOG) that all other Regional Commissions have. In ESCWA’s case, 100 off the 400 staffing table are security offices, 110 administrative... etc

⁵⁵ For example, 2018-2019 Proposed programme budget figures RB posts for 2018-2019 in other regional commissions – ESCWA 255; ESCAP 419; ECLAC 481; ECA 541. Undocs.org/A/72/6/Add.1, p 119. Also 2018-2019 Proposed programme budget figures: ECLAC: 172 RB posts for Programme Support A/72/6(Sect.21); ECA: 229 RB posts for Programme Support A/72/6(Sect.18); ESCAP: 179 RB posts for Programme Support A/72/6(Sect.19); ECE: 11 RB posts for Programme Support A/72/6(Sect.20); ESCWA: 104 RB posts for Programme Support A/72/6(Sect.22).

⁵⁶ Comparison with the other Regional Commissions is imperfect. Please see in Annexes a document consolidating Structure/ subprogrammes/ Expected Accomplishments/ Outputs/ mandates related to Gender of all Regional Commissions for 2018-2019. This highlights the different structures of the Regional Commissions.

⁵⁷ UNECE, Proposed programme budget for 2020, A/74/6, April 2019.

⁵⁸ The International Labour Organisation has greatly improved its gender mainstreaming over the years, including through use of results-based management tools and checklists at many stages of the programme and project cycle, and through a fully funded gender unit. Hopefully the ILO’s progress over the years can inspire UNECE.

⁵⁹ United Nations Economic and Social Council, Mainstreaming a gender perspective into all policies and programmes of the United Nations system, Report of the Secretary General, April 2018, E/2018/53, paragraph 36(c).

⁶⁰ One key informant noted that despite the UN SWAP directive, effectiveness comes from appointing the right people, whatever their post level. A committed, passionate P2 or P3 who cares deeply about gender equality would do a better job of it than a P4 or P5 who is not interested in gender equality and who has been asked to fill the role because no-one else wants to or because it’s ‘their turn’. This interlocutor suggested that an additional indicator for gender focal points should include verifiable evidence of their commitment to gender equality goals.

informant interviews, document review, the staff survey, and focus group discussions revealed that written terms of reference for gender focal points do not exist, and that there are **hardly any gender focal points are able to devote at least 20% of their time to gender focal point functions**, being overwhelmed by other responsibilities, noting that most of their gender work consists of end of year data gathering for SWAP reporting. Therefore, **UNECE is not meeting the SWAP indicator for “approaches requirements” for gender architecture.**

In order to “meet requirements” for the gender architecture performance indicator, UNECE needs to meet both requirements – gender focal points and a resourced gender unit. According to UN SWAP technical guidance (both 1.0 and 2.0), the **gender unit/department can be considered to be fully resourced if it has adequate human and financial resources to support the UN entity in meeting its gender equality and empowerment of women mandate**, which will differ from entity to entity. To estimate if the unit/department is fully resourced, the requirements as set out in the UN entity gender equality policy, and assessment against the UN SWAP Performance Indicators, can be taken into account. UN entities will thus need to determine the quantity of resources required by its gender unit/department for fulfilment of its gender mandate, including coordination, capacity development, quality assurance and inter-agency networking. As this evaluation shows, **UNECE is not currently adequately implementing its Gender Equality Policy or Gender Action Plan, nor is it meeting most of the UN SWAP Performance Indicators with only one full time, fully dedicated Gender Focal Point.** In order to achieve full implementation of the UNECE Gender Equality Policy and meet UN SWAP Performance Indicators, the following needs to happen: (i) **all UNECE staff** need to have their capacity built so they can adequately discharge their gender mainstreaming duties as set out in the GAP, (ii) **Gender Focal Points** need to be engaging in additional gender mainstreaming duties as set out in the table below, (iii) the P-5 **Gender Focal Point** should be focusing on performing the most high level, technical and capacity building activities, and (iv) **add one additional full time, fully dedicated gender staff member**, who can be delegated more junior gender work. Two options for this additional staff member are suggested – either (i) draft an XB project on mainstreaming gender in the SDGs in Europe and hire a project manager (ideally at P4 level) to manage the project and absorb some of the delegable duties from the Gender Focal Point; or (ii) explore lower cost human resource options such as JPO, UNV, etc.

Moreover, **UNECE’s ability to adjust to the 2030 Agenda is hampered by strong resource constraints**, after suffering a number of post cuts over the past years, and some decline in extrabudgetary funding. Regular budget appropriation for the current biennium has fallen by around 13.4% in comparison with 2014- 2015 expenditures.⁶¹ **UNECE was the only regional economic commission that did not receive post resources for the 2030 Agenda.**⁶² The success of UNECE to a large extent has historically relied on the **ability of its small Secretariat to mobilize a large amount of external expertise in different ways.** UNECE’s proposed function as a think- thank, as outlined in the current discussions on the reform of the UN development system, largely relies on the engagement of external contributors to its various areas of work. This engagement ensures contributions that are relevant and action-oriented, resulting in

⁶¹ 2014-2015 expenditures amounted to \$73,573,700 (A/72/6(Sect.20) Table 20.3) whereas 2018-2019 revised appropriation amounts to \$63,683,400 (Resolution 73/280A-C). The decrease is (13.4%). Over the same period, the whole RB budget grew by 2.2%. From \$5,688.5m spent in 2014-2015 (A/72/6(Introduction)) to a 2018-2019 revised appropriation of \$5,811.8m (Resolution 73/280A-C).

⁶² UNECE Executive Committee, Main Directions of UNECE ongoing work on further SDG alignment, Informal document No. 2018/12.

outputs that are widely shared- a “think-and-do” tank in practice.⁶³

The following tables illustrate the **substantial workload of the P-5 Gender Focal Point** - a position which could be used more efficiently if there were more junior human resource to delegate appropriate duties to; and the **current and potential workloads of the divisional Gender Focal Points**, who should ideally be spending at least 20% of their functions on gender duties, according to the relevant UN SWAP indicator.

P-5 Gender Focal Point – Current Workload⁶⁴	
Area of work	Description of duties
<i>Contribute to enhancing the role of UNECE in participating in the global implementation of empowering women and achieving gender equality</i>	<ul style="list-style-type: none"> • Preparation of the Beijing +25 Regional Review, including organising an intergovernmental regional meeting on Beijing +25 (October 2019) and the follow up of the whole regional review process on the implementation of the Beijing Platform for Action (BPfA) and the 2030 Agenda at the global level (New York, Commission on Status of Women, March 2020), Forum in France (June 2020), and UNECE contribution to other globally organised events for the three important for gender equality anniversaries next year - (Beijing, Security Council Resolution 1325 on women, peace and security; and 5-year review of the 2030 Agenda). Work/actions include: to coordinate and provide substantive inputs on the implementation of the BPfA and 2030 Agenda, which goes throughout the whole preparatory process on Beijing +25 regional review with the Regional Office of UN Women and the Issue Based Coalition on Gender, with the respective documentation, a regional synthesis report, background papers, agenda, concept notes, invitations, reports of meetings, etc.). Also, follow up with the member States on their reports, participation in expert group meetings of the EU on Beijing +25, and other activities. • Represent UNECE at the Commission on the Status of Women annual session and contribute to the joint statement of the Regional Commissions • Contribute and provide substantive inputs to meetings of Gender networks within the UN – the Inter-Agency Network on Women and Gender Equality – and others. • Contribute to a gender-responsive implementation of the 2030 Agenda in cooperation with UN entities • Provide inputs for the preparation of documents for the ECOSOC on the regional perspective of social and gender issues • Provide briefings, ad hoc notes for the Executive Secretary on social and gender issues • Contribute to organizing meetings and providing inputs upon request to UN Women on issues related to gender equality and contribute to related taskforces in this area • As a focal point for receiving reports on Sexual Exploitation and Abuse in UNECE, contribute to timely reports on allegations
<i>Increase awareness of gender-sensitive policies and practices</i>	<ul style="list-style-type: none"> • Prepare and disseminate information (presentations and other materials) on progress and challenges in achieving gender equality and women’s economic empowerment, including best policy practices and lessons

⁶³ UNECE Executive Committee, Main Directions of UNECE ongoing work on further SDG alignment, Informal document No. 2018/12.

⁶⁴ This provides a general idea of the job duties of the Senior Gender Focal Point based on information provided. However, it has not been possible to ascertain specific percentages of time allocated to each duty. As a general observation, there is a lot of highly technical work that should be maintained at P-5 level, and other duties that could be delegated to more junior resource under guidance – please see table below for delegable duties.

<p><i>to support the advancement of gender equality and women's empowerment in the UNECE region</i></p>	<p>learned in UNECE member States.</p> <ul style="list-style-type: none"> • Monitor and report on the advancement of gender equality and the challenges faced in the UNECE region (Secretary-General Reports, reports at meetings) • Contribute to the divisional projects on women and gender equality • Liaise with the NGOs, including Geneva-based, on the advancement and challenges of achieving gender equality in the region • Contribute to exploring the possibilities for financing projects with a focus on gender issues, including for road safety. • Contribute to the preparation of a session/side event on women's economic empowerment in the UNECE region with the Commission session in April 2019. • Carry out gender capacity development activities for UNECE member States
<p><i>Contribute to accelerate UNECE's efforts to advance the agenda for achieving gender equality and the empowerment of women</i></p>	<ul style="list-style-type: none"> • Coordinate the update of UNECE Gender Policy and Gender Action Plan in line with UN-SWAP 2.0 • Contribute to the implementation of the UNECE Gender Policy and Gender Action Plan • Contribute in cooperation with the Executive Office to the implementation of the gender parity strategy for UNECE • Follow up on UN-SWAP 2.0 and its implementation on the performance indicators, including on capacity development • Coordinate the inputs from the UNECE Divisions and provide UNECE report for the 2019 UN-SWAP Reporting cycle (December 2019 - January 2020) • Contribute to reflecting gender perspective in the work of UNECE subprogrammes, including working in cooperation with the UNECE Divisional Gender Focal Points • Review methodologies of gender assessments, gender-responsive budgeting and gender training to identify the most relevant formats for mainstreaming gender in the UNECE subprogrammes • Capacity development for UNECE staff in gender equality and gender mainstreaming • Prepare recommendations and assessments of UNECE technical cooperation projects on the reflection of gender issues • Contribute to planning and coordinating activities related to UNECE's participation in the International Geneva Gender Champions Initiative
<p><i>Promote activities under the SPECA Thematic Working Group on Gender and Economy</i></p>	<ul style="list-style-type: none"> • Continue to build strong cooperation among SPECA countries and key UN entities, and ensure exchange of information and sharing of best practices among partners on gender and economy in the achievement of SDG 5 and other SDGs; • Provide substantive inputs to the preparation of capacity building workshops for women entrepreneurs in the EECCA in cooperation with the MASHAV (Israel's Agency for International Development Cooperation to the Ministry of Foreign Affairs of Israel) and The Golda Meir Mount Carmel International Training Center (MCTC) • Prepare and service the meeting of the SPECA thematic working group on gender and economy, autumn 2018. • Coordinate a workplan for the SPECA working group and contribute to its implementation in 2019-2020.
<p><i>Support to a regional network on gender issues</i></p>	<ul style="list-style-type: none"> • Maintain a regional network of experts with gender expertise from governments, academia, NGOs and international organizations, expanding

	<p>the list of experts in particular for the areas of work relevant to the substantive Divisions of UNECE.</p> <ul style="list-style-type: none"> • Represent UNECE and continue to build strong partnerships with UN ECA regional entities and other stakeholders within the Issue-Based Coalition on Gender in ECA, co-chaired by UN Women ECA Regional Office and Regional Office of UNFPA
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Gender Focal Points – Current Workload – 5%		
Area of Work	Description of Duties	% Time involved
End of year UN SWAP reporting	<ul style="list-style-type: none"> • Data gathering for UN SWAP indicators relevant for Gender Focal Point's division 	5%
Gender Focal Points – Potential Additional Workload – 20%		
Catalyst for gender mainstreaming in respective division	<ul style="list-style-type: none"> • Coordination of implementation of GAP in respective division, ensuring that each team member of the division is contributing to gender mainstreaming in their area of responsibility of GAP implementation • Implementation of GAP in area of responsibility • Play a catalytic and supportive role to effectively promote women's perspectives in gender mainstreaming, and input to analysis, planning, implementation, review and reporting in their respective divisions. 	3%
Capacity building	<ul style="list-style-type: none"> • Participate in applied capacity building activities carried out by Senior Gender Focal Point • Coordinate capacity building activities with Senior Gender Focal Point and fellow divisional team members • Follow up on implementation of gender mainstreaming skills acquired by divisional team members during capacity building 	3%
Support to results based management	<ul style="list-style-type: none"> • Coordinate and supervise divisional implementation of results-based management tools for gender mainstreaming, including sex-disaggregated data collection, analysis and use; gender analysis; gender mainstreaming in project design, implementation and evaluation 	3%
Support to knowledge management and communication	<ul style="list-style-type: none"> • Coordinate divisional gender equality knowledge management products • Support publishing of gender equality knowledge management products on UNECE website and other appropriate websites 	3%
Strengthening partnerships	<ul style="list-style-type: none"> • Reach out to different partners including female experts from governments and the business sector, civil society (particularly women's organisations) and academia, institutional forms of collaboration with other UN and international organizations, or public-private partnerships in support of gender mainstreaming and SDG implementation 	3%

Efficient use of human resources could be improved by the following: (i) **Gender focal points** should also be carrying out gender mainstreaming activities to implement the UNECE Gender Action Plan in their respective divisions, and ensuring that fellow divisional staff members do the same. Gender mainstreaming should be everyone's responsibility (hence 'mainstreaming'), rather than leaving it all up to the senior gender focal point and divisional gender focal points. (ii) The P-5 **Gender Focal Point** post could be used more efficiently if there were more junior

human resource available to relieve her of more junior responsibilities.⁶⁵ The P-5 Gender Focal Point is a senior level post that should be engaging in the most high-level gender mainstreaming and gender analysis activities,⁶⁶ including capacity building of UNECE staff, an area which is highly technical and needs a lot of work so that all staff can adequately fulfill their gender mainstreaming obligations. Currently, the P-5 Gender Focal Point is doing some capacity building work (such as workshops for member States, some discrete capacity building for UNECE staff, including unconscious gender bias), but this is insufficient to ensure that gender focal points and divisional staff in particular have adequate capacity to carry out gender mainstreaming and implementation of the Gender Action Plan in their areas of work. This would ideally include capacity building on sex-disaggregated data collection, analysis and use in respective divisions; capacity development on how to develop gender sensitive standards in respective divisions and technical bodies; training on mainstreaming gender in UNECE's focus SDGs (including identification of gender relevant targets and indicators; how to collect, analyse and use sex disaggregated data; how to focus on vulnerable groups of women, men, girls and boys and those left behind, based on what the data shows; gender in problem analysis, etc.); applied capacity building on how to implement the gender action plan in sub-programmes. (iii) Key informants noted that **all staff must focus on performance of duties strictly in their job descriptions, including gender mainstreaming responsibilities**, but that this is not uniform practice. All staff human resources could be used more efficiently by implementing this practice and by regular attendance to gender mainstreaming duties throughout the year,⁶⁷ rather than ad hoc performance at the time of SWAP reporting or capacity building. (iv) Implementing change will require **strengthening different types of partnerships** and collaboration with various actors both internally and externally. This would allow UNECE to **leverage its limited resources to tap into additional expertise and broaden the channels for the dissemination of its outputs**. The efforts to reach out to different partners should include female experts from governments and the business sector, civil society (particularly women's organisations) and academia, institutional forms of collaboration with other UN and international organizations, or public-private partnerships in support of gender mainstreaming and SDG implementation.⁶⁸

If the P-5 Gender Focal Point had one more staff member to share the workload with, the **post could be utilized more efficiently to achieve strengthened implementation of the UNECE Gender Equality Policy and Gender Action Plan; strengthen UN SWAP ratings**, i.e. increased numbers of "approaches" or "meets" performance indicator requirements; provide more appropriate levels of gender mainstreaming capacity building for UNECE staff to reach adequate levels of skills to be able to implement the GAP in their respective areas of responsibility; strengthen gender disaggregated data collection, analysis and use in substantive areas; strengthen gender analysis in substantive areas; strengthen gender mainstreaming in UNECE's focus SDGs in sub-programmes; and strengthen development of gender responsive standards in all UNECE technical areas.

⁶⁵ Please see table below of potentially delegable job duties, which could be carried out under the guidance of the Senior Gender Focal Point.

⁶⁶ Capacity building of UNECE staff (particularly the "how to" of gender mainstreaming, so that all staff are able to adequately fulfill their gender mainstreaming responsibilities under the GAP) and member States, technical work (including compliance with global frameworks e.g. 2030 agenda, Beijing Platform for Action), gender analysis (particularly in sub-programme work, gender in SDGs, gender in XB projects), updates of GAP and GE Policy and their implementation, final analysis and self-assessment of annual UN SWAP report, representation of UNECE at high level global, regional and sub-regional meetings, etc.

⁶⁷ As noted, not all staff are attending to implementation of GAP in their respective areas; there is limited sex-disaggregated data collection, analysis and use; there is limited gender analysis; there is limited commitment to mandatory gender training; and other points referred to throughout this report.

⁶⁸ UNECE Executive Committee, Main Directions of UNECE ongoing work on further SDG alignment, Informal document No. 2018/12.

The following table illustrates potential areas of work and job duties for an additional junior resource person dedicated to gender duties. Please note that highlighted duties are delegable from current workload of P-5 Gender Focal Point.

