

UN-SWAP 2.0

GOOD PRACTICES 2022



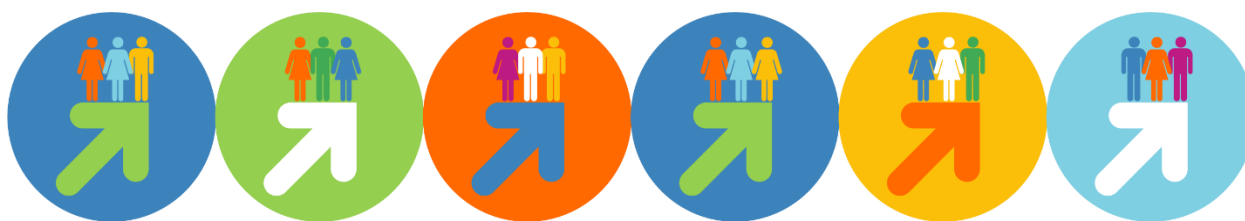


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ABOUT THIS GOOD PRACTICE COMPILATION

The UN System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP), launched in April 2012 and updated in 2018, constitutes the first unified accountability framework to systematically capture, monitor and measure performance on mainstreaming gender perspectives into the work of the UN system. It measures institutional functions and results against a harmonized set of seventeen indicators, clustered into six broad functional areas: 1) Results-based management 2) Oversight 3) Accountability 4) Human and financial resources 5) Capacity 6) Knowledge, communication and coherence.

Since the UN-SWAP was launched, UN entities have gained in-depth knowledge, expertise and taken innovative steps towards implementing the gender mainstreaming strategy for SDG-related results and across core institutional functions. Many inspiring breakthroughs and success stories are showing results and impacts at the individual entity level. On a yearly basis, UN Women (as the Secretariat of UN-SWAP) identifies and supports the adoption of good practices that can be replicated and scaled up to address existing gaps and constraints, common to multiple entities. Bringing this global expertise to scale will be critical to support gender mainstreaming and to accelerate progress towards the full implementation of the UN-SWAP framework.

This compilation includes good practices, approaches, tools, and programmes that proved to be effective from the experience of 71 UN-SWAP participating entities since the start of UN-SWAP 2.0 implementation in 2018. The practices are organized per performance indicator. This document aims to help UN-SWAP entities to reference good examples, learn from peers and inspire collaboration opportunities.




UN-SWAP Secretariat

UN System Coordination Division, UN Women

2022



01. STRATEGIC PLANNING GENDER-RELATED SDG RESULTS

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>1ai. Main strategic planning document includes at 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>1bi. Main strategic planning document includes at 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>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>1ci. Main strategic planning document includes at least 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>

01. STRATEGIC PLANNING GENDER-RELATED SDG RESULTS

UN-SWAP

Please check the [Guidance](#) on UN strategic planning and gender equality and the empowerment of women

DGC

In 2020, DGC formulated and disseminated the first ever [UN Global Communications Strategy](#) for use across the UN system with gender equality as one of the three pillars of communications work for the organization. The framework laid out in the strategy is adaptable by any department, section or unit and includes guidance on creating engaging, empowering content to advance the realization of the Sustainable Development Goals, including SDG 5. DGC promotes the balanced presence of women and men in coverage of current affairs and all promotional campaigns, publications and events, and the multidimensional representation and portrayal of women and men in all its products. It also seeks to challenge gender stereotypes and discrimination against women by offering a wide range of alternative perspectives to global public opinion. In 2021, the Global Communications Strategy Guide and Template were made available to communicators across the UN system in all six official languages.

ESCWA

ESCWA reconfigured in 2019 its overall programme into six sub-programmes of inter-related topics. Subprogramme 2 is dedicated to gender justice, population and inclusive development. This cluster, which houses the ESCWA Centre for Women, implements several projects that are fully dedicated to gender equality and women’s empowerment. The projects focus on five

strategic pillars: 1) Gender Justice; 2) Violence against women; 3) Women Peace and Security; 4) Gender mainstreaming in national institutions; 5) Women's Economic Empowerment.

UNCDF

2018-2021 [UNCDF strategic framework](#) explicitly commits to making finance works for poor women" at the impact level with dedicated performance targets and indicators. Furthermore, UNCDF has a dedicated theory of change that integrates gender equality and women's empowerment throughout its strategic framework. In the new [strategic framework 2022-25](#), UNCDF pushes forward gender mainstreaming in the organization. Redressing gender biases in norms and practices, enhancing women's agency and creating enabling environments for women's economic empowerment, including women's access to and control over financial opportunities and resources, has been identified as critical for the sustainability of all programme results. Gender is listed as one of the five priority areas in the new SP 2022-2025.

UNDRR

In its 2016-2021 strategic plan, UNDRR has one strategic result and one deliverable on gender for the organizational operational performance. In the new [Strategic Framework \(2022-2025\)](#), UNDRR further strengthened the integration of gender equality and women's empowerment across the Strategic Objectives with several gender-related results established, covering both programmatic and policy work, and the improvement of organizational operations.

UNFPA

[UNFPA's Strategic Plan 2018-2021](#) includes direct links to SDG 5. Namely in target 5.2, 5.3, 5.6. The gender and human rights outcome have direct contributions to these targets, and one of UNFPA's transformative results which will also be the focus of the next SP, is ending gender-based violence and harmful practices.

UNHCR

In 2021 **UNHCR** used a new strategic planning approach for preparing 2022 organization-wide planning and budgeting. The **new global results framework** is aligned with Sustainable Development Goals (SDGs). Gender equality is one of four Global Impact Areas, indicating UNHCR's highest level of results and align strategies, budgets and data accordingly, representing the four strategic directions of the High Commissioner as per the HC's Strategic Direction (2017-21). UNