PERFORMANCE INDICATOR
17

COHERENCE
## 17. Performance Indicator: Coherence

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<td>17bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and 17bii. Participates in a UN-SWAP peer review process</td>
<td>17ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and 17cii. Participates in a UN-SWAP peer review process and 17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity</td>
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### What is the Coherence indicator?

The findings of the evaluation of the UN system coordination function of UN Women, conducted in 2016, have pointed out that several entities significantly appreciate the sense of community that the UN-SWAP has created. Its implementation has helped revitalize and strengthen a network of solidarity across the UN system, through which UN entities and Focal Points are able to share expertise, lessons learnt, good practices and advocacy efforts. Focal points indicated that the horizontality of the operational culture with which the UN-SWAP is led gives equal influence to all participants, encourages inter-agency exchanges, and constitutes one of the most distinguishing factors contributing to its success.

Through partnerships supported by the UN-SWAP, UN entities are able to access expertise, knowledge and good practices that are relevant to their work, making savings on scarce resources and reducing duplication. Effective partnerships are often listed by focal points among the key factors for UN-SWAP progress.

In particular, inter-agency meetings have been mentioned by reporting entities as one of the main drivers to propel and sustain progress. Opportunities for in-person interaction significantly and meaningfully solidify partnerships, support information sharing and peer learning, enhance coherence and strengthen coordination.

One way to share good practice, experience and mutual learning about components of UN-SWAP implementation, and gender mainstreaming more generally, is to conduct a UN-SWAP Peer Review. As a self-reporting exercise, UN-SWAP Peer reviews also offer an opportunity to enhance the accuracy and quality of UN-SWAP reporting. Continuous improvement in quality assurance methodologies for the UN-SWAP reporting process is essential to maintaining the credibility and accuracy of reporting.
Evidence base

Examples of documents to attach to substantiate the entity self-assessment for this indicator:

- Peer review report

Note: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those to be shared in the Knowledge Hub.

How to approach requirements

To approach the requirements of this indicator, the entity should participate in inter-agency coordination mechanisms on gender equality and the empowerment of women in an ad hoc fashion.

How to meet requirements

To meet the requirements of this indicator, the entity should systematically participate in inter-agency coordination mechanisms on gender equality and the empowerment of women, such as UN-SWAP Annual Meetings or workshops and/or the Inter-Agency Network on Women and Gender Equality (IANWGE).

In addition, to meet requirements entities must participate in a UN-SWAP peer review where two UN entities review each other’s performance at least once every five years.

The purposes of the peer review are to:

- Share good practice, experience and mutual learning about components of UN-SWAP implementation
- Review and compare the UN-SWAP process within entities, including constraints and opportunities
- Build greater internal capacity to report against UN-SWAP requirements
- Improve credibility and accuracy of reporting through a formal peer assessment
- Strengthen networking and inter-agency partnerships for the promotion of gender equality and the empowerment of women

UN Women has developed a guidance note on peer reviews, including key questions to ask and a suggested process, and templates for collecting information to be reviewed and reporting on results.

UN-SWAP Peer reviews should:

- Be substantive exercises that involve systematic exchange of experience and information between entities.
- Be conducted between entities with similar mandates and operational sizes where possible.
• Cover all UN-SWAP performance areas. Separate independent peer reviews for particular UN-SWAP Performance Indicators can also take place, e.g. Evaluation, but are not enough to meet the requirements of the indicator on their own.
• Involve staff from outside the gender office or equivalent, including senior management where possible.
• Conclude with a final report of the assessment to be circulated internally and uploaded with the entity’s annual UN-SWAP review. Reports must include: the methodology used, a list of all participants, responses to the peer review assessment questions, and overall conclusions and recommendations.

How to exceed requirements

In addition to the “meeting” requirements, to exceed requirements entities should support implementation of at least one UN-SWAP Performance Indicator in another entity. This should be substantive support, i.e. for development of a GEEW policy or gender marker. It should go beyond one off activities such as holding a workshop, and involve assisting another entity to meet or exceed UN-SWAP requirements in one Performance Indicator where it did not previously do so.

Example: Meeting Requirements

Please see page 129 under PI16 for examples of inter-agency communities of practice on gender equality and the empowerment of women.

UN-SWAP Peer Reviews

In 2013 and 2014, Rome-based entities (WFP, IFAD and FAO) carried out UN-SWAP peer reviews by visiting each other and reviewing each other’s UN-SWAP reporting procedures and results. They came together to:

• map agency ratings with respect to 15 indicators
• allocate agencies to lead discussion in areas where had comparative strength
• have substantive discussion focused on variables where the most marked difference in performance was present.
• share good practices.

In 2015, ESCAP and ESCWA participated in a UN-SWAP peer review exercise. The peer review was conducted in two stages. The first stage included a visit by ESCWA’s Senior UN-SWAP Coordinator to ESCAP to look at ESCAP’s experience. The second phase included a mission by ESCAP’s Chief of its Gender Equality and Women’s Empowerment Section to examine ESCWA’s experience. The peer review focused on key progress made in each of the fifteen performance indicators and the key factors driving this change. It also identified key challenges obstructing improvements in certain areas and possible ways of breaking these obstacles.

In 2015/2016, IOM and UNOPS participated in a UN-SWAP peer review exercise. The peer review was conducted in two stages. The first stage included a visit from UNOPS’ UN-SWAP focal points to IOM headquarters in Geneva in December 2015. The second stage included a visit from two IOM SWAP focal points (from the Gender Coordination Unit, GCU, and from the Human Resources Management Division, HRM) to the UNOPS headquarters in Copenhagen in February
2016. The teams met with key individuals and teams working on the UN-SWAP implementation. Following the visits, the entities completed their review of all the performance indicators that each entity reports on (all 15 indicators for IOM and 14 indicators for UNOPS). The review looked at the accuracy and completeness of reporting, the adequacy of remedial action plans for all performance indicators, identified risks and constraints and highlighted good practices. Both entities circulated the final report of the review widely. For example, IOM circulated the complete report to UN Women, inter-agency SWAP Focal Points, IOM SWAP Focal Points, IOM Gender Focal Points and IOM senior management. In addition to GCU and HRM, IOM’s Evaluation Unit also contributed to the UN-SWAP peer review process. Both entities have noted that the findings, lessons-learned and recommendations of the UN-SWAP peer review contributed to future plans for improved implementation of the UN-SWAP framework.

Example: Exceeding Requirements

In 2012 and 2013, OHCHR supported ITU with the development of their Gender Equality and Mainstreaming Policy. OHCHR worked with ITU, using the UN-SWAP policy development guidance document, to create the Policy. They assisted them in the development stage to establish a skeleton policy that was then consulted on widely in ITU, including through the development of a Gender Task Force.