Potentially delegable duties for junior resource to carry out, under the supervision and direction of the Senior Gender Focal Point	
Area of work	Description of duties
Strengthen gender related SDG results in sub programs;	<ul style="list-style-type: none"> Identify issues relevant for mainstreaming gender in each of UNECE's focus SDGs Allocate the relevant gender-specific SDG targets and indicators to the appropriate UNECE sub-programme for monitoring Work with each UNECE subprogramme to identify where sex-disaggregated data can be collected, analysed and used; and assist with implementation Work with each UNECE subprogramme to strengthen its gender analysis in each of the SDG areas relevant for their work, including analysis of women's equal access to and control over the resources and benefits of development.
Report on gender related SDG results	<ul style="list-style-type: none"> Provide substantive inputs on the implementation of the 2030 Agenda from a gender perspective at country, sub-regional, regional and global levels Provide substantive inputs on the 2030 Agenda from a gender perspective for the Commission on the Status of Women, March 2020 Provide substantive inputs to UNECE contribution to the 5-year anniversary of the 2030 Agenda
Capacity building on gender in SDGs	<ul style="list-style-type: none"> Work with staff of each UNECE subprogramme on applied capacity building on sex-disaggregated data collection, analysis and use; gender in problem analysis; and other gender mainstreaming skills Work with Gender Focal Points to build their capacity on mainstreaming gender into SDGs relevant for their area of work Work with UNECE subprogramme staff to engage in gender analysis focusing on vulnerable groups of women, men, girls and boys, and those left behind.
Build partnerships for strengthening gender related SDG results	<ul style="list-style-type: none"> Contribute to a gender-responsive implementation of the 2030 Agenda in cooperation with UN entities Build partnerships for strengthening gender related SDG results with other relevant partners at local, national, sub-regional, regional and global levels e.g. women's NGOs, Build partnerships within and across UNECE divisions where relevant for information sharing on gender aspects of UNECE's focus SDGs
Data collection for annual UN SWAP reporting	<ul style="list-style-type: none"> Liaise with all UNECE divisions to collect relevant data for 17 UN SWAP indicators Provide initial analysis of UNECE self-assessment for each UN SWAP indicator based on evidence provided
Report on Beijing +25	<ul style="list-style-type: none"> Provide substantive inputs on the implementation of the Beijing Platform for Action and Beijing +25

In conclusion, the **UNECE gender architecture is not using human resources allocated to gender mainstreaming and gender equality work in the most efficient way.**

5.3.5 To what extent are collaborations and inter-agency cooperation contributing to greater efficiency?

As explained above under “effectiveness”, UNECE has used partnerships, collaborations and inter-agency cooperation to promote gender equality and empowerment of women at global, regional and national levels. The UNECE staff survey found that 62.5% of respondents thought that UNECE has used partnerships to contribute to greater efficiency in gender mainstreaming. Of those respondents, the top partnerships identified included UN Women, International Gender Champions leadership network, Issue Based Coalition on Gender Equality, women’s associations, standardization bodies, statistics bodies and UNFPA. The survey of UNECE member States and EXCOM delegations found that 16/17 respondents thought that UNECE has used partnerships to promote gender equality. Top partnerships identified included the United Nations Inter-Agency Network on Women and Gender Equality and the International Gender Champions leadership network. The survey also found that 14/17 **member States had contributed human or financial resources to UNECE activities**, including through extrabudgetary contributions, organization of conferences and events, support to participation of experts, policy briefs and translations, and contributions in energy, statistics and awareness raising activities. Key informants and focus group discussions have referred to Swedish funding of an XB gender project, Israeli support to gender events and courses, and Swiss support to a gender statistics workshop. Key informants noted that **capacity building activities have been carried out in partnership with other UN agency Gender Advisors**, such as UN Women and UNDP, to capitalize on UN system human resources for staff training. Also, **partner agencies such as UN Women have contributed financially** to the participation of UNECE in the 2019 Beijing +25 review. For example, during the biennium 2018-2019, extrabudgetary resources referred to \$11,300, which are related to non-post resources required to implement activities related to the economic empowerment of women in the UNECE region, including as a follow-up to the 25-year regional review of the Beijing Programme for Action.⁶⁹

In the context of limited financial and human resources for gender equality, these **partnerships contribute to sharing gender equality and gender mainstreaming knowledge and good practices, which in turn helps to increase the efficiency of UNECE’s gender equality and gender mainstreaming work**. Networking, coordination and inter-agency learning and support involving inter-agency networks and other partnerships have contributed to greater efficiency. **UNECE member State contributions – both financial and human resources – have also contributed to greater efficiency in gender mainstreaming work, as have financial and human resource capacity building contributions by other UN agencies such as UN Women and UNDP**.

5.4 Sustainability

Sustainability: Likelihood that the benefits of the project will continue in the future.

5.4.1 Which results are not likely to be sustained without continued investment, either technical, financial, or through other activities?

The results that are not likely to be sustained without continued technical or financial investment include: **(i) results-based management, (ii) enforcement of accountability mechanisms, (iii) financial resource allocation for gender equality, (iv) gender architecture, (v) equal representation of women, (vi) organizational culture, and (vii) capacity development,**

⁶⁹ See 2018-2019 PPB (A/72/6(Sect.20), 20.39.

particularly for sub-divisions. The reasons for this are outlined in relevant sections elsewhere in these evaluation findings and related recommendations.

5.4.2 Which conditions have been put in place to ensure that gender mainstreaming elements and attention to gender equality and empowerment of women are sustained beyond individual staff and management? How effective are these processes after staff and leadership transitions?

The UNECE staff survey found that 80% of respondents (32/40) were not aware of any conditions that have been put into place to ensure that gender mainstreaming elements and attention to gender equality are sustained beyond individual staff and management. The 20% of respondents who could identify sustainability mechanisms pointed to institutional commitments, strategies and action plans - both at UNECE level and UN system wide level, the P-5 gender focal point post, the gender focal point system, and gender checklists and templates for results-based management.

The survey of UNECE member States and EXCOM delegations found that 12/17 respondents (71%) stated that mechanisms have been put into place at the national level to ensure that gender mainstreaming and gender equality elements are sustained beyond UNECE interventions. Respondents pointed to gender outreach programmes, encouragement of women participation at seminars, roundtables and forums, ongoing gender sensitive law reform, awareness raising activities, gender-neutral language use in knowledge products, establishment of national gender equality institutions, implementation of gender sensitive national SDG roadmaps, and appointment of female national coordinators for SDG implementation.

Institutional policies, strategies, roadmaps, templates and action plans are effective gender mainstreaming mechanisms because they provide normative guidance to leaders and staff before, during and after personnel transitions. **Gender equality posts, gender focal point systems, and national gender equality institutions** can also be effective gender mainstreaming mechanisms⁷⁰ because they provide ongoing human resources to implement institutional and national normative guidance.⁷¹ **Mechanisms that encourage women's participation, such as gender outreach programmes, and encouragement of women's participation at seminars, roundtables and forums**, are effective gender mainstreaming mechanisms because they advance women's equal participation with men as decision makers and contribute to reducing gender inequalities in access to and control over the resources and benefits of development.

Accountability mechanisms discussed under "relevance" above can be effective mechanisms to ensure that gender equality elements are sustained beyond personnel transitions, to the extent that these mechanisms are enforced. Moreover, **systematic documentation of knowledge on gender mainstreaming, gender equality and empowerment of women that is internally produced and publicly shared** can be an effective mechanism to ensure sustainability beyond personnel transitions. As noted elsewhere in this report, this is an area for strengthening at UNECE.

⁷⁰ To the extent these resources are used effectively, and adequate time of these functions are dedicated to gender mainstreaming.

⁷¹ However, these systems must be utilized effectively as noted elsewhere in this report.

5.4.3 In which ways, if at all, has UNECE learned from past evaluation findings to strengthen gender equality results at the programme and institutional levels?

UNECE has three types of internal evaluations: (i) Programme-level: once every two years (including this programme level gender evaluation); (ii) Sub-programme evaluations: 3 per biennium; and (iii) XB⁷² or UN Development Account projects: after completion if the project was above \$250,000.

UNECE has learned to some extent from past evaluation findings to strengthen gender equality results at programme and institutional levels. This has included through **issuance of a gender sensitive evaluation policy.** In May 2014, UNECE issued a “Support Guide for Conducting Evaluation”, which provides clear guidance on how to integrate gender and human rights considerations in every phase of the evaluation process. In October 2014, EXCOM adopted the UNECE Evaluation Policy, which refers to UNEG norms and standards and the UNEG Guidance for Integrating Human Rights and Gender Equality in Evaluation. Jointly, these documents constitute the UNECE evaluation framework.

SWAP 1.0 evaluation indicators are as follows: “approaches” - meets some of the UNEG gender-related norms and standards; “meets” - meets the UNEG gender-related norms and standards; and “exceeds” - meets the UNEG gender-related norms and standards and demonstrates effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective. UNECE SWAP reports for 2014 and 2015 were rated as missing. UNECE SWAP reports for 2017 and 2018 were rated as “approaches”. This was an improvement, however there is room for more.

Moreover, the latest Office of Internal Oversight Services report⁷³ states that **UNECE evaluation reports can more fully meet UN Evaluation Group (UNEG) quality standards**, including through greater integration of gender and human rights dimensions. Only 25% of the UNECE evaluations sampled by OIOS in 2016-2017 met UN-SWAP criteria, whereas the equivalent rating was 50% in 2014-2015. The OIOS scorecards for UNECE for 2012-2013, 2014-2014, and 2016-2017 show an improvement since the implementation of the gender sensitive UNECE Evaluation Policy in 2014, but UNECE evaluation remains fragile with regard to the gender component.

In October 2018, **UNECE began improving gender equality aspects in evaluation findings** through the following: (i) strengthening gender requirements in evaluation terms of reference; (ii) systematically requiring gender analysis and gender recommendations in evaluation reports at the quality assurance stage; and (iii) highlighting best gender recommendations during evaluation lessons learned discussions. However, there is evidence of some resistance to acceptance of basic gender recommendations in evaluation reports, including at the level of division and section management.

Box text – Good Practice – Strengthening gender requirements in evaluation terms of reference: Several evaluation terms of reference for 2019 show that the following **UNEG gender related norms and standards are integrated:** (i) identification of relevant gender equality

⁷² UNECE Evaluation Policy

http://www.uncece.org/fileadmin/DAM/OPEN_UNECE/03_Evaluation_and_Audit/UNECE_Evaluation_Policy_October_2014.pdf

⁷³ Office of internal Oversight Services draft report (March 2019), Inspection and Evaluation Division, United Nations Evaluation Dashboard 2016-2017.

instruments or policies to guide the evaluation, such as UNEG’s revised gender related norms and standards; (ii) assessment of gender equality aspects through selection of evaluation criteria and questions, such as inclusion of gender questions in evaluation questions (relevance and impact); (iii) requirement of gender sensitive evaluation approach and data collection/analysis; (iv) requirement that evaluations are sensitive to and address gender inequality; and (v) requirement that evaluation methodology address gender issues.

6. Conclusions

In conclusion, the evaluation found that UNECE’s gender mainstreaming is **relevant** in terms of (i) its **role** in promoting gender equality at country, regional and global levels; and (ii) its **mandate** and the needs of member States. However, areas for improvement include (i) UNECE’s responsiveness to shifts in context, particularly **mainstreaming gender in the nine SDGs** that UNECE focuses on; (ii) the extent to which detailed **contextual analysis of gender equality** inform policy and programme development, and (iii) **accountability for gender equality**.

Regarding **effectiveness**, the evaluation found that UNECE has partially achieved the three expected outcomes of its gender policy. Strongest progress was made in **elaboration of gender equality policies and plans**. Institutional areas with least progress include **organizational culture**, and **capacity development for UNECE staff**. UNECE has **used partnerships effectively** to promote gender equality at country, regional and global levels.

In terms of **efficiency**, the evaluation found that **human and financial resources** were not used in the most efficient way. **Collaborations and inter-agency cooperation is being used efficiently**.

Concerning **sustainability**, the evaluation found that **institutional commitments; the gender equality post, gender focal point systems, and national gender equality institutions; mechanisms that encourage women’s participation; and accountability mechanisms** are some of the conditions that have been put into place to increase the likelihood that gender mainstreaming can be sustained beyond individual staff and management. However, results that are not likely to be sustained without continued technical or financial investment include: (i) results-based management, (ii) enforcement of accountability mechanisms, (iii) financial resource allocation for gender equality, (iv) gender architecture, (v) equal representation of women, (vi) organizational culture, and (vii) capacity development, particularly for sub-divisions.

7. Recommendations

Recommendations have been made based upon the evaluation findings and conclusions, taking into account that UNECE policy was developed using UN SWAP 1.0 indicators.

Recommendations have been developed based on the UN-SWAP 2.0 indicators and the Guidance on Evaluating Institutional Gender Mainstreaming, as released by UNEG in April 2018, in particular in Annex B.

A. Results Based Management

(i) Reporting on gender related SDG results

- (a) Report annually to EXCOM on the gender equality and women's empowerment results of the **UNECE Gender Action Plan, including on gender related SDG results**, and ensure systematic collection, analysis and use of sex-disaggregation of data across all subprogrammes, noting reasons for any non-disaggregation.
- (b) In order to achieve the SWAP 2.0 indicator for "approaches" requirements for Reporting on Gender Related SDG Results, the Statistics Division and the P-5 Gender Focal Point should **provide guidance to all relevant UNECE staff on systematic collection, use, analysis and reporting of gender-disaggregated data**, gender equality and empowerment of women results. Consider holding a Workshop on Gender Statistics for UNECE staff, similar to the May 2019 Workshop on Gender Statistics for Countries of Eastern Europe, the Caucasus, and Central Asia – Finding and Filling Gaps in Gender Statistics for SDG Monitoring.
- (c) **Publish the following on UNECE's website to increase transparency and accountability:**
 - (i) annual SWAP reports;
 - (ii) annual UNW SWAP letter regarding UNECE SWAP performance;⁷⁴
 - (iii) annual report on implementation of UNECE's GAP together with recommendations on areas for improvement;
 - (iv) gender parity data for each division.

(ii) Programmatic gender related SDG results

- (a) Regarding results-based management, **require gender-disaggregated data, indicators, and gender analysis at project design, implementation, and monitoring stages through results based management tools** such as checklists and templates. This would need to be both mandatory and enforced. These actions earlier in the project cycle would in turn support gender-disaggregated data use and gender analysis at the evaluation stage.
- (b) **Strengthen gender related SDG results in UNECE's nine focus SDGs in all sub-programmes** by:
 - (i) allocating the relevant gender-specific SDG targets and indicators to the appropriate UNECE sub-programme for monitoring;
 - (ii) ensuring that collection, use and analysis of appropriate gender disaggregated data is carried out by the appropriate UNECE division;
 - (iii) strengthen UNECE sub-programme analysis of women's equal access to and control over the resources and benefits of development;
 - (iv) include these actions in the updated Gender Equality Policy and Gender Action Plan;
 - (v) monitor and enforce accountability for this in the PAS of divisional directors, divisional gender focal points, and all other relevant staff.
- (c) Make it mandatory for all **Secretaries to Committees, Conventions and Working Groups** to
 - (i) raise attention of member States to increase the number of women participants in delegations,
 - (ii) collect, analyse and monitor sex disaggregated data of participants to intergovernmental meetings,
 - (iii) discuss gender mainstreaming at sessions of Sectoral Committees, Conventions and Working Groups,
 - (iv) encourage inclusion of gender mainstreaming in decisions of the Sectoral Committees, Conventions and Working Groups. Include this in the ePAS of relevant UNECE staff. P-5 Gender Focal Point should work with Secretaries to provide guidance on good practices, capacity building on

⁷⁴ Also see Joint Inspection Unit report, "Review of the United Nations System Wide Action Plan on Gender Equality and the Empowerment of Women", JIU/REP/2019/2, recommendation 4 – Legislative and governing bodies of UN system organisations should review UN Women annual letter addressed to executive management, accompanied by strategies and measures envisioned by the executive heads to be undertaken to improve compliance with the indicators included in the System-wide Action Plan and their expected contribution to gender equality and the empowerment of women.

mainstreaming gender in substantive areas, and guidance on techniques to increase women’s participation. Secretary, Working Party on Regulatory Cooperation and Standardisation Policies to **provide training on Declaration on Gender Responsive Standards to all Secretaries** and other relevant staff.

B. Oversight

(i) Evaluation

- (a) In order to meet all of the United Nations Evaluation Group gender related norms and standards, UNECE should (i) strengthen **evaluation terms of reference** by including gender questions under effectiveness, efficiency and sustainability, as well as for relevance and impact, and by requiring an evaluator with gender expertise; (ii) strengthen **evaluation design** by requiring a focus on marginalized groups of women; and (iii) strengthen **evaluation reports** by requiring analysis of gender as a cross cutting issue, and analysis of whether attention was paid to the intervention’s effects on women.

C. Accountability

(i) Policy

- (a) **Update the UNECE Gender Equality Policy to align with SWAP 2.0 indicators.** Where UNECE is missing requirements, tailor the policy expectations in this area to achieve “approaching requirements”. Where UNECE is “approaching requirements”, tailor the policy expectations in this area to achieve “meets requirements”. For baseline achievement of SWAP 2.0 indicators, refer to UNECE SWAP report 2018 and this independent gender evaluation, taking the lowest level of achievement as the baseline if there are different conclusions between the two documents.
- (b) Update the UNECE Gender Action Plan for 2019 and draft the GAP for 2020-2021 in alignment with recommendations in this independent gender evaluation and with SWAP 2.0 indicators. **Update the Gender Action Plans annually, based on results of previous year’s SWAP report, targeting the top priorities to address areas of weakness** with a view to increasing SWAP indicator achievements in those areas by the end of that year.

(ii) Leadership

- (a) **All senior managers need to internally and publicly champion gender equality and the empowerment of women.** All senior managers need to support the Executive Secretary in full implementation of the UNECE gender equality policy, gender action plan, and gender parity strategy, as well as the Secretary General in full implementation of the System Wide Strategy on Gender Parity. Include gender equality indicators in ePAS of all staff members, and link this to relevant areas of responsibility to implement GE policy and GAP.
- (b) The Executive Secretary needs to consider **holding senior managers and all staff accountable to achievement of gender action plan and gender parity strategy goals.** See equal representation of women for further recommendation.

(iii) Gender responsive performance management

- (a) **Integrate assessment of gender equality and empowerment of women into core values and/or competencies** for all staff, with particular focus on P-4 levels and above, including in job vacancy announcements.

D. Human and financial resources

(i) Financial resource allocation

- (a) **Set a financial benchmark** for the implementation of the UNECE Gender Equality Policy and targets for meeting the benchmark.
- (b) Carry out resource mobilization for more gender equality funding, such as **launching an XB project on integrating gender into the SDGs in Europe**. Consider approaching as donors member States, for example in countries in Europe that are successfully implementing gender mainstreaming in economic areas. Hire a project manager.

(ii) Gender architecture

- (a) Gender mainstreaming should be everyone's responsibility (hence 'mainstreaming'), rather than leaving it all up to the P-5 gender focal point and divisional gender focal points. **Gender Action Plan responsibilities should be allocated amongst all relevant staff, and included in their respective job descriptions, work plans and e-PAS.** All staff should focus on performance of duties strictly in their job descriptions, including gender mainstreaming responsibilities. The P-5 gender focal point and divisional gender focal points should lead on guiding, advising and building capacity of staff in this regard.
- (b) In order to achieve the "approaches" indicator, UNECE should **designate all gender focal points at P-4 level or above**, and ensure that at least 20% of their time (one day per week) is allocated to these functions, including through tailoring their work plans to address only those tasks specifically included in the job description. Gender focal points should be carrying out gender mainstreaming activities to implement the UNECE Gender Action Plan in their respective divisions, and ensuring that fellow divisional staff members do the same.
- (c) In order to achieve the "meets" indicator for gender architecture, **UNECE should add one more staff member fully dedicated to gender duties** – ideally at P-4 or P-3 level - rather than just a single Senior Gender Focal Point, to adequately implement the UNECE Gender Equality Policy and meet UN SWAP performance indicator targets. This could be achieved through either (i) hiring an XB project manager or (ii) through hiring a JPO or UNV. This would offer UNECE **more appropriate levels of human resources to adequately fulfill its commitments on gender equality and the empowerment of women, properly implement its gender equality policies and action plans, build on the advances made, and address areas of persistent weakness.** The Senior Gender Focal Point post could be used more efficiently if there were more junior human resource available to relieve her of more junior responsibilities.⁷⁵ The Senior Gender Focal Point is a senior level post that should be engaging in the most high-level gender mainstreaming and gender analysis activities, including capacity building of UNECE staff, an area which is highly technical and needs a lot of work so that staff can adequately fulfill their gender mainstreaming obligations. Currently, the Senior Gender Focal Point is doing some capacity building work, but this is insufficient to ensure that gender focal points and divisional staff in particular have adequate capacity to carry out gender mainstreaming and implementation of the Gender Action Plan in their areas of work.
- (d) **Explore lower cost options for expanding human resources to establish a UNECE gender unit, such as JPO, UNV, interns.** Target applicants with technical expertise in gender, such as gender specialist retirees, those with a PhD in gender field work, or

⁷⁵ Please refer to tables and findings in efficiency/gender architecture section above.

advanced gender studies students. Explore whether SDGU JPO can be allocated to more gender work, in the context of work on the Regional Forums on Sustainable Development and implementation of the SDGs in Europe.

(iii) **Equal representation of women**

- (a) Take steps to improve implementation of the Gender Parity Strategy, including through (i) all senior managers to support the Executive Secretary and the Secretary General in full implementation of the UNECE gender parity strategy, as well as the SG's System Wide Strategy on Gender Parity; (ii) stricter implementation of the Executive Secretary veto on hiring decisions that do not support the gender parity strategy goals, such as **overturning inconsistent hiring decisions**, proactive and dedicated **outreach to female candidates** for recruitment and promotion, and **re-advertising positions** where male candidates have been recommended in the face of suitably qualified female candidates; and (iii) **Job openings that fail to yield a minimum 20% female applications to require written justification from the hiring manager on the positive outreach measures taken to attract women applicants. In the absence of a strong justification, job openings to be extended / reopened**⁷⁶.
- (b) Ensure **gender balance on all podiums and panels** organized by UNECE.

(iv) **Organisational culture**

- (a) Consider **engaging gender champions to shift organisational culture** both from within UNECE (e.g. divisional gender champions) and from within member States (e.g. female gender equality ambassadors).
- (b) While there is no right to flexible working arrangements, and certain options may not be possible for some jobs or at certain periods of time, for many colleagues the revised policy offers an opportunity for increased flexibility and a better work-life balance. **Require managers to provide in writing the reasonable basis for any non-approval of flexible working arrangements for non-managerial staff.**⁷⁷ Flexible working arrangements are important to support female and male career implementation and development and to contribute to breaking "glass ceilings". Flexible working arrangements can be tied to deliverables for accountability.

E. **Capacity**

(i) **Capacity development**

- (a) **Mandate and enforce divisional monitoring of staff completion of the mandatory gender-training courses, and holding staff accountable for non-completion**, including through their ePAS. Also, UNECE should make specific annual capacity building commitments to gender mainstreaming training for all staff, particularly in substantive divisions and for gender focal points. These commitments should be included in the updated Gender Equality Policy and future Gender Action Plans, and individual staff work plans and ePAS.
- (b) The Senior **Gender Focal Point should carry out applied capacity building/coaching/mentoring for staff in each division**, and including all Gender Focal

⁷⁶ United Nations, System-Wide Strategy on Gender Parity, October 2017.

⁷⁷ Take full advantage of the arrangements provided by the new Flexible Working Arrangements framework (ST/SGB/2019/3), and of the spirit of the policy, in particular the guiding principles (section 2) requiring managers to provide the basis for non-approval of requests in writing.

Points, including on sex disaggregated data collection, analysis and use in their respective technical areas; gender in problem analysis in substantive areas (gender-blind/neutral/responsive); and gender mainstreaming, particularly in UNECE's eight sub-programmes. Gender mainstreaming tools in substantive areas are listed in Annex G, which could be helpful capacity building resources.

- (c) Improve member State capacity building by using **examples from role model member States who are implementing good practices in gender mainstreaming to inspire other member States** with applied examples of gender equality in technical areas.

F. Knowledge, communication and coherence

(i) Knowledge and communication

- (a) **Systematically document UNECE knowledge on gender equality and women's empowerment and publish on UNECE website.** Develop a communication plan that includes gender equality and women's empowerment as an integral component of internal and public information dissemination. Make SWAP reports etc available on the UNECE website and shared with all staff.

(ii) Coherence

- (a) **Establish a regional gender network with other regional commissions** to share information, knowledge, lessons and best practices in gender mainstreaming, particularly in economic commissions, including on capacity building, gender architecture, financial tracking and financial resource allocation.
- (b) **Expand partnerships at the local level, especially in member States where gender equality is a sensitive issue**, including through strong women's national and local organisations and civil society entities to provide advocacy.
- (c) **Pursue results-oriented partnerships**, including with UN system actors – particularly other technical agencies and scientific organisations that are doing well on gender mainstreaming, with academia, and the private sector **to increase results in UNECE's areas of weakness**, including capacity building.
- (d) Once UNECE has addressed the gender equality human resource recommendations, UNECE should **consider participation in a SWAP peer review** either with (i) a Geneva based technical organization, such as ILO, which has good gender mainstreaming practices (e.g. results based management); or (ii) another regional commission, e.g. ESCWA or ESCAP, both of which have good gender equality practices (e.g. financial allocation, gender architecture) that could guide improvement in these areas for UNECE.

8. Annexes

A. Terms of Reference

I. Purpose

The purpose of this evaluation is to assess the relevance, effectiveness, efficiency, and sustainability of gender mainstreaming (GM) in UNECE, and the related results on gender equality and the empowerment of women (GEEW).

II. Scope

This evaluation will assess the progress, extent, and the influence of the UNECE Gender Policy (2016), and the UNECE Gender Action Plans for 2016-2017 and 2018-2019 on GEEW in the Organization, and in all the areas of work of the eight subprogrammes. The evaluation will consider the institutional level approach, together with the efforts undertaken at the sub-programme level, in meeting the objectives of the UNECE Gender Action Plans.

The universally recognized values and principles of human rights and gender equality will be integrated at all stages of an evaluation, in compliance with the United Nations Evaluation Group's revised gender-related norms and standards.

III. Background

The Policy for GEEW: Supporting the SDGs implementation in the UNECE region, UNECE Policy for GEEW (2016-2020) was endorsed by the UNECE Senior management at Directors' meeting on 13 June 2016 and welcomed by EXCOM in September 2016 (ECE/INF/2016/1).

The objectives of the UNECE Gender Policy are: (a) to advance women's equal participation with men as decision makers in the Organization and in all its areas of work; (b) to mainstream a gender perspective in the substantive work of the Sectoral Committees; and (c) to contribute to reducing gender inequalities in its member States, including in access to and control over the resources and benefits of development in the pertinent areas of UNECE's work.

The key priority areas identified for the effective and coherent implementation of the UNECE Gender Policy include: (a) GM at cross-sectoral and divisional levels; (b) gender and economy as a specifically targeted range of actions; (c) organizational culture and gender parity, (d) accountability. (e) building capacity; and (f) working in partnership.

EXCOM approved the Biennial Evaluation Plan for 2018-19 which established one programme level evaluation, to review the effectiveness and impact of GM in all eight UNECE subprogrammes (A/72/6 (Sect.20) para. 20.20). The General Assembly further approved the evaluation theme via approval of the Programme Budget 2018-2019 in its resolution 72/261.

Following the rollout of the UN-SWAP 2.0 framework in 2018, UNECE decided to broaden the scope of the evaluation to review both the impact of GM and the results on GEEW in the Organization and in all its areas of work. While the evaluation of GM will take into account that UNECE policy for GEEW was developed as per UN-SWAP 1.0 Performance Indicators, it will also draw conclusions and recommend adjustments in accordance to the UN-SWAP 2.0 framework.

IV. Issues

The evaluation criteria are relevance, efficiency, effectiveness and sustainability

Relevance:

- i. What is the role of UNECE in promoting GEEW and GM results at the country, regional and global levels?
- ii. Was the UNECE's support to GEEW relevant to the needs of member States, and the organization's mandate?
- iii. Has UNECE been responsive to shifts in the context (e.g. adapting to diverse social, economic, cultural, academic, traditional, religious country realities) and need to realign GEEW work accordingly to ensure its continued relevance?
- iv. To what extent did detailed contextual analysis of gender equality inform policy and programme development (e.g. sex-disaggregated data, gender analysis, and input of local staff/partners)?
- v. How is GM supported in the Organization (through accountability mechanism, rewards)? Are the mechanisms considered relevant by staff?

Efficiency:

- i. How have funds been allocated for gender mainstreaming and standalone GEEW work: has it increased, remained level or decreased over time? What were the drivers of increased/decreased attention to GM and gender equality? Taking in consideration UNECE's overall funding, are these budgets sufficient to fully integrate gender into programming and policies?
- ii. To what extent does the gender architecture support an efficient use of resources to enhance attention to GM and GEEW in the institution?
- iii. To what extent are collaborations and inter-agency cooperation contributing to greater efficiency, if at all?

Effectiveness:

- i. Was UNECE successful in reaching its GM policy/plan objectives? In what ways?
- ii. In what institutional areas were the strongest results and most progress made, e.g. in policies/plans, organizational culture, gender parity, resource tracking, leadership, accountability, and monitoring and evaluation? In what institutional areas did we see the least progress?
- iii. What factors contributed to progress and what factors inhibited progress?
- iv. Were there particular tools or strategies that made more of a difference in integrating attention to GEEW compared to others?
- v. To what extent has gender mainstreaming strengthened the link between institutional change and programme results?
- vi. How has the entity used partnerships to promote GEEW at global, regional and national levels?

Sustainability:

- i. Which results are not likely to be sustained without continued investment, either technical, financial, or through other activities?
- ii. What conditions have been put in place to ensure that GM elements and attention to GEEW are sustained beyond individual staff and management? How effective are these processes after staff and leadership transitions?
- iii. In what ways, if at all, has the entity learned from past evaluation findings to strengthen

gender equality results at the programme and institutional levels?

V. Methodology

The methodology will follow the UN-SWAP framework, taking in account that UNECE policy was developed using UN SWAP 1.0 indicators. Recommendations will be further developed based on the UN-SWAP 2.0. indicators and the Guidance on Evaluating Institutional Gender Mainstreaming, as released by UNEG in April 2018, in particular in Annex B.

Methods that are highlighted in the UN-SWAP framework include document review, database creation and analysis, comparative analysis with other UN entities, participatory focus groups, interviews, surveys, and using the Most Significant Change Technique and Outcome Harvesting. The evaluation will employ a mixed method approach, including a combination of desk review, use of electronic questionnaires, and selected interviews.

The document review will consider:

- All relevant documents including the UNECE Gender Policy and Gender Action Plans
- Case study examples of selected extrabudgetary projects
- The Strategic Framework, terms of reference and the Gender Action Plans
- Relevant decisions of UN & UNECE member states and other documents promoting GM and GEEW (e.g. Commission and EXCOM decisions, previous relevant evaluations, etc.)
- Current policies/mechanisms for cooperation with partners
- Other documents as relevant.

The questionnaires will target:

- UNECE Management, and all UNECE staff to assess actual GM implementation in the respective sub-programmes and identify opportunities for improving cooperation in the future
- Member States, through EXCOM delegations, as well as stakeholders involved in the case studies
- Focal points from UN WOMEN as appropriate.

Interviews with selected internal and external stakeholders will be identified through discussions between the evaluation managers (PMU) and the evaluation consultant.

Data collection activities and protocols should be gender sensitive and evaluators should ensure equitable participation regardless of gender, status, and other social identities.

VI. Evaluation Schedule

See below

VII. Resources

An expert consultant with experience in conducting gender evaluations will conduct the evaluation under the management of the PMU. The P-4 Programme Officer in PMU will manage the consultant and coordinate requests for information from the subprogrammes.

VIII. Intended Use/Next Steps

The results of the evaluation will be used to enhance the effectiveness of the Policy for GEEW

(2016- 2020) and the UNECE Gender Action Plans for 2016-2017 and 2018-2019. It will help to prepare the 2020 plan and the implementation of UN-SWAP 2.0 requirements. The evaluation will assess what approaches have been successful to date and develop recommendations on how to further promote GM across the Organization and obtain results in GEEW.

A management response to the evaluation will be prepared by UNECE, and relevant recommendations implemented by end of 2019. Progress on implementation of recommendations will be monitored by the PMU on a quarterly basis by the PMU. The final evaluation report and the progress on implementation of the recommendations will be available on the UNECE public website.

IX. Criteria for Evaluators

Evaluators should have:

- An advanced university degree or equivalent background in relevant disciplines
- Specialized training in areas such as evaluation, project management, social statistics, advanced statistical research and analysis.
- Demonstrated relevant professional experience in design, management and conduct of evaluation processes with multiple stakeholders, survey design and implementation, and project planning, monitoring and management.
- Demonstrated methodological knowledge of evaluations, including quantitative and qualitative data collection and analysis for end-of-cycle project evaluations.
- Fluent in written and spoken English. Knowledge of another language (for example Russian) may be desirable depending on the countries included in the project (for the purpose of being able to seek inputs from national authorities in their native tongue).
- Evaluators should declare any conflict of interest to UNECE before embarking on an evaluation project, and at any point where such conflict occurs.

B. List of Documents Reviewed

UNECE gender documents

- UNECE Policy for Gender Equality and the Empowerment of Women: Supporting the SDGs implementation in the UNECE region (2016-2020), ECE/INF/2016/1
- UNECE Gender Action Plan 2018-2019
- UNECE Gender Parity Strategy
- Guidance on Evaluating Institutional Gender Mainstreaming, UNEG
- UN-SWAP Evaluation Performance Indicator Technical Note, UNEG
- Good Practices for Integrating Gender Equality and Human Rights in Evaluation, UNEG
- Gender assessment – project proposals

UN SWAP documents

- UN SWAP report 2018
- UN SWAP report 2017
- UN SWAP report 2016
- UN SWAP report 2015
- UN SWAP report 2014
- UN SWAP Performance Indicator Scorecard 2018
- UN SWAP Performance Indicator 2017
- UNECE letter to UN Women on 24 October 2018 responding to UN Women letter dated 25 September 2018
- UN Women letter to UNECE on 25 September 2018 – annual UN SWAP reporting letter
- Results of UN SWAP reporting UNECE 2016-2017 – UN Women analysis
- Focus on UNECE Gender Parity 2007-2017

UNECE general framework

- Terms of Reference and Rules of Procedure of the Economic Commission for Europe, 2009
- Memorandum, UN Board of Auditors, January 2019
- Proposed programme budget for the year 2020, programme plan and performance information, February 2019
- Proposed programme budget for the biennium 2018-2019, Section 20 Economic development in Europe
- Programme performance report of the United Nations for the biennium 2016-2017, Report of the Secretary General, March 2018
- Intergovernmental Structure 2015
- UNECE Organisational Chart 2018-2019

Projects

- Extrabudgetary projects: Strengthening the Capacity of Central Asian Countries to develop sustainable urban mobility policy on car sharing and car pooling initiatives, March 2019
- Terms of reference for extrabudgetary project: enhancing national capacities for development and implementation of the energy efficiency standards in buildings in the UNECE region, January 2019
- Extrabudgetary project: Strengthening the national capacity of trade support institutions in Kyrgyzstan, 2016-2018.

Evaluation

- UNEG, Integrating Human Rights and Gender Equality in Evaluations, 2014.
- OIOS Inspection and Evaluation Division, Report of the Office of Internal Oversight services of the Evaluation of the UNECE, 2016
- OIOS Internal Audit Division, Audit of the Management of Trust Funds at the UNECE, 2018
- Annual Report on Evaluation 2018, UNECE, Executive Committee, March 2019
- Report of the Annual Exchange of Experience on Evaluations, March 2019
- Review Report: Independent Review of UNECE Efforts to Promote Cross Sectoral Collaboration and an Integrated Approach to Sustainable Development Work, 2017
- Evaluation: Strengthening Cooperation on Water Quality Management in Central Asia, December 2018
- Evaluation: Strengthening Cooperation on Hydrology and Environment between Tajikistan and Afghanistan in the Upper Amu Darya River Basin, December 2018
- Evaluation: Effectiveness and Impact of the UNDA project “Strengthening the Capacity of Transition and Developing Economies to Participate in Cross Border Agricultural Food Supply Chains”, February 2018
- Evaluation: Strengthening the National Road Safety Management Capacities of Selected Developing Countries and Countries with Economies in Transition, March 2018
- Evaluation: Development and Implementation of PPP International Standards in Support of the Sustainable Development Goals, November 2018

Other documents

- UNECE, White Paper on Women in Trade Facilitation, ECE/TRADE/C/CEFACT/2018/10, April 2018.
- UNECE, Mapping of Environment Sub-programme processes and activities that support countries in achievement of SDGs, ECE/BATUMI.CONF/2016/INF/1, 2016.
- UNECE/UNFPA, Fulfilling the Potential of Present and Future Generations: Report on ICPD Programme of Action Implementation in the UNECE Region, 2018.
- UNECE, Report of the Regional Forum on Sustainable Development for the UNECE Region on its Second Session, ECE/RFSD/2018/2, April 2018.
- UNECE, Report of the Regional Forum on Sustainable Development for the UNECE Region on its Third Session, ECE/RFSD/2019/2, Draft, April 2019.
- UNECE, Report of the Beijing +20 Regional Review Meeting, ECE/AC.28/2014/2, November 2014.
- UNECE, Main Directions of UNECE Ongoing Work on Further SDG Alignment, Informal Document No. 2018/12, May 2018.
- International Centre for Research on Women, Progress Under Threat: A Report Card on the Secretary General’s Second Year from the Feminist U.N. Campaign, 2019.
- ILO, “Gender Mainstreaming in Local Economic Development Strategies – A Guide”, 2010.
- UN Women/UNEP, “Women’s Entrepreneurship for Sustainable Energy”, 2016.
- Human Rights Council, “Issue of Human Rights Obligations Relating to the Enjoyment of a Safe, Clean, Healthy and Sustainable Environment – Report of the Special Rapporteur”, 2019.
- Human Rights Council, “Promotion, protection and enjoyment of human rights on the Internet: ways to bridge the gender digital divide from a human rights perspective - Report of the United Nations High Commissioner for Human Rights, 2017
- UNDP, “Gender Mainstreaming – A Key Driver of Development in Environment and Energy – Training Manual”, 2007.

- UN Women/Green Climate Fund, “Mainstreaming Gender in Green Climate Fund Projects”, 2017.
- Human Rights Council, “Issue of human rights obligations relating to the enjoyment of a safe, clean, healthy and sustainable environment - Report of the Special Rapporteur”, 2019.
- UN Environment, “Gender and Environment: Support Kit for UN Environment Staff”, undated.
- UNDP/UNEP, “Poverty-Environment Initiative”, <https://www.unpei.org/gender-and-social-inclusion>
- UN Environment, “Global Gender and Environment Outlook”, <http://web.unep.org/ggeo>
- Food and Agriculture Organisation, “How to Mainstream Gender in Forestry – A Practical Field Guide”, 2016.
- UNECE, “Declaration for Gender Responsive Standards and Standards Development”, 2018.
- UNECE, Steering Committee on Trade Capacity and Standards, Working Party on Regulatory Cooperation and Standardisation Policies, “Gender mainstreaming in standards - Note by the Secretariat”, 2016.
- UNECE, Workshop on Gender Statistics, 2019 <http://www.unece.org/index.php?id=50364>
- Inter-Agency and Expert Group on Gender Statistics, “The United Nations Minimum Set of Gender Indicators”, 2018.
- UNECE, “Guide on Valuing Unpaid Household Service Work”, 2017.
- UNECE, “Using Gender Statistics: A Toolkit for Training Data Users”, 2016.
- UNECE, “Indicators of Gender Equality”, 2015.
- UNECE/World Bank, “Developing Gender Statistics – A Practical Tool”, 2010.
- Inter-American Development Bank, “Mainstreaming Gender in Urban Housing”, 2014.
- UNECE/UNFPA, Fulfilling the Potential of Present and Future Generations: Report on the ICPD Programme of Action Implementation in the UNECE Region, 2018.
- United Nations Europe and Central Asia Issue Based Coalition on Gender, “SDGs and Gender Equality: UN Interagency Guidance Note for the Europe and Central Asia Region”, 2017.
- ADB/UN Women, “Gender Equality and the Sustainable Development Goals in Asia and the Pacific – Baseline and Transformative Pathways for Transformative Change by 2030”, 2018.
- Office of the High Commissioner for Human Rights, “A Human Rights Based Approach to Data – Leaving No One Behind in the 2030 Agenda for Sustainable Development”, 2018.
- European institute for Gender Equality, “Gender in Transport”, 2016.
- International Labour Organisation, “Promoting the Employment of Women in the Transport Sector – Obstacles and Policy Options”, 2013.
- UNECE, “Report to the UNECE Executive Committee – the Inland Transport Committee and gender issues in transport”, ECE/TRANS/2009/7, 2008.

C. Evaluation matrix

This matrix shows the data source and triangulation for analysis of each evaluation question.

Evaluation question	Document review	Survey	Interview	Focus Group Discussion
Relevance				
What is the role of UNECE in promoting GEEW and GM results at the country, regional and global levels?	X		X	X
Was the UNECE's support to GEEW relevant to the needs of member States, and the organization's mandate?	X	X	X	X
Has UNECE been responsive to shifts in the context (e.g. adapting to diverse social, economic, cultural, academic, traditional, religious country realities) and need to realign GEEW work accordingly to ensure its continued relevance?	X		X	X
To what extent did detailed contextual analysis of gender equality inform policy and programme development (e.g. sex-disaggregated data, gender analysis, and input of local staff/partners)?	X	X	X	
How is GM supported in the Organization (through accountability mechanism, rewards)? Are the mechanisms considered relevant by staff?	X	X	X	X
Effectiveness				
Was UNECE successful in reaching its GM policy/plan objectives? In what ways?	X	X	X	X
In what institutional areas were the strongest results and most progress made? In what institutional areas did we see the least progress?	X	X	X	X
What factors contributed to progress and what factors inhibited progress?	X	X	X	X
Were there particular tools or strategies that made more of a difference in integrating attention to GEEW compared to others?	X	X	X	X
To what extent has gender	X	X	X	X

mainstreaming strengthened the link between institutional change and programme results?				
How has the entity used partnerships to promote GEEW at global, regional and national levels?	X	X	X	X
Efficiency				
How have funds been allocated for gender mainstreaming and standalone GEEW work: has it increased, remained level or decreased over time? What were the drivers of increased/decreased attention to GM and gender equality? Taking in consideration UNECE's overall funding, are these budgets sufficient to fully integrate gender into programming and policies?	X	X	X	X
To what extent does the gender architecture support an efficient use of resources to enhance attention to GM and GEEW in the institution?	X	X	X	X
To what extent are collaborations and inter-agency cooperation contributing to greater efficiency, if at all?	X	X	X	X
Sustainability				
Which results are not likely to be sustained without continued investment, either technical, financial, or through other activities?	X	X	X	X
What conditions have been put in place to ensure that GM elements and attention to GEEW are sustained beyond individual staff and management? How effective are these processes after staff and leadership transitions?	X	X	X	
In what ways, if at all, has the entity learned from past evaluation findings to strengthen gender equality results at the programme and institutional levels?	X		X	X

D. List of Interviewees

Total 33 interviewees – 22 female, 11 male

Individual interviews – 9 F, 5 M

1. Ms. Olga Algayerova, Executive Secretary, UNECE
2. Ms. Nicola Koch, Chef de Cabinet & Secretary of the Executive Committee, UNECE
3. Ms. Monika Linn, Chief, Sustainable Development and Gender Unit, UNECE
4. Ms. Malinka Koparova, Senior Social Affairs Officer and UNECE Gender Focal Point, UNECE
5. Ms. Catherine Haswell, Chief, Programme Management Unit, UNECE
6. Mr. Michael Sylver, Executive Officer and Gender FP in the Executive Office, UNECE
7. Mr. Yuwei Li, Director, Sustainable Transport Division, UNECE
8. Mr. Marco Keiner, Director, Environment Division, UNECE
9. Ms. Lidia Bratanova, Director, Statistical Division, UNECE
10. Mr. Scott Foster, Director, Sustainable Energy Division, UNECE
11. Ms. Maria Ceccarelli, OiC, Economic Cooperation and Trade Division and Gender FP in Trade Division, UNECE
12. Ms. Lorenza Jachia, Gender FP in Trade Division, UNECE
13. Ms. Paola Deda, OiC Forest Land and Housing Division, UNECE
14. Mr. Francesco Dionori, Gender FP in Transport Division, UNECE

Focus group discussion – Secretaries to Committees – 5 F, 2 M

15. Mr. Zaal Lomtadze, Secretary to the Committee on Environmental Policy, and Steering Committee on Education for Sustainable Development, UNECE
16. Ms. Gulnara Roll, Secretary of the Committee of Housing and Land Management and Gender FP in HLM Unit, UNECE -
17. Ms. Vitalia Gaucaite, Secretary to the Working Group of Ageing, UNECE -
18. Mr. Mika Vepsalainen, Secretary to the Steering Committee on Trade Capacity and Standards, UNECE -
19. Ms. Charlotte Griffiths, Secretary to the Committee on Sustainable Energy, UNECE
20. Ms. Franziska Hirsch, Secretary of Industrial Accidents Convention, UNECE
21. Ms. Natalia Nikiforova, Secretary Water Convention and Protocol on Water and Health, UNECE

Focus group discussion – Gender focal points – 2 F, 3 M

22. Ms. Iulia Trombitcaia, Gender Focal Point in Environment Division, UNECE
23. Ms. Fiona Willis-Nunez, Gender Focal Point in Statistical Division, UNECE
24. Mr. Christopher Athey, Gender Focal Point in Trade Division, UNECE
25. Mr. Viktor Badaker, Gender Focal Point in Sustainable Energy Division, UNECE
26. Mr. Nicolas Dath-Baron, Gender Focal Point in Programme Management Unit, UNECE

Permanent Missions and EXCOM members – 1F

27. Ms. Ana Spirina, First Secretary, Russian Federation

UN Women counterparts – 3F

28. Ms. Aparna Mehrotra, Director, UN System Coordination Division, New York
29. Ms. Alia El-Yassir, Regional Director, Europe and Central Asia, Istanbul
30. Ms. Linda Kaseva, Consultant, UN SWAP, Geneva

ESCWA counterparts – 2F, 1M

31. Mr. Tarcisio Alvarez-Rivero, Chief, Programme Planning and Technical Cooperation Section
32. Ms. Wiebke Uhde, Head of Programme Quality Unit & Gender Focal Point, Programme Planning and Technical Cooperation Section
33. Ms. Carla Ziade, Programme Planning and Technical Cooperation Section

E. Survey Questionnaires

Surveys – UNECE Gender Mainstreaming and Empowerment of Women

Survey of UNECE Management and Staff

FINAL VERSION, March 27, 2019

Introduction

In January 2019, UNECE commissioned an independent programme level evaluation of gender mainstreaming in UNECE, and related results on gender equality and empowerment of women, in line with the UNECE Biennial Evaluation Workplan for 2018-19. Building on experience since 2016, the review is a forward-looking exercise to identify tangible proposals for improving gender mainstreaming in UNECE.

This survey of UNECE Management and Staff is an important part of the review. It aims to obtain UNECE Management and Staff views on the relevance, effectiveness, efficiency and sustainability of UNECE's gender mainstreaming implementation and to identify opportunities for improving cooperation in the future.

Please note the following key definitions:

Gender - social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context and time specific, and changeable. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities.

Gender equality - equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female.

Gender mainstreaming is a strategy for implementing greater equality for women and girls in relation to men and boys. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender analysis is a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situation or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions, and that where possible, greater equality and justice in gender relations are promoted.

Gender perspective - a way of seeing or analyzing which looks at the impact of gender on people's opportunities, social roles and interactions. This way of seeing is what enables one to

carry out gender analysis and subsequently to mainstream a gender perspective into any proposed program, policy or organization.

Gender advisors - promote and support gender-sensitive approaches to policy and program work. They provide strategic advice in planning and policy making processes, in coordination meetings and task forces, as well as through existing gender units or gender focal points.

Gender focal points advocate for increased attention to and integration of gender equality and women's empowerment in his or her agency's policy and programming and in work of development partners.

In January 2019, UNECE commissioned an independent programme level evaluation of gender mainstreaming in UNECE, and the related results on gender equality and empowerment of women, in line with the UNECE Biennial Evaluation Workplan for 2018-19. Building on experience since 2016, the review is a forward-looking exercise to identify tangible proposals for improving gender mainstreaming in UNECE.

This survey of UNECE Management and Staff is an important part of the review. It aims to obtain UNECE Management and Staff views on the relevance, effectiveness, efficiency and sustainability of UNECE's gender mainstreaming implementation and to identify opportunities for improving cooperation in the future.

Please note the following key definitions for the purpose of this survey:

- **Gender** refers to the “social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are *socially constructed* and are learned through socialization processes. They are context and time specific, and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities.”⁷⁸
- **Gender equality** refers to the “equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female.”⁷⁹
- **Gender mainstreaming** is the chosen approach of the United Nations system and international community toward realizing progress on women's and girl's rights, as a sub-set of human rights to which the United Nations dedicates itself. It is not a goal or objective on its own. It is a strategy for implementing greater equality for women and girls in relation to men and boys. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design,

⁷⁸ “Gender Mainstreaming: Strategy for Promoting Gender Equality Document”, Office of the Special Advisor on Gender Issues and Advancement of Women, 2001.

⁷⁹ *Ibid.*

implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.⁸⁰

- **Gender analysis** is a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situation or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions, and that where possible, greater equality and justice in gender relations are promoted.
- The term '**gender perspective**' is a way of seeing or analyzing which looks at the impact of gender on people's opportunities, social roles and interactions. This way of seeing is what enables one to carry out gender analysis and subsequently to mainstream a gender perspective into any proposed program, policy or organization.⁸¹
- **Gender advisor** - Responsibility for implementation of the gender mainstreaming strategy lies with the senior management in each United Nations entity, as clearly stated in the Letter from the Secretary-General to heads of all United Nations entities in October 1997. In many parts of the United Nations system Gender Advisor posts have been established to support management to undertake their roles in implementing gender mainstreaming. Gender advisors promote and support gender-sensitive approaches to policy and program work within a given mission, office, team, etc. They provide strategic advice in planning and policy making processes, in coordination meetings and task forces, as well as through existing gender units or gender focal points. They may be responsible for strategies such as: advocacy and awareness raising; training and capacity building; monitoring and advising; evaluation and reporting; and technical advice and support. Their work often focuses as much on in-house operations as it does liaising with national and regional partners to ensure that gender issues are adequately addressed.⁸²
- **Gender focal points** are change agents whose overriding role is one of advocating for increased attention to and integration of gender equality and women's empowerment in his or her agency's policy and programming and in the related work of development partners. Gender focal points serve as a hub for new information on gender equality and as a conduit for information on what has worked well in the organization. The role of gender focal points differs somewhat from country to country and agency to agency, depending on where she or he is placed within the organization and what kind of gender architecture the organization has in place. A gender focal point is not, however, intended to serve as a substitute for a full-time institutional gender specialist. The focal

⁸⁰ UNICEF, UNFPA, UNDP, UN Women. "[Gender Equality, UN Coherence and You](#)", ECOSOC agreed conclusions 1997/2.

⁸¹

<https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=g&sortkey&sortorder=asc&fullsearch=0&page=1>

⁸²

<https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=g&sortkey&sortorder=asc&fullsearch=0&page=0>

point's role is often more one of advocacy and facilitating communication and connections related to gender equality and women's empowerment, but may at times involve providing gender expertise or assisting colleagues and development partners to identify potential national or international consultants or organizations that have this expertise. Basic functions may include: coordinating the organization/office/program gender mainstreaming strategy; contributing gender information and technical support for inclusion of gender issues; supporting capacity development on gender equality within the organization; knowledge management; and coordination on interagency initiatives, among others.⁸³

This survey consists of 25 questions. Your responses and comments are very important. All feedback will remain confidential. We will not identify the individual sources of our data. We ask that you do not forward the survey link to anyone else.

We ask you to kindly respond no later than Friday, 19 April. The survey should not take more than 25-30 minutes to complete. If you have any questions, please contact the independent evaluator Ms. Chantelle McCabe (chantellemccabe@gmail.com).

We sincerely thank you for participating in the survey!

Demographics

1. **What is your gender?** [only one answer possible]
 - Female
 - Male
 - Other

2. **What is your job title?**
3. **What is your job grade?**
4. **If applicable, which Sub-programme?**
 - Environment
 - Transport
 - Statistics
 - Economic Cooperation and Integration
 - Sustainable Energy
 - Trade
 - Forestry and Timber
 - Housing, Land Management and Population

5. **What percentage of your job is spent on gender mainstreaming activities?** [only one answer possible]
 - a) 0-20%
 - b) 20-40%
 - c) 40-60%

⁸³ UN Women and ITC-ILO. 2013. Blended course for UN System Gender Focal Points.

- d) 60-80%
- e) 80-100%

Relevance

6. The UNECE Policy on Gender Equality and Empowerment of Women 2016-2020 states that one of its objectives is “to advance women’s equal participation with men as decision makers in the Organisation and in all its areas of work.” Do you think that this objective has been achieved? Yes/No (Must answer reasons for either yes or no)
- If so, how? [Tick all that apply]
 - i. By supporting a gender balanced approach and encouraging governments to send gender balanced delegations for the Sectoral Committees and all subsidiary bodies
 - ii. By mainstreaming a gender perspective in the work of the Sectoral Committees and in all subsidiary bodies including through contributing to SDGs and gender sensitive targets
 - iii. By strengthening accountability to support gender mainstreaming
 - iv. By promoting the institutional and cultural environment to support the equal representation of women and men in UNECE
 - v. By building the capacity of UNECE staff to mainstream gender in their respective areas of work
 - vi. By tracking resources devoted to gender mainstreaming in UNECE activities
 - vii. By strengthening implementation of the UNECE evaluation policy in line with UN Evaluation Group gender related norms and standards
 - If no, please indicate which areas need improvement [Tick all that apply]
 - i. Support a gender balanced approach and encouraging governments to send gender balanced delegations for the Sectoral Committees and all subsidiary bodies
 - ii. Mainstream a gender perspective in the work of the Sectoral Committees and in all subsidiary bodies including through contributing to SDGs and gender sensitive targets
 - iii. Strengthen accountability to support gender mainstreaming
 - iv. Promote an institutional and cultural environment to support the equal representation of women and men in UNECE
 - v. Build the capacity of UNECE staff to mainstream gender in their respective areas of work
 - vi. Track resources devoted to gender mainstreaming in UNECE activities
 - vii. Strengthen implementation of the UNECE evaluation policy in line with UN Evaluation Group gender related norms and standards.
7. The UNECE Gender Action Plan 2018-2019 states that one of its objectives is “to support a gender balanced approach and encourage governments to send gender balanced delegations for the Sectoral Committees and all subsidiary bodies.” Do you think that this objective has been achieved? Yes/No (Must answer reasons for either yes or no)
- If yes, how? [Tick all that apply]

- i. Monitor sex disaggregated data on participants to intergovernmental meetings and report them annually to the Sectoral Committees and the Commission session
 - ii. Raise the attention of the member States to increase the number of women participants in delegations, including through EXCOM meetings and the Geneva Gender Champions initiative
 - iii. Increase the percentage of women participating at intergovernmental meetings
 - If no, which has not been achieved? [Tick all that apply]
 - i. Monitor sex disaggregated data on participants to intergovernmental meetings and report them annually to the Sectoral Committees and the Commission session
 - ii. Raise the attention of the member States to increase the number of women participants in delegations, including through EXCOM meetings and the Geneva Gender Champions initiative
 - iii. Increase the percentage of women participating at intergovernmental meetings
8. The UNECE Gender Parity Strategy 2017 states that its overall goal is “to achieve gender parity in UNECE at all professional levels at the latest by 2022.” Do you think that this is on track for achievement?
- If so, in which areas? [Tick all that apply]
 - i. Monitoring, reporting and collection of sex disaggregated data of staff
 - ii. Leadership and accountability
 - iii. Recruitment and human resources management
 - iv. Career development
 - v. Creating an enabling environment
 - vi. Working in partnership
 - If not, which areas need improvement? [Tick all that apply]
 - i. Monitoring, reporting and collection of sex disaggregated data of staff
 - ii. Leadership and accountability
 - iii. Recruitment and human resources management
 - iv. Career development
 - v. Creating an enabling environment
 - vi. Working in partnership
9. **Did detailed contextual analysis of gender equality inform policy and programme development through input of all staff/partners? Yes/No**
- If so how, with whom and to what extent?
10. **Are you aware of any accountability mechanisms or rewards for gender mainstreaming in UNECE? Yes/No**
- If so, which ones?
11. **Do you think these accountability mechanisms or rewards are relevant to support gender mainstreaming in UNECE? Yes/No**
- If so, how?

12. **Have gender mainstreaming and gender analysis been carried out in projects you have worked on?**
- **If so, which projects and how?**

Effectiveness

13. **How have you implemented gender mainstreaming in your sub-programme?**
Yes/No
- **If so, how?** (Please check any that are applicable)
 - a) Gender disaggregated data collection
 - b) Analysis of gender equality data
 - c) Using gender equality data to make or change law or policy
 - d) Monitoring progress in achieving gender equality or women's empowerment goals
 - **If no, why not? (select all that apply)**
 - a. Not required
 - b. No guidance
 - c. Not relevant
14. **Do you think your work has contributed to advance women's equal participation with men as decision makers?** Yes/No
- **If so, how?**
15. **Do you think you have contributed to reducing gender inequalities in UNECE member States, including in access to and control over the resources and benefits of development?** Yes/No
- **If so, how?**
16. **Are there any particular tools or strategies that were helpful in integrating attention to gender equality and empowerment of women into your work?**
Yes/No
- **If so, which ones? How were they helpful?**
17. **Do you think that gender mainstreaming has strengthened the link between institutional change (UNECE and/or national institutions) and programme results?**
Yes/No
- **If so, how?**
18. **Has UNECE used partnerships to promote Gender equality and empowerment of women at national levels (either through work supporting member States on the 2030 Sustainable Development Agenda, or through projects)?** Yes/No
- **If so, how and with whom?**

Efficiency

19. **The gender architecture in UNECE consists of a Gender Advisor and divisional Gender Focal Points. Do you think that this UNECE gender architecture has supported an efficient** (i.e. extent to which human and financial resources were used in the best possible way to deliver activities and outputs, in coordination with other stakeholders) **use of resources to enhance attention to gender mainstreaming and gender equality and empowerment of women in UNECE?** Yes/No
- **If so, how and to what extent?**
20. **The UNECE Gender Action Plan 2018-2019 states that one of its objectives is “to mainstream a gender perspective in the work of the Sectoral Committees and all subsidiary bodies including through contributing to SDGs and gender sensitive targets.” Do you think that this objective has been achieved?** Yes/No (Must answer reasons for either yes or no)
- **If yes, how?** [Tick all that apply]
 - i. Gender mainstreaming is discussed at the sessions of the Sectoral Committees
 - ii. Gender mainstreaming is included in the Decisions of the Sectoral Committees
 - **If no, which has not been achieved?** [Tick all that apply]
 - i. Gender mainstreaming is discussed at the sessions of the Sectoral Committees
 - ii. Gender mainstreaming is included in the Decisions of the Sectoral Committees
21. **One of the key priority areas for the effective and coherent implementation of the UNECE Gender Policy is working in partnership. Do you think that UNECE has used partnerships to contribute to greater efficiency in gender mainstreaming?** Yes/No
- **If so, with whom?** [tick all that apply]
 - i. Cooperation with UN Women
 - ii. Involvement in the International Gender Champions leadership network
 - iii. Co-leading the SPECA (Special Programme for the Economies of Central Asia) Working Group on Gender and Economy
 - iv. Membership in the Issue-Based Coalition on Gender Equality
 - v. Active participation in the United Nations Inter-Agency Network on Women and Gender Equality (IANWGE)
 - vi. Other partnership
 - **If you checked ‘other partnership’, please state entity name.**

Sustainability

22. **Are you aware of any conditions that have been put in place to ensure that gender mainstreaming elements and attention to gender equality and empowerment of women are sustained beyond individual staff and management?** Yes/No
- **If yes, what are these?**
 - **How effective are these processes after staff and leadership transitions?**
23. **Please identify opportunities for improving gender mainstreaming in the future.**

24. Please add any additional comments here.

Survey of UNECE member States, EXCOM delegations and case study stakeholders
FINAL VERSION, March 27, 2019

Introduction

In January 2019, UNECE commissioned an independent programme level evaluation of gender mainstreaming in UNECE, and the related results on gender equality and empowerment of women, in line with the UNECE Biennial Evaluation Workplan for 2018-19. Building on experience since 2016, the review is a forward-looking exercise to identify tangible proposals for improving gender mainstreaming in UNECE.

This survey of UNECE member States is an important part of the review. It aims to obtain member State views on the relevance, effectiveness, efficiency and sustainability of UNECE's gender mainstreaming implementation and to identify opportunities for improving cooperation in the future.

Please note the following key definitions for the purpose of this survey:

- **Gender** refers to the “social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are *socially constructed* and are learned through socialization processes. They are context and time specific, and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities.”⁸⁴
- **Gender equality** refers to the “equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female.”⁸⁵
- **Gender mainstreaming** is the chosen approach of the United Nations system and international community toward realizing progress on women’s and girl’s rights, as a sub-set of human rights to which the United Nations dedicates itself. It is not a goal or objective on its own. It is a strategy for implementing greater equality for women and girls in relation to men and boys. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political,

⁸⁴ “Gender Mainstreaming: Strategy for Promoting Gender Equality Document”, Office of the Special Advisor on Gender Issues and Advancement of Women, 2001.

⁸⁵ *Ibid.*

- economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.⁸⁶
- **Gender analysis** is a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situation or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions, and that where possible, greater equality and justice in gender relations are promoted.
 - The term '**gender perspective**' is a way of seeing or analyzing which looks at the impact of gender on people's opportunities, social roles and interactions. This way of seeing is what enables one to carry out gender analysis and subsequently to mainstream a gender perspective into any proposed program, policy or organization.⁸⁷
 - **Gender advisor** - Responsibility for implementation of the gender mainstreaming strategy lies with the senior management in each United Nations entity, as clearly stated in the Letter from the Secretary-General to heads of all United Nations entities in October 1997. In many parts of the United Nations system Gender Advisor posts have been established to support management to undertake their roles in implementing gender mainstreaming. Gender advisors promote and support gender-sensitive approaches to policy and program work within a given mission, office, team, etc. They provide strategic advice in planning and policy making processes, in coordination meetings and task forces, as well as through existing gender units or gender focal points. They may be responsible for strategies such as: advocacy and awareness raising; training and capacity building; monitoring and advising; evaluation and reporting; and technical advice and support. Their work often focuses as much on in-house operations as it does liaising with national and regional partners to ensure that gender issues are adequately addressed.⁸⁸
 - **Gender focal points** are change agents whose overriding role is one of advocating for increased attention to and integration of gender equality and women's empowerment in his or her agency's policy and programming and in the related work of development partners. Gender focal points serve as a hub for new information on gender equality and as a conduit for information on what has worked well in the organization. The role of gender focal points differs somewhat from country to country and agency to agency, depending on where she or he is placed within the organization and what kind of gender architecture the organization has in place. A gender focal point is not, however, intended to serve as a substitute for a full-time institutional gender specialist. The focal point's role is often more one of advocacy and facilitating communication and connections related to gender equality and women's empowerment, but may at times

⁸⁶ UNICEF, UNFPA, UNDP, UN Women. "[Gender Equality, UN Coherence and You](#)", ECOSOC agreed conclusions 1997/2.

⁸⁷

<https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=g&sortkey&sortorder=asc&fullsearch=0&page=1>

⁸⁸

<https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=g&sortkey&sortorder=asc&fullsearch=0&page=0>

involve providing gender expertise or assisting colleagues and development partners to identify potential national or international consultants or organizations that have this expertise. Basic functions may include: coordinating the organization/office/program gender mainstreaming strategy; contributing gender information and technical support for inclusion of gender issues; supporting capacity development on gender equality within the organization; knowledge management; and coordination on interagency initiatives, among others.⁸⁹

This survey consists of 16 questions. Your responses and comments are very important. All feedback will remain confidential. We will not identify the individual sources of our data. We ask that you do not forward the survey link to anyone else.

We ask you to kindly respond no later than Friday, 19 April. The survey should not take more than 15-20 minutes to complete. If you have any questions, please contact the independent evaluator Ms. Chantelle McCabe (chantellemccabe@gmail.com).

We sincerely thank you for participating in the survey!

Demographics

1. **What is your gender?** [only one answer possible]
 - Female
 - Male
 - Other

2. **What is your function?** [only one answer possible]
 - Mission Delegate to EXCOM
 - Sectoral Committee/Working Group member

3. **If applicable, which Sectoral Committee/Working Group?** [only one answer possible]
 - Committee on Environmental Policy
 - Inland Transport Committee
 - Conference of European Statisticians
 - Committee on Innovation, Competitiveness and Public Private Partnerships
 - Steering Committee on Trade Capacity and Standards
 - Committee on Sustainable Energy
 - Committee on Forests and the Forest Industry
 - Committee on Housing and Land Management
 - Working Group on Ageing
 - UN/CEFACT
 - None of the above

⁸⁹ UN Women and ITC-ILO. 2013. Blended course for UN System Gender Focal Points.

4. **Please select which member State/delegation you represent** [only one answer possible]

- Albania
- Andorra
- Armenia
- Austria
- Azerbaijan
- Belarus
- Belgium
- Bosnia and Herzegovina
- Bulgaria
- Canada
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Estonia
- Permanent Delegation of the European Union
- Finland
- France
- Georgia
- Germany
- Permanent Observer Mission of the Holy See
- Greece
- Hungary
- Iceland
- Ireland
- Israel
- Italy
- Kazakhstan
- Kyrgyzstan
- Latvia
- Liechtenstein
- Lithuania
- Luxembourg
- Malta
- Monaco
- Montenegro
- Netherlands
- North Macedonia
- Norway
- Poland

- Portugal
- Republic of Moldova
- Romania
- Russian Federation
- San Marino
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- Tajikistan
- Turkey
- Turkmenistan
- Ukraine
- United Kingdom of Great Britain and Northern Ireland
- United States of America
- Uzbekistan

5. **Please select the geographical location of the member State you represent [only one answer possible]**

- Caucasus
- Central Asia
- Eastern and Central Europe
- North America
- South Eastern Europe
- Western Asia
- Western Europe
- Other
- Non-UNECE member State

6. **Please provide a brief description of how you have worked with UNECE since 2016.**

Relevance

7. **Do you think that UNECE’s support to gender equality and gender mainstreaming relevant to the needs of member States? Yes/No**

- If so, how?**
- If not, what specifically should UNECE do to be more relevant?**

8. **The UNECE Policy on Gender Equality and Empowerment of Women 2016-2020 states that one of its objectives is “to advance women’s equal participation with**

men as decision makers in the Organisation and in all its areas of work.” Do you think that this objective has been achieved? Yes/No (Must answer reasons for either yes or no)

- If so, how? [Tick all that apply]
 - i. By supporting a gender balanced approach and encouraging governments to send gender balanced delegations for the Sectoral Committees and all subsidiary bodies
 - ii. By mainstreaming a gender perspective in the work of the Sectoral Committees and in all subsidiary bodies including through contributing to SDGs and gender sensitive targets
 - iii. By strengthening accountability to support gender mainstreaming
 - iv. By promoting the institutional and cultural environment to support the equal representation of women and men in UNECE
- If no, please indicate which areas need improvement [Tick all that apply]
 - i. Support a gender balanced approach and encouraging governments to send gender balanced delegations for the Sectoral Committees and all subsidiary bodies
 - ii. Mainstream a gender perspective in the work of the Sectoral Committees and in all subsidiary bodies including through contributing to SDGs and gender sensitive targets
 - iii. Strengthen accountability to support gender mainstreaming
 - iv. Promote an institutional and cultural environment to support the equal representation of women and men in UNECE

9. **The UNECE Gender Action Plan 2018-2019 states that one of its objectives is “to support a gender balanced approach and encourage governments to send gender balanced delegations for the Sectoral Committees and all subsidiary bodies.” Do you think that this objective has been achieved? Yes/No (Must answer reasons for either yes or no)**

- a. If yes, how? [Tick all that apply]
 - i. Monitor sex disaggregated data on participants to intergovernmental meetings and report them annually to the Sectoral Committees and the Commission session
 - ii. Raise the attention of the member States to increase the number of women participants in delegations, including through EXCOM meetings and the Geneva Gender Champions initiative
 - iii. Increase the percentage of women participating at intergovernmental meetings
- b. If no, which has not been achieved? [Tick all that apply]
 - i. Monitor sex disaggregated data on participants to intergovernmental meetings and report them annually to the Sectoral Committees and the Commission session
 - ii. Raise the attention of the member States to increase the number of women participants in delegations, including through EXCOM meetings and the Geneva Gender Champions initiative
 - iii. Increase the percentage of women participating at intergovernmental meetings

10. **Do you think that UNECE has used partnerships to promote gender equality?** Yes/No
- a. If so, with whom? [tick all that apply]
 - i. Involvement in the International Gender Champions leadership network
 - ii. Co-leading the SPECA (Special Programme for the Economies of Central Asia) Working Group on Gender and Economy
 - iii. Membership in the Issue-Based Coalition on Gender Equality
 - iv. Active participation in the United Nations Inter-Agency Network on Women and Gender Equality (IANWGE)
 - v. Other partnership (e.g. at national level)
 - b. If you checked 'other partnership', please state entity name and country

Effectiveness

11. **Have you worked with UNECE staff on gender mainstreaming and/or gender equality?** Yes/No
- If so, how?** (Please check any that are applicable)
 - A) Gender disaggregated data collection
 - B) Analysis of gender equality data
 - C) Using gender equality data to make or change law or policy
 - D) Monitoring progress in achieving gender equality or women's empowerment goals
12. **Do you think UNECE has contributed to reducing gender inequalities in UNECE member States, including in equitable access to and control over the resources and benefits of development?** Yes/No
- If so, how?**

Efficiency

13. **Has the member State you represent contributed human or financial resources to UNECE activities?** Yes/No
- If so, please identify the activity/activities.**
 - If so, please quantify the contribution of human and/or financial resource from your member State to the activity/activities.**
 - Does your member State as a donor require gender to be included in the project/activity/programme design and reporting?**

Sustainability

14. **Have any mechanisms been put into place at the national level to ensure that gender mainstreaming and gender equality elements are sustained beyond UNECE interventions?** Yes/No
- a. **If so, please identify these mechanisms and explain how effective these processes are.**
15. **Please identify opportunities for improving gender mainstreaming in the future.**
16. **Please add any additional comments here.**

F. Interview discussions

Guiding questions for interviews and focus group discussions

Questions for UNECE Directors

- Name
- Gender
- Job title
- Division

Relevance

1. Has UNECE been responsive to shifts in the context (e.g. adapting to diverse social, economic, cultural, academic, traditional, religious country realities) and need to realign GEEW work accordingly to ensure its continued relevance?
2. How is GM supported in the Organization (through accountability mechanism, rewards)? Are the mechanisms considered relevant by staff?
3. To what extent did detailed contextual analysis of gender equality inform policy and programme development (e.g. sex-disaggregated data, gender analysis, and input of local staff/partners)?

Effectiveness

4. Was UNECE successful in reaching its GM policy/plan objectives? In what ways?
5. In what institutional areas were the strongest results and most progress made, e.g. in policies/plans, organizational culture, gender parity, resource tracking, leadership, accountability, and monitoring and evaluation? In what institutional areas did we see the least progress? What factors contributed to progress and what factors inhibited progress?
6. Were there particular tools or strategies that made more of a difference in integrating attention to GEEW compared to others?
7. To what extent has gender mainstreaming strengthened the link between institutional change and programme results?
8. How has UNECE used partnerships to promote GEEW at global, regional and national levels?
9. To what extent are collaborations and inter-agency cooperation contributing to greater efficiency, if at all?

Efficiency

10. How have funds been allocated for gender mainstreaming and standalone GEEW work: has it increased, remained level or decreased over time? What were the drivers of increased/decreased attention to GM and gender equality? Taking in consideration UNECE's overall funding, are these budgets sufficient to fully integrate gender into programming and policies?
11. To what extent does the gender architecture support an efficient use of resources to enhance attention to GM and GEEW in UNECE?
12. To what extent are collaborations and inter-agency cooperation contributing to greater efficiency, if at all?

Sustainability

13. Which results are not likely to be sustained without continued investment, either technical, financial, or through other activities?
14. What conditions have been put in place to ensure that GM elements and attention to GEEW are sustained beyond individual staff and management? How effective are these processes after staff and leadership transitions?

15. In what ways, if at all, has the entity learned from past evaluation findings to strengthen gender equality results at the programme and institutional levels

Questions for Permanent Missions and EXCOM members

- Name
- Gender
- Job title
- Organisation/member State
 1. Have you worked with UNECE staff on gender mainstreaming and/or gender equality? Yes/No
 - If so, how?
 - i. Gender disaggregated data collection
 - ii. Analysis of gender equality data
 - iii. Using gender equality data to make or change law or policy
 - iv. Monitoring progress in achieving gender equality or women's empowerment goals

Relevance

2. Was the UNECE's support to GEEW relevant to the needs of member States? If so, how?
3. To what extent did detailed contextual analysis of gender equality inform policy and programme development (e.g. input of local staff/partners)?

Effectiveness

4. How has the entity used partnerships to promote GEEW at national levels?

Efficiency

5. To what extent are collaborations and inter-agency cooperation contributing to greater efficiency, if at all?

Sustainability

6. What conditions have been put in place to ensure that GM elements and attention to GEEW are sustained beyond individual staff and management? How effective are these processes after staff and leadership transitions?

FGD questions for UNECE Gender Focal Points

- Name
- Gender
- Job title
- Division

Relevance

1. Has UNECE been responsive to shifts in the context (e.g. adapting to diverse social, economic, cultural, academic, traditional, religious country realities) and need to realign GEEW work accordingly to ensure its continued relevance?
2. To what extent did detailed contextual analysis of gender equality inform policy and programme development (e.g. sex-disaggregated data, gender analysis, and input of local staff/partners)?

Effectiveness

3. Were there particular tools or strategies that made more of a difference in integrating attention to GEEW compared to others?

4. To what extent has gender mainstreaming strengthened the link between institutional change and programme results?

Efficiency

5. To what extent does the gender architecture support an efficient use of resources to enhance attention to GM and GEEW in the institution?
6. Taking into consideration UNECE's overall funding, are these budgets sufficient to fully integrate gender into programming and policies?

Sustainability

7. Which results are not likely to be sustained without continued investment, either technical, financial, or through other activities?
8. In what ways, if at all, has the entity learned from past evaluation findings to strengthen gender equality results at the programme and institutional levels?

FGD questions for UNECE Secretaries to Committees

- Name
- Gender
- Job title
- Committee

Relevance

1. What is the role of UNECE in promoting GEEW and GM results at the country, regional and global levels?

Effectiveness

2. Was UNECE successful in reaching its GM policy/plan objectives? In what ways?
Secretaries of Conventions and Committees
3. In what institutional areas did we see the least progress made, e.g. in policies/plans, organizational culture, gender parity, resource tracking, leadership, accountability, and monitoring and evaluation?
4. What factors contributed to progress and what factors inhibited progress?
5. How has the entity used partnerships to promote GEEW at global, regional and national levels?

Efficiency

6. What were the drivers of increased/decreased funding attention to GM and gender equality?

Sustainability

7. What conditions have been put in place to ensure that GM elements and attention to GEEW are sustained beyond individual staff and management? How effective are these processes after staff and leadership transitions?

Questions for Focal Points from UN Women

- Name
- Gender
- Job title
- Organisation

1. UNECE Gender Policy
 - **How does the UNECE policy compare to others?**
 - **How does this compare with other UN Secretariat organizations?**

2. Please identify any other opportunities for improving UNECE gender mainstreaming in the future.
3. Are there any particular tools or strategies that would be helpful for UNECE in integrating attention to gender equality into its work? Yes/No
 - If so, which ones?
 - How would they be helpful?
4. Has UN Women provided any **guidance for UNECE staff to quantify the type and amount of funds spent on mainstreaming gender**? Yes/No
 - Please explain why/why not
5. **Accountability**
 - How effective do you view the role of SWAP reporting as unique vehicle? Should there be a dedicated report to governing bodies to increase accountability?
6. **How do you cooperate with UNECE outside UN-SWAP?**
7. Has UN Women provided any **training** for UNECE staff to develop their capacity to undertaking gender mainstreaming and/or gender analysis? Yes/No
 - If yes, please explain
8. Have you worked with UNECE staff on gender mainstreaming and/or gender equality? Yes/No
 - If so, how?
9. What are the job titles of UNECE staff that you have worked with on gender mainstreaming and gender equality?
10. Does UN Women have with UNECE any joint projects, publications, or consultations on gender equality? Yes/No
 - If so, please name these
11. Has UN Women worked with UNECE in promoting gender equality and gender mainstreaming results at global levels? Yes/No
 - If so, how?
12. Has UN Women worked with UNECE in promoting gender equality and gender mainstreaming results at regional levels? Yes/No
 - If so, how?
13. Has UN Women worked with UNECE in promoting gender equality and gender mainstreaming results at national levels? Yes/No
 - If so, how?
14. Do you know of any input provided by local UN Women offices (e.g. detailed contextual analysis of gender equality) that informed UNECE policy and programme development? Yes/No
 - If so, please explain.
15. Are there any other ways in which you have worked with UNECE on gender mainstreaming and gender equality? Yes/No
 - If so, please explain.

G. Tools and resources for gender mainstreaming capacity building in UNECE sub-programmes

Economy and gender

- ILO, “Gender Mainstreaming in Local Economic Development Strategies – A Guide”, 2010.

Energy and gender

- AIMS Press - Removing barriers to women entrepreneurs’ engagement in decentralized sustainable energy solutions for the poor, 2016.
- UN Women/UNEP, “Women’s Entrepreneurship for Sustainable Energy”, 2016.
- UNDP - Gender Mainstreaming: A Key Driver of Development in Environment & Energy, 2007.

Environment and gender

- Human Rights Council, “Issue of Human Rights Obligations Relating to the Enjoyment of a Safe, Clean, Healthy and Sustainable Environment – Report of the Special Rapporteur”, 2019.
- Human Rights Council, “Promotion, protection and enjoyment of human rights on the Internet: ways to bridge the gender digital divide from a human rights perspective - Report of the United Nations High Commissioner for Human Rights, 2017
- UNDP, “Gender Mainstreaming – A Key Driver of Development in Environment and Energy – Training Manual”, 2007.
- UN Women/Green Climate Fund, “Mainstreaming Gender in Green Climate Fund Projects”, 2017.
- Human Rights Council, “Issue of human rights obligations relating to the enjoyment of a safe, clean, healthy and sustainable environment - Report of the Special Rapporteur”, 2019.
- UN Environment, “Gender and Environment: Support Kit for UN Environment Staff”, undated.
- UNDP/UNEP, “Poverty-Environment Initiative”, <https://www.unpei.org/gender-and-social-inclusion>
- UN Environment, “Global Gender and Environment Outlook”, <http://web.unep.org/ggeo>

Forestry and gender

- Food and Agriculture Organisation, “How to Mainstream Gender in Forestry – A Practical Field Guide”, 2016.

Gender mainstreaming and standards

- UNECE, “Declaration for Gender Responsive Standards and Standards Development”, 2018.
- UNECE, Steering Committee on Trade Capacity and Standards, Working Party on Regulatory Cooperation and Standardisation Policies, “Gender mainstreaming in standards - Note by the Secretariat”, 2016.

Gender statistics

- UNECE, Workshop on Gender Statistics, 2019 <http://www.unece.org/index.php?id=50364>
- Inter-Agency and Expert Group on Gender Statistics, “The United Nations Minimum Set of Gender Indicators”, 2018.
- UNECE, “Guide on Valuing Unpaid Household Service Work”, 2017.
- UNECE, “Using Gender Statistics: A Toolkit for Training Data Users”, 2016.
- UNECE, “Indicators of Gender Equality”, 2015.
- UNECE/World Bank, “Developing Gender Statistics – A Practical Tool”, 2010.

Housing and gender

- Inter-American Development Bank, “Mainstreaming Gender in Urban Housing”, 2014.

Population and gender

- UNECE/UNFPA, Fulfilling the Potential of Present and Future Generations: Report on the ICPD Programme of Action Implementation in the UNECE Region, 2018.

Sustainable development goals and gender equality

- United Nations Europe and Central Asia Issue Based Coalition on Gender, “SDGs and Gender Equality: UN Interagency Guidance Note for the Europe and Central Asia Region”, 2017.
- ADB/UN Women, “Gender Equality and the Sustainable Development Goals in Asia and the Pacific – Baseline and Transformative Pathways for Transformative Change by 2030”, 2018.
- Office of the High Commissioner for Human Rights, “A Human Rights Based Approach to Data – Leaving No One Behind in the 2030 Agenda for Sustainable Development”, 2018.

Trade and gender

- UNCTAD - Fostering Gender Mainstreaming in National Trade Facilitation Committees - <https://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=2241>
- Gender Equality and Trade Policy - <https://www.un.org/womenwatch/feature/trade/>
- UNCTAD - Mainstreaming gender into trade and development strategies in Africa - https://unctad.org/en/Docs/ditctncd200713_en.pdf

Transport and gender

- European institute for Gender Equality, “Gender in Transport”, 2016.
- International Labour Organisation, “Promoting the Employment of Women in the Transport Sector – Obstacles and Policy Options”, 2013.
- UNECE, “Report to the UNECE Executive Committee – the Inland Transport Committee and gender issues in transport”, ECE/TRANS/2009/7, 2008.

H - Programme Plans, Legislative mandates, Outputs and Resource requirements relating to Gender and Advancement of Women in the Regional Commissions in 2018-2019

I. Economic development in Europe

[From A/72/6 (Sect.20): 2018-2019 Proposed Programme Budget for Economic development in Europe]

A. Overall orientation of ECE (there is no Programme Plan as Gender is not under Programme of Work)

20.4 Due consideration will be given to the gender dimension of development, given that women constitute more than half of the world's population and are active agents and beneficiaries of sustainable development in the region. Gender equality and the empowerment of women will be integrated into the ECE programme of work in accordance with the United Nations System-wide Action Plan and Sustainable Development Goal 5. In particular, the programme will focus on women in the economy and promote women's entrepreneurship in the region.

B. Executive direction and management

20.26 The overall responsibilities of the executive direction and management component include the following functions:

(p) To promote the advancement of women and gender equality in the ECE secretariat and ensure gender mainstreaming in the programme of work of the Commission;

20.27 ECE executive direction and management component comprises the Office of the Executive Secretary, the Programme Management Unit, the Sustainable Development and Gender Unit, and the Information Unit.

20.32 The Sustainable Development and Gender Unit provides a regional perspective on major cross-sectoral themes, including sustainable development and gender, the 2030 Agenda for Sustainable Development and its Sustainable Development Goals through the organization of regional meetings, the preparation and coordination of policy-oriented inputs in preparation for and follow-up to United Nations major conferences and summits in the economic, social, environmental and related fields, as well as to the relevant reports of the Secretary-General to the Economic and Social Council and the General Assembly. The Unit also provides secretariat services to the meetings of the Regional Coordination Mechanism, comprising the directors of the regional offices for Europe and Central Asia of the United Nations funds, programmes and specialized agencies, and contributes to inter-agency reports and other outputs of the Mechanism.

Table 20.8 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure effective implementation of ECE legislative mandates and work programme

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2018-2019	2016-2017	2014-2015	2012-2013

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(f) Strengthened gender mainstreaming in the work of ECE sectoral committees	Increased number of sectoral committees that include gender in their work agenda	Target	6	3		
		Estimate		3		
		Actual				

C. Outputs for Executive direction and management

20.35 During the biennium 2018-2019, the outputs to be delivered are reflected in table 20.9 below.

Table 20.9 **Categories of outputs and final outputs** (Gender related)

Outputs	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
Other services provided	
United Nations Special Programme for the Economies of Central Asia	
8. Meeting of the Working Group on Gender and Economy	2
Other substantive activities (regular budget)	
Non-recurrent publications	
10. Achieving gender equality for sustainable development: good practices and challenges in the ECE region (2019)	1
Technical materials	
17. Update and maintenance of the website of the Executive Committee, the gender website and the technical cooperation activities website	2

D. Resource requirements (for the entire Executive Direction and Management)

20.37 The amount of \$8,603,600, reflecting a net decrease of \$396,000 compared to the appropriation for 2016-2017, would provide for the financing of 23 posts (1 USG, 1 D-2, 2 D-1, 4 P-5, 3 P-4, 1 P-3, 1 P-2, 1 General Service (Principal level) and 9 General Service (Other level)) and non-post requirements, including for consultants, experts, travel of staff, contractual services and hospitality, to support the implementation of mandates under the programme.

20.39 During the biennium 2018-2019, extrabudgetary resources estimated at \$67,800, reflecting a minor increase of \$11,300, are related to non-post resources required to implement activities related to the economic empowerment of women in the ECE region, including as a follow-up to the 20-year regional review of the Beijing Programme for Action.

II. Economic and social development in Africa

Subprogramme 6, Gender and women in development

A. Programme Plan

[From A/72/6 (Sect.18): 2018-2019 Proposed Programme Budget for Economic and social development in Africa]

18A.100 Substantive responsibility for this subprogramme is vested within the African Centre for Gender, situated within the Social Development Policy Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 15 of the biennial programme plan for the period 2018-2019.

Table 18A.29 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve gender equality and women's empowerment in Africa

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>	<i>Performance measures</i>				
		<i>2018-2019</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2012-2013</i>	
(a) Enhanced capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment as well as address emerging issues that affect women and girls	Increased number of member States and regional economic communities that report the implementation of international and regional commitments on gender equality and the empowerment of women and girls	Target	33	20	15	
		Estimate		20	15	10
		Actual			15	10
(b) Strengthened capacity of member States and regional economic communities to mainstream gender into national policies and programmes	Increased number of member States, regional economic communities and institutions that are adopting and implementing gender-responsive strategies, policies and programmes	Target	35	10		
		Estimate		20	20	
		Actual			15	15

External factors

18A.101 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers are supportive of its efforts and extend full cooperation for gender mainstreaming and the implementation of gender equality policies and strategies by allocating both human and financial resources; (b) member States, through their national institutions, provide well-documented and accurate data to support the subprogramme's efforts; (c) adequate capacity will exist to implement and monitor the subprogramme's efforts at the national and subregional levels; and (d) development partners honour the commitments made and continue their support.

[From A/71/6/Rev.1: Biennial programme plan and priorities for the period 2018-2019 for Programme 15, Economic and social development in Africa]

Strategy

15.50 The strategy for the subprogramme will be to continue strengthening its support for member States, the African Union Commission and regional economic communities in adopting and implementing gender-responsive policies, programmes and strategies to achieve gender equality and the empowerment of women and girls. Given the cross-cutting nature of gender, emphasis will be placed on the adoption and strengthening of sound policies and enforceable legislation, aspirations and initiatives with gender perspectives and special indicators for women. A special focus will be on Sustainable Development Goal 5 of the 2030 Agenda for Sustainable Development and aspiration 6 of Agenda 2063. Technical support will be provided to member States, especially national gender mechanisms, to ensure that national implementation plans for those global and regional commitments are prepared in harmony with the outcome document of the 20-year review of the implementation of the Beijing Declaration and Platform for Action. This will also be informed by the outcomes of the first session of the Committee on Gender and Social Development, held in 2015.

15.51 The subprogramme will further strengthen evidence-based research in the areas of women's economic empowerment, women's rights and social protection in line with the

Commission's continent-wide initiative on gender equality and women's empowerment. It will further use existing tools such as the African Gender Development Index and the African gender equality and women's empowerment scorecard. In collaboration with the Commission's African Centre for Statistics, the subprogramme will also develop new tools to support and strengthen the collection and analysis of sex-disaggregated, gender-responsive data and statistics and the monitoring of commitments relating to gender equality and the empowerment of women and girls.

- 15.52 In addition, the subprogramme will enhance collaboration within ECA to scale up the mainstreaming of gender perspectives into all of the Commission's outputs, including through capacity development interventions and the gender parity marker. Ongoing intradivisional collaboration with subprogramme 9 will be strengthened in line with the Sustainable Development Goals on social inclusion. The subprogramme will continue to work with the African Climate Policy Centre, the African Minerals Development Centre, the African Trade Policy Centre and the Land Policy Initiative to address the gender dimensions of climate change in the extractive sector, trade and land policy, respectively. Collaboration with the Capacity Development Division and the African Institute for Economic Development and Planning will be strengthened in order to deliver country-tailored advisory services and capacity-building to member States and regional economic communities. The subprogramme will work closely with the subregional offices of ECA to ensure that gender dimensions are well reflected in the ECA country profiles.
- 15.53 To support the implementation of its activities, the subprogramme will continue to enhance its partnerships with the African Union Commission, the African Development Bank and regional economic communities and the United Nations system through the regional consultative mechanisms. It will also strengthen its joint activities with the United Nations Entity for Gender Equality and the Empowerment of Women. It will define a clear partnership strategy to foster and strengthen relationships with civil society, academia and research institutions. In addition, partnerships will be initiated with non-traditional partners such as private sector organizations to harness their potential to support women's economic empowerment. Ongoing relationships with existing development partners will be strengthened, and new and emerging ones will be forged.

B. Legislative mandates for Subprogramme 6, Gender and women in development

General Assembly resolutions

- | | |
|------------------------|---|
| 59/167 | Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century" |
| 59/248 | World Survey on the role of women in development |
| 65/187 | Intensification of efforts to eliminate all forms of violence against women |
| 65/189 | International Widows' Day |
| 65/190 | Trafficking in women and girls |
| 66/130 | Women and political participation |
| 70/130 | Violence against women migrant workers |

70/131	Convention on the Elimination of All Forms of Discrimination against Women
70/132	Improvement of the situation of women and girls in rural areas
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
70/138	The girl child
70/176	Taking action against gender-related killing of women and girls

Economic and Social Council resolutions

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

C. Outputs for Subprogramme 6, Gender and women in development

[From A/72/6 (Sect.18): 2018-2019 Proposed Programme Budget for Economic and social development in Africa]

18A.102 During the biennium 2018-2019, the following outputs will be delivered:

Table 18A.30 Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies (regular budget)	
<i>Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa</i>	
Substantive servicing of meetings	
1. Biennial session of the Committee on Gender and Social Development	1

<i>Outputs</i>	<i>Quantity</i>
Parliamentary documentation	
2. Work of the subprogramme during the biennium 2018-2019 and the planned activities for the biennium 2020-2021 to promote gender equality and the empowerment of women (2019)	1
Other services	
<i>Other ad hoc expert groups</i>	
3. <i>African Women's Report</i>	1
4. African Gender and Development Index regional report	1
5. Women's entrepreneurship	1
Other substantive activities (regular budget)	
Recurrent publications	
6. <i>African Women's Report</i> — based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	1
Non-recurrent publications	
7. Women's entrepreneurship	1
8. Regional report	1
Technical materials	
9. Maintenance and expansion of the knowledge platform for information-sharing and advocacy on gender equality, women's empowerment and women's socioeconomic, political and human rights to deepen dialogue and policy options (set)	1
Technical cooperation (regular/extrabudgetary)	
Training, seminars and workshops	
10. Regional capacity development workshops on integrating gender into socioeconomic policies and programmes towards inclusive, equitable and sustainable development in Africa	2
11. Review of the methodology for data collection for recurrent and non-recurrent publications	3
12. National-level workshops to review results and define national strategies to implement results of research findings	5
Fellowships and grants	
13. Scholars to strengthen the knowledge base on gender and development issues in Africa based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	1
14. Empowerment developed by the subprogramme, specifically in relation to women's entrepreneurship and measuring and valuing the economic contribution of women	3
15. Fellowships to work on gender awareness macroeconomic modelling and policy issues related to gender and development as defined in the Continent-Wide Initiative for Gender Equality and Women's Empowerment	2
Field projects	
16. Monitoring the implementation of regional and global instruments	1
17. Policy research on gender and climate change in Africa	1
18. Policy research on gender and the extractive industry in Africa	1
19. Project on mainstreaming a gender perspective into ECA work to ensure that the sectoral outputs and knowledge products for member States promote gender equality and women's empowerment in Africa	1

D. Resource requirements for Subprogramme 6, Gender and women in development

[From A/72/6 (Sect.18): 2018-2019 Proposed Programme Budget for Economic and social development in Africa]

18A.103 The distribution of resources for subprogramme 6 is reflected in table 18A.31.

Table 18A.31 **Resource requirements: subprogramme 6**

Category	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	579.6	952.2	5	5
Non-post	730.9	732.3	–	–
Subtotal	1 310.5	1 684.5	5	5
Extrabudgetary	4 038.9	4 088.0	9	8
Total	5 349.4	5 772.5	14	13

18A.104 Post resources in the amount of \$952,200, reflecting an increase of \$372,600 compared with the appropriation for 2016-2017, would provide for the continuation of five posts (1 P-4, 1 P-3, 1 P-2 and 2 Local level) to support the implementation of mandates under the programme. The increase is due to the biennial provision of resources for the three new posts (1 Gender Affairs Officer (P-4), 1 Gender Affairs Officer (P-3) and 1 Associate Gender Affairs Officer (P-2)) established in the biennium 2016-2017.

18A.105 Non-post resources in the amount of \$732,300, reflecting a net increase of \$1,400 compared with the appropriation for 2016-2017, would provide primarily for experts, consultants, contractual services and the travel of staff.

18A.106 During the biennium 2018-2019, projected extrabudgetary resources amounting to \$4,088,000 would provide for eight posts (1 P-5, 2 P-4, 2 P-3, 1 National Professional Officer and 2 Local level) and non-post resources. The increase of \$49,100 reflects additional requirements under non-post resources, offset in part by a decrease under posts due to the abolishment of a D-1 post made possible by the rationalization of resources.

III. Economic and social development in Asia and the Pacific

Subprogramme 6, Social development

A. Programme Plan

[From A/72/6 (Sect.19): 2018-2019 Proposed Programme Budget for Economic and social development in Asia and the Pacific]

19.89 Substantive responsibility for this subprogramme is vested within the Social Development Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 16 of the biennial programme plan for the period 2018-2019.

Table 19.27 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen socially inclusive societies that protect, empower and ensure equality for all social groups in Asia and the Pacific in line with the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2018-2019	2016-2017	2014-2015	2012-2013

(a) Enhanced national evidence-based policies aimed at reducing inequalities and addressing the impact of demographic challenges, including gender perspectives	(i) Increased number of surveyed respondents in ESCAP initiatives reporting increased knowledge and skills to develop, implement, monitor and evaluate policies aimed at reducing inequalities and addressing the impact of demographic challenges, including gender perspectives	Target	80	
		Estimate		75
		Actual		
(b) Enhanced national evidence-based policies to promote gender equality and women's empowerment towards the achievement of sustainable development	(ii) Increased number of policies by member States and other stakeholders, based on regional frameworks promoted by ESCAP, aimed at reducing inequalities and addressing the impact of demographic challenges	Target	8	
		Estimate		6
		Actual		
(b) Enhanced national evidence-based policies to promote gender equality and women's empowerment towards the achievement of sustainable development	(i) Increased number of surveyed respondents in ESCAP initiatives reporting increased knowledge and skills to develop and implement policies that advance gender equality and women's empowerment towards the achievement of inclusive and sustainable development	Target	80	
		Estimate		75
		Actual		
(c) Enhanced regional cooperation between member States to reduce inequalities and address the impact of demographic challenges	(ii) Increased number of policies by member States and other stakeholders, based on regional frameworks promoted by ESCAP, that advance gender equality and women's empowerment towards the achievement of sustainable development	Target	4	
		Estimate		3
		Actual		
(c) Enhanced regional cooperation between member States to reduce inequalities and address the impact of demographic challenges	Increased number of recommendations and decisions adopted by member States, based on or drawing from initiatives promoted by ESCAP, towards strengthening regional and subregional frameworks, arrangements and agreements for regional cooperation aimed at reducing inequalities and addressing the impact of demographic challenges, including gender perspectives	Target	4	
		Actual		

External factors

19.90 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) relevant stakeholders at the national level are prepared to provide the data and information necessary for the secretariat to conduct its analytical work; (b) national institutions are committed and willing to pursue regional cooperation in a range of social development areas; and (c) adequate extrabudgetary resources are available to add value to the secretariat's normative and analytical work and extend its outreach and services to countries in the ESCAP region.

[From A/71/6/Rev.1: Biennial programme plan and priorities for the period 2018-2019 for Programme 16, Economic and social development in Asia and the Pacific]

Strategy

- 16.38 The substantive responsibility for the subprogramme is vested in the Social Development Division. The strategic direction of the subprogramme is derived mainly from the 2030 Agenda for Sustainable Development, as well as resolutions listed below under legislative mandates. Regional mandates that guide the subprogramme include the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific, the Bangkok Statement on the Asia-Pacific Review of the Implementation of the Madrid International Plan of Action on Ageing, the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women’s Empowerment, the report of the Asia-Pacific Intergovernmental Meeting on HIV and AIDS and the Asian and Pacific Ministerial Declaration on Population and Development of the Sixth Asian and Pacific Population Conference. In the framework of the 2030 Agenda for Sustainable Development, the subprogramme will focus specifically on the social aspects of Sustainable Development Goals 1 (End poverty in all its forms everywhere), 5 (Achieve gender equality and empower all women and girls), 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), 10 (Reduce inequality within and among countries), 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).
- 16.39 The subprogramme will aim to promote change at the policy and institutional levels to ensure a balanced integration of social development in policymaking in order to facilitate the achievement of the Sustainable Development Goals and promote inclusive sustainable and rights-based societies that endeavour to reduce inequalities and reach those who are farthest behind first.
- 16.40 The subprogramme will also develop the knowledge and capacity of member States to implement policies that address the impact of demographic challenges, including population ageing and international migration and their health and gender dimensions, and promote social integration and social protection, particularly for vulnerable groups, including youth, older persons, migrants and persons with disabilities. The subprogramme will continue to support member States in promoting the rights of persons with disabilities through the monitoring and acceleration of the implementation of the Incheon Strategy. Focus will be maintained on means of implementation, including increasing financing, strengthening institutions and accountability mechanisms, and building partnerships. A multipronged strategy that emphasizes integration of a gender perspective and a rights-based approach will be adopted throughout the subprogramme.
- 16.41 The main target group of the subprogramme will be government officials and institutions, particularly those involved in the formulation, implementation and management of social development policies and programmes. The strategy will focus on applied research, analysis and the dissemination of knowledge products on social policy options, strategies and programmes as a basis for evidence-based decision-making by member States, in particular to support them in their efforts to attain the Sustainable Development Goals related to social development and to integrate those Goals with the other dimensions of the 2030 Agenda for Sustainable Development. Good practices in the area of social development, including those that are gender-responsive, address the needs of vulnerable groups in society and integrate different dimensions of sustainable development, will be analysed and documented for the purpose of adaptation and wider replication in the region. The Commission’s convening role will be emphasized, particularly with regard to promoting regional cooperation and building consensus on accelerating and harmonizing the implementation of the social aspects of 2030 Agenda for Sustainable Development and of other international commitments on population and development, gender equality and social integration of vulnerable groups. Technical assistance to developing countries, including those in special situations, will be intensified to build national capacity, including

by sharing policy options, good experiences and good practices in the context of transfer of knowledge and skills on a range of social and sustainable development issues, and through South-South cooperation.

16.42 In order to achieve the above, ESCAP will collaborate with relevant United Nations agencies, funds and programmes (including through the Asia-Pacific Regional Coordination Mechanism), international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and other civil society organizations.

B. Legislative mandates for Subprogramme 6, Social development

General Assembly resolutions

64/293	United Nations Global Plan of Action to Combat Trafficking in Persons
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
68/4	Declaration of the High-level-Dialogue on International Migration and Development
68/130	Policies and programmes involving youth
68/131	Promoting social integration through social inclusion
68/133	Cooperatives in social development
68/137	Violence against women migrant workers
68/139	Improvement of the situation of women in rural areas
68/191	Taking action against gender-related killing of women and girls
68/192	Improving the coordination of efforts against trafficking in persons
68/227	Women in development
68/228	Human resources development
69/61	Women, disarmament, non-proliferation and arms control
69/141	Literacy for life: shaping future agendas
69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/144	Celebrating the twentieth anniversary of the International Year of the Family
69/145	World Youth Skills Day
69/146	Follow-up to the Second World Assembly on Ageing

69/147	Intensification of efforts to eliminate all forms of violence against women and girls
69/148	Intensification of efforts to end obstetric fistula
69/149	Trafficking in women and girls
69/150	Intensifying global efforts for the elimination of female genital mutilations
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/156	Child, early and forced marriage
69/161	International Convention on the Elimination of All Forms of Racial Discrimination
69/167	Protection of migrants
69/187	Migrant children and adolescents
69/229	International migration and development
69/230	Culture and sustainable development
69/293	International Day for the Elimination of Sexual Violence in Conflict

Economic and Social Council resolutions

2014/8	Observance of the twentieth anniversary of the International Year of the Family and beyond
2015/2	Joint United Nations Programme on HIV/AIDS
2015/4	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the post-2015 development agenda
2015/5	Modalities for the third review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2015/6	Future organization and methods of work of the Commission on the Status of Women

Economic and Social Commission for Asia and the Pacific resolutions

66/12	Sixth Asian and Pacific Population Conference
67/5	Full and effective implementation of the Madrid International Plan of Action on Ageing in the Asia-Pacific region
67/6	Enhancing accessibility for persons with disabilities at ESCAP
67/9	Asia-Pacific regional review of the progress achieved in realizing the Declaration of Commitment on HIV/AIDS and the Political Declaration on HIV/AIDS

68/6	Asia-Pacific regional preparations for the special session of the General Assembly on the International Conference on Population and Development beyond 2014
68/7	Asian and Pacific Decade of Persons with Disabilities, 2013-2022
69/13	Implementation of the Ministerial Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2013-2022, and the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific
69/14	Implementation of the Bangkok statement on the Asia-Pacific review of the implementation of the Madrid International Plan of Action on Ageing
70/14	Enhancing participation of youth in sustainable development in Asia and the Pacific
71/13	Implementation of the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women’s Empowerment

C. Outputs for Subprogramme 6, Social development

[From A/72/6 (Sect.19): 2018-2019 Proposed Programme Budget for Economic and social development in Asia and the Pacific]

19.91 During the biennium 2018-2019, the following outputs will be delivered:

Table 19.28 Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
<i>Economic and Social Commission for Asia and the Pacific</i>	
Parliamentary documentation	
1. Reports on issues related to social development (2018, 2019)	2
<i>ESCAP Committee on Social Development</i>	
Substantive servicing of meetings	
2. Plenary (2018)	6
Parliamentary documentation	
3. Report of the Committee on Social Development (2018)	1
4. Reports on issues related to social development (2018)	2
<i>Asia-Pacific high-level intergovernmental meeting on gender equality and women’s empowerment (2019)</i>	
Substantive servicing of meetings	
5. Plenary (2019)	6
Parliamentary documentation	
6. Report of the Asia-Pacific high-level intergovernmental meeting on gender equality and women’s empowerment (2019)	1
7. Report on gender equality and women’s empowerment in the Asia-Pacific region (2019)	1
<i>Intergovernmental meeting on the midpoint review of the outcomes of the sixth Asian and Pacific Population Conference (2018)</i>	
Substantive servicing of meetings	

<i>Outputs</i>	<i>Quantity</i>
8. Plenary (2018)	6
Parliamentary documentation	
9. Report of the intergovernmental meeting on the midpoint review of the outcomes of the sixth Asian and Pacific Population Conference (2018)	1
10. Reports on major issues related to the midpoint review of the outcomes of the sixth Asian and Pacific Population Conference (2018)	2
<i>Ad hoc expert groups</i>	
11. Expert group meeting on strengthening social policies to achieve sustainable development (2019)	1
12. Asia-Pacific review of challenges and progress made towards implementation of the Beijing Platform for Action and the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women's Empowerment (2018)	1
13. Expert group meeting on population trends in the context of sustainable development in the Asia-Pacific region (2018)	1
14. Expert group meeting on the impact of social and population policies on demographic trends and their economic and social implications (2019)	1
15. Expert group meeting on addressing the linkages between the Incheon Strategy and the Sustainable Development Goals (2019)	1
16. Expert group meeting on poverty reduction through social policy interventions (2019)	1
<i>Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs under their established mandates</i>	
17. United Nations Special Programme for the Economies of Central Asia: Thematic Working Group on Gender and Economy (2018, 2019)	2
18. ESCAP Sustainable Business Network — task force on micro-, small and medium-sized enterprises and social enterprises	2
Other substantive activities (regular budget/extrabudgetary)	
Recurrent publications	
19. <i>Asia-Pacific Sustainable Development Journal</i> (2 in 2018)	2
20. <i>Disability at a Glance</i> (2019)	1
21. <i>Social Outlook for Asia and the Pacific</i> (2019)	1
Non-recurrent publications	
22. <i>Gender Equality and Women's Empowerment in Asia and the Pacific</i> (2019)	1
Booklets, fact sheets, wallcharts, information kits	
23. Policy briefs on social development (4 each in 2018, 2019)	8
24. Population datasheets (2018, 2019)	2
Technical materials	
25. Social development policy papers (covering themes such as financing for social development; gender equality and women's empowerment; inequality; population dynamics, including migration; poverty; and social protection, including a focus on subregional dimensions) (4 each in 2018, 2019)	8
26. Working papers on social development (4 each in 2018, 2019)	8
27. Online knowledge platforms on social development (ageing, disability, poverty, social protection, migration and youth)	6
Special events	
28. Commemorations of International Women's Day	2
29. Commemoration of International Migrants Day (2018)	1
Substantive servicing of inter-agency meetings	
30. Asia-Pacific Regional Coordination Mechanism Thematic Working Group on Sustainable Societies (demographic change) (2018, 2019)	6

<i>Outputs</i>	<i>Quantity</i>
31. Asia-Pacific Regional Coordination Mechanism Thematic Working Group on Gender Equality and Empowerment of Women (2018, 2019)	4
Technical cooperation (regular budget/extrabudgetary)	
Field projects	
Capacity-building projects for member States and stakeholders on enhancing the design and implementation of policies and programmes on:	
32. Social protection	1
33. Disability inclusion	1
34. Youth participation	1
35. Population dynamics	2
36. Gender equality and women's economic empowerment	1
37. Migration	1

D. Resource requirements for Subprogramme 6, Social development

[From A/72/6 (Sect.19): 2018-2019 Proposed Programme Budget for Economic and social development in Asia and the Pacific]

19.92 The distribution of resources for subprogramme 6 is reflected in table 19.29.

Table 19.29 **Resource requirements: subprogramme 6**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2016-2017</i>	<i>2018-2019 (before recosting)</i>	<i>2016-2017</i>	<i>2018-2019</i>
Regular budget				
Post	6 639.5	6 410.7	32	30
Non-post	355.0	417.3	-	-
Subtotal	6 994.5	6 828.0	32	30
Extrabudgetary	1 540.2	1 610.6	1	1
Total	8 534.7	8 438.6	33	31

19.93 The amount of \$6,828,000, reflecting a net decrease of \$166,500 compared with the appropriation for 2016-2017, would provide for the financing of 30 posts (1 D-1, 3 P-5, 5 P-4, 5 P-3, 5 P-2 and 11 Local level) (\$6,410,700) and non-post requirements, including consultants, experts, the travel of staff, contractual services, general operating expenses, and furniture and equipment (\$417,300), to carry out the ESCAP programme of work under this subprogramme.

19.94 The net decrease of \$166,500 is due primarily to the abolishment of two Local level posts (1 Staff Assistant and 1 Team Assistant) as a result of anticipated efficiencies that ESCAP plans to bring about in the biennium 2018-2019, and the removal of non-recurrent requirements relating to the modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration, pursuant to General Assembly resolution 71/280. This is offset in part by the provision for additional non-post requirements under consultants, experts, travel of staff and contractual services approved under the subprogramme pursuant to General Assembly resolution 71/272 A, in support of the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.

- 19.95 During the biennium 2018-2019, projected extrabudgetary resources of \$1,610,600 would be used to complement resources from the regular budget for the implementation of the programme of work under the subprogramme.

IV. Economic and social development in Latin America and the Caribbean Subprogramme 5, Mainstreaming the gender perspective in regional development

A. Programme Plan

[From A/72/6 (Sect.21): 2018-2019 Proposed Programme Budget for Economic and social development in Latin America and the Caribbean]

21.98 Substantive responsibility for this subprogramme is vested in the Division for Gender Affairs. In the light of the interdisciplinary nature of mainstreaming the gender perspective in regional development, the Division will work in close coordination with, and provide support to, ECLAC divisions and subregional and national offices.

21.99 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 18 of the biennial programme plan for the period 2018-2019.

Table 21.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To mainstream a gender equality perspective into sustainable and inclusive development strategies of the Latin American and Caribbean countries

<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>		<i>Performance measures</i>			
			<i>2018-2019</i>	<i>2016-2017</i>	<i>2014-2015</i>	<i>2012-2013</i>
(a) Strengthened capacity of countries in the region to implement gender equality policies in line with the regional consensus, the 2030 Agenda for Sustainable Development and other international agreements	(i) Increased number of policies, measures or actions adopted by the countries of the region in priority areas for gender equality in the implementation of the 2030 Agenda for Sustainable Development	Target	2	–	–	–
		Estimate	–	–	–	–
		Actual	–	–	–	–
	(ii) Increased number of stakeholders reporting that they have benefited from using the Gender Equality Observatory for Latin America and the Caribbean to improve their work to implement gender equality policies	Target	9	–	–	–
		Estimate	–	–	–	–
		Actual	–	–	–	–

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(b) Strengthened capacity of countries in the region to implement the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to women's economic autonomy	(i) Increased number of policies, measures or actions adopted by the countries of the region in response to the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, including issues relating to sustainable development with a gender perspective	Target	9	8	–	–
		Estimate	–	8	–	–
		Actual	–	–	–	–
	(ii) Increased number of stakeholders reporting that they have benefited from technical cooperation from ECLAC, and from participating in horizontal South-South technical cooperation facilitated by ECLAC, to improve their work and to implement the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, including policy design with aspects of sustainable development with a gender perspective	Target	9	6	–	–
		Estimate	–	6	–	–
		Actual	–	–	–	–

External factors

21.100 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the agenda in the region continues to attract support from key stakeholders, within a context of political stability and democratic governance; and (b) the international community continues to support and give priority to gender mainstreaming in the public policies of the member States of ECLAC, as an essential component of regional and international development. To that end, guidelines established by the General Assembly and the Economic and Social Council, as well as the Sustainable Development Goals, will continue to be advocated and acted upon by the international and regional communities.

[From A/71/6/Rev.1: Biennial programme plan and priorities for the period 2018-2019 for Programme 18, Economic and social development in Latin America and the Caribbean]

Strategy

18.36 The Division for Gender Affairs will be responsible for the implementation of the subprogramme. In the light of the interdisciplinary nature of mainstreaming the gender perspective in regional development, the Division will work in close coordination with, and provide support to, ECLAC divisions and subregional and national offices. The objectives will be pursued within the framework of the internationally agreed development goals and the mandates and gender mainstreaming strategy of the Commission.

18.37 Under the subprogramme, the Division will assist the countries of the region in the development of strategies for mainstreaming the gender perspective with a rights-

based approach in national policies, including their formulation, implementation and monitoring, using statistics and gender indicators. Particular attention will be devoted to women's economic autonomy in an integral framework, connected to physical autonomy and decision-making autonomy.

- 18.38 The subprogramme will seek to promote dialogue and strengthen the relations between public actors and other stakeholders in relation to gender equality, and will provide technical assistance to Governments in those areas.
- 18.39 Lastly, member States will benefit from the use of the Gender Equality Observatory for Latin America and the Caribbean and increased knowledge-sharing to shed light on the nature of current regional problems, through the wide dissemination of the main publications and findings of the subprogramme among policymakers, academics and other stakeholders at international events and key forums.

B. Legislative mandates for Subprogramme 5, Mainstreaming the gender perspective in regional development

General Assembly resolutions

- [63/174](#) Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
- [66/128](#) Violence against women migrant workers
- [66/140](#) The girl child
- [66/165](#) Protection of and assistance to internally displaced persons
- [66/166](#) Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
- [66/173](#) Follow-up to the International Year of Human Rights Learning
- [67/139](#) Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
- [67/145](#) Trafficking in women and girls
- [67/148](#) Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
- [67/149](#) Office of the United Nations High Commissioner for Refugees
- [67/152](#) Rights of the child
- [67/172](#) Protection of migrants
- [67/174](#) The right to food
- [67/185](#) Promoting efforts to eliminate violence against migrants, migrant workers and their families
- [67/190](#) Improving the coordination of efforts against trafficking in persons
- [68/137](#) Violence against women migrant workers
- [68/138](#) Convention on the Elimination of All Forms of Discrimination against Women

68/139	Improvement of the situation of women in rural areas
68/141	Office of the United Nations High Commissioner for Refugees
68/160	Enhancement of international cooperation in the field of human rights
68/172	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
68/177	The right to food
68/180	Protection of and assistance to internally displaced persons
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
68/191	Taking action against gender-related killing of women and girls
68/192	Improving the coordination of efforts against trafficking in persons
68/228	Human resources development
69/61	Women, disarmament, non-proliferation and arms control
69/132	Global health and foreign policy
69/146	Follow-up to the Second World Assembly on Ageing
69/147	Intensification of efforts to eliminate all forms of violence against women and girls
69/149	Trafficking in women and girls
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/152	Office of the United Nations High Commissioner for Refugees
69/156	Child, early and forced marriage
69/157	Rights of the child
69/158	Protecting children from bullying
69/167	Protection of migrants
69/176	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
69/177	The right to food
69/187	Migrant children and adolescents
69/183	Human rights and extreme poverty
69/236	World Survey on the Role of Women in Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions

2008/33	Strengthening coordination of the United Nations and other efforts in
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- fighting trafficking in persons
- 2009/15 Future organization and methods of work of the Commission on the Status of Women
- 2009/16 Working Group on Communications on the Status of Women of the Commission on the Status of Women
- 2012/16 Promoting efforts to eliminate violence against migrants, migrant workers and their families
- 2014/2 Mainstreaming a gender perspective into all policies and programmes in the United Nations system
- 2014/5 Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all

Economic Commission for Latin America and the Caribbean resolutions

- 615 (XXXI) International migration
- 657 (XXXIII) Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
- 658 (XXXIII) Regional Conference on Women in Latin America and the Caribbean
- 667 (XXXIV) Regional Conference on Women in Latin America and the Caribbean
- 677 (XXXV) Regional Conference on Women in Latin America and the Caribbean
- 690 (XXXV) Lima resolution

Economic and Social Council resolutions

- 2009/28 The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the substantive session of the Economic and Social Council in 2008
- 2013/22 Human settlements

Economic Commission for Latin America and the Caribbean resolutions

- 594 (XXIX) World Summit on Sustainable Development
- 602 (XXX) Monitoring sustainable development in Latin America and the Caribbean
- 669 (XXXIV) Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

C. Outputs for Subprogramme 5, Mainstreaming the gender perspective in regional development

[From A/72/6 (Sect.21): 2018-2019 Proposed Programme Budget for Economic and social development in Latin America and the Caribbean]

21.101 During the biennium 2018-2019, the following outputs will be delivered:

Table 21.25 Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
<i>Regional Conference on Women in Latin America and the Caribbean</i>	
Substantive servicing of meetings	
1. Fourteenth session of the Regional Conference on Women in Latin America and the Caribbean, including the preparation of reports and substantive documentation	1
2. Meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean, including the preparation of reports and substantive documentation	3
3. Subregional preparatory meetings in the Caribbean, South America and Central America	3
<i>Gender Equality Observatory for Latin America and the Caribbean</i>	
Substantive servicing of meetings	
4. Meeting with participating agencies and organizations in the Gender Equality Observatory for Latin America and the Caribbean	1
<i>Ad hoc expert groups</i>	
5. Meetings of experts to consider priority issues emerging from the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean on the following topics:	
(a) Evaluation of best practices and challenges in the implementation of gender policies;	
(b) Promotion of an economic agenda for gender equality;	
(c) Monitoring of the 2030 Agenda for Sustainable Development;	
(d) Analysis of policies on gender equality and women's autonomy	4
6. Inter-agency meetings with programmes, funds and specialized agencies of the United Nations system, including the preparation of substantive support documents and reports	2
Other substantive activities (regular budget and extrabudgetary)	
Recurrent publications	
Issues of the ECLAC "Gender affairs" series on the following topics:	
7. Report of the Gender Equality Observatory for Latin America and the Caribbean for the period 2018-2019	1
8. Report on the progress achieved in the implementation of the outcomes of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean	1
9. Study on the implementation of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean from a gender equality perspective	1
10. Study on women's economic autonomy	1
11. Study on women's physical autonomy	1
12. Study on gender mainstreaming policies and institutional framework	1
13. Study on women's autonomy in decision-making	1
14. Study on poverty from a gender perspective and monitoring progress towards Sustainable Development Goals 1 and 5	1
Non-recurrent publications	
15. Position document for the fourteenth session of the Regional Conference on Women in Latin America and the	1

<i>Outputs</i>	<i>Quantity</i>
Caribbean	
16. Studies on issues relating to the incorporation of gender equality perspectives in the development of countries of the region, in accordance with the subject areas addressed at the thirty-seventh session of ECLAC and the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean	3
17. Regional study on the progress on the execution of the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030	1
Technical materials	
Substantive and technical updating of:	
18. Website of the Gender Equality Observatory for Latin America and the Caribbean with data delivered periodically by government authorities	2
19. ECLAC website on gender statistics with data from household surveys and other sources	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
Provision of technical cooperation to countries and institutions, at their request, on:	
20. Formulation of public policies for gender mainstreaming and on institution-building geared towards government agencies and entities responsible for policies and programmes for women and other relevant public agencies, particularly in connection with the implementation of the 2030 Agenda for Sustainable Development	1
21. Methodologies and tools for public policymaking, including the formulation and use of gender-related indicators	1
22. Support for horizontal South-South technical cooperation between countries, at their request, on matters relating to the fulfilment of international agreements on gender equality, the 2030 Agenda for Sustainable Development and outcomes of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean	1
Training courses, seminars and workshops	
Development of training programme on public policies for gender equality, including e-learning courses that address the needs of government agencies in the following areas:	
23. Methodologies relating to the formulation and measurement of gender-related indicators	1
24. Gender mainstreaming in development policies	1
25. Research tools for women's economic autonomy	1
Field projects	
26. During the biennium, it is expected that projects will be undertaken in the following areas:	
(a) Unpaid work and the social protection of women;	
(b) Gender equality and sustainable development policies;	
(c) Women's economic autonomy;	
(d) Women's physical autonomy and in decision-making	1

D. Resource requirements for Subprogramme 5, Mainstreaming the gender perspective in regional development

[From A/72/6 (Sect.21): 2018-2019 Proposed Programme Budget for Economic and social development in Latin America and the Caribbean]

21.102 The distribution of resources for subprogramme 5 is reflected in table 21.26.

Table 21.26 Resource requirements: subprogramme 5

Resources (thousands of United States dollars)

Posts

	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	1 819.7	1 819.7	8	8
Non-post	187.9	187.3	-	-
Subtotal	2 007.6	2 007.0	8	8
Extrabudgetary	1 049.3	953.6	-	-
Total	3 056.9	2 960.6	8	8

21.103 The amount of \$2,007,000, reflecting a decrease of \$600 compared with the appropriation for 2016-2017, would provide for the financing of eight posts (1 D-1, 1 P-5, 1 P-4, 1 P-3, 2 P-2 and 2 Local level) (\$1,819,700) and for non-post requirements, including other staff costs, consultants, expert groups and travel of staff (\$187,300) to support the implementation of mandates under the programme.

21.104 During the biennium 2018-2019, extrabudgetary resources are expected to amount to \$953,600.

V. Economic and social development in Western Asia

Subprogramme 6, Advancement of women

A. Programme Plan

[From A/72/6 (Sect.22): 2018-2019 Proposed Programme Budget for Economic and social development in Western Asia]

22.84 Substantive responsibility for this subprogramme is vested in the ESCWA Centre for Women. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 19 of the biennial programme plan for the period 2018-2019.

Table 22.27 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To reduce gender imbalances and improve the empowerment of women in line with international conventions and conferences

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018-2019	2016-2017	2014-2015	2012-2013
(a) Strengthened institutional and legal frameworks of member States to promote gender equality and gender justice, including the elimination of violence against women	(i) Increased number of member States with strategies and plans promoting gender equality and gender justice	Target	6	-	-	-
		Estimate		3	-	-
		Actual				2
	(ii) Increased number of legislative reforms aimed at the elimination of discrimination against women, gender inequality and/or violence against women	Target	11	-	-	-
		Estimate		9	-	-
		Actual				7
(b) Increased gender mainstreaming in national policies	Increased number of member States with policies and plans to mainstream gender	Target	10	-	-	-
		Estimate		8	-	-
		Actual				6
(c) Increase in monitoring and evaluation by member States of regional and institutional obligations on gender	(i) Increased number of member States submitting reports on their implementation of the Convention on the Elimination of All Forms of	Target	8	-	-	-
		Estimate		6	-	-
		Actual				5

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2018-2019	2016-2017	2014-2015	2012-2013
equality	Discrimination against Women and responding to the observations of the Committee on the Elimination of Discrimination against Women				
	(ii) Increased number of member States with national plans to implement and report on the achievement of Sustainable Development Goal 5 and gender-related targets of the 2030 Agenda for Sustainable Development	Target	6	–	–
		Estimate		3	–
		Actual			–

External factors

22.85 The subprogramme will achieve its objective and expected accomplishments provided that: (a) there is continued political will for enhancing the role of national mechanisms for the advancement of women and strengthening dialogue with civil society; (b) the political situation in the region does not further deteriorate; and (c) current political changes in the region do not reverse acquired gains in gender equality.

[From A/71/6/Rev.1: Biennial programme plan and priorities for the period 2018-2019 for Programme 19, Economic and social development in Western Asia]

Strategy

- 19.46 The subprogramme is under the substantive responsibility of and will be implemented by the ESCWA Centre for Women. During the period 2018-2019, ESCWA will continue to work with member States to reduce gender imbalance, increase respect for the rights of women and encourage the exchange of lessons learned. It will pursue the goals of promoting regional integration, implementing the 2030 Agenda and achieving inclusive growth and social justice in the Arab region. To do so, ESCWA will work closely with national machineries for the advancement of women, national stakeholders, United Nations agencies and regional organizations to facilitate change by bridging the knowledge gap and equipping member States with relevant tools to achieve gender equality and the advancement of women at all social, economic and institutional levels.
- 19.47 With respect to regional integration, ESCWA will build on shared characteristics and challenges in the Arab States in order to create a platform for the adoption of regional measures in support of gender equality and the empowerment of women and girls. It will seek to coordinate a regional position and enhance regional synergies by establishing and strengthening regional mechanisms and strategies in line with the international obligations of the Arab States. Particular attention will be paid to subregions currently in or emerging from conflict.
- 19.48 Moreover, ESCWA will support member States in the implementation of the 2030 Agenda through the provision of tools, advisory services and programmes to strengthen the capacity of national institutions, especially national machineries for the advancement of women, to develop and implement gender-sensitive and gender-specific strategies and action plans, particularly in the area of violence against women, to end harmful practices and to ensure women's full and effective participation in public life.
- 19.49 In order to reach those objectives, ESCWA will conduct evidence-based research and prepare high quality knowledge products, including in-depth studies, situation analyses and policy briefs. It will design and deliver tailor-made capacity-building programmes and tools, including training modules, that are based on international

standards and respond to the needs of the region. It will partner with national and regional stakeholders and implement joint activities, including expert group meetings, workshops, thematic conferences and awareness-raising events on women's rights and gender equality.

B. Legislative mandates for Subprogramme 6, Advancement of women

General Assembly resolutions

68/137	Violence against women migrant workers
68/138	Convention on the Elimination of All Forms of Discrimination against Women
68/139	Improvement of the situation of women in rural areas
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
68/191	Taking action against gender-related killing of women and girls
68/227	Women in development
69/147	Intensification of efforts to eliminate all forms of violence against women and girls
69/149	Trafficking in women and girls
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/236	World Survey on the Role of Women in Development

Economic and Social Council resolutions

2015/6	Future organization and methods of work of the Commission on the Status of Women
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/13	Situation of and assistance to Palestinian women
2015/21	Taking action against gender-related killing of women and girls

C. Outputs for Subprogramme 6, Advancement of women

[From *A/72/6 (Sect.22): 2018-2019 Proposed Programme Budget for Economic and social development in Western Asia*]

22.86 During the biennium 2018-2019, the following outputs will be delivered:

Table 22.28 Categories of outputs and final outputs

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
<i>Economic and Social Commission for Western Asia</i>	
Parliamentary documentation	
1. Report on the eighth session of the Committee on Women	1
<i>Committee on Women</i>	
Substantive servicing of meetings	
2. Substantive servicing of the ninth session of the Committee on Women	4
<i>Ad hoc expert groups</i>	
3. Expert group meeting on gender justice and intersecting inequalities	1
4. Expert group meeting on the gender justice strategy	1
5. Expert group meeting on “Horizon 2030”: what it takes to achieve gender equality targets in the Sustainable Development Goals	1
6. Expert group meeting on gender equality in recovery: from war to work for all women and men	1
7. Expert group meeting on the <i>Status of Arab Women Report</i> entitled “Violence against women: cultural and political dynamics”	1
8. Expert group meeting on women’s development with a focus on the 2030 Agenda	1
Other substantive activities (regular budget)	
Recurrent publications	
9. Gender justice and intersecting inequalities	1
10. <i>Status of Arab Women Report</i> entitled “Violence against women: cultural and political dynamics”	1
Non-recurrent publications	
11. “Horizon 2030”: what it takes to achieve gender equality targets in the Sustainable Development Goals	1
12. Gender equality in recovery: from war to work for all women and men	1
13. Survey on national women machineries	1
Booklets, pamphlets, fact sheets, wallcharts, information kits	
14. Poster and information kit on gender justice	1
Technical material	
15. Policy brief on gender justice and its links with the Sustainable Development Goals, or on member States’ experience in promoting gender justice	1
16. Policy brief on gender and the Sustainable Development Goals (Goals 1 and 2)	2
17. Policy brief on gender equality in post-conflict recovery	1
18. Policy brief on combating violence against women in the Arab region using the estimation of its cost as a tool	1
19. Report on the social and economic situation of Palestinian women and girls	1
20. Gender and the Sustainable Development Goals: the reporting process	1
21. Report on the development of women, with a focus on the 2030 Agenda	1
Special events	
22. International Women’s Day 2018 (focus on gender justice)	1
23. International Women’s Day 2019 (focus on women, peace and security)	1
24. Gender discussion series: selected topics on gender justice and the Sustainable Development Goals	4
25. Annual advocacy events on the prevention of violence against women, 2018-2019 (including 16 days of activism against gender-based violence)	2

D. Resource requirements for Subprogramme 6, Advancement of women

[From A/72/6 (Sect.22): 2018-2019 Proposed Programme Budget for Economic and social development in Western Asia]

22.87 The distribution of resources for subprogramme 6 is reflected in table 22.29.

Table 22.29 **Resource requirements: subprogramme 6**

	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2016-2017</i>	<i>2018-2019 (before recosting)</i>	<i>2016-2017</i>	<i>2018-2019</i>
Regular budget				
Post	2 821.7	2 821.7	11	11
Non-post	308.8	298.8	–	–
Subtotal	3 130.5	3 120.5	11	11
Extrabudgetary	29.2	8.1	–	–
Total	3 159.7	3 128.6	11	11

22.88 The amount of \$3,120,500, reflecting a decrease of \$10,000 compared with the appropriation for 2016-2017, would provide for the financing of 11 posts (1 D-1, 1 P-5, 2 P-4, 2 P-3, 1 P-2 and 4 Local level) (\$2,821,700) and for non-post requirements, including other staff costs, consultants, expert groups, travel of staff and contractual services (\$298,800), to support the implementation of mandates under the programme. The decrease of \$10,000 reflects reductions resulting from efficiencies that the Commission plans to bring about in 2018-2019.

22.89 During the biennium 2018-2019, estimated extrabudgetary resources in the amount of \$8,100 would support the continuation of ongoing projects funded by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on gender mainstreaming in public institutions in the Arab region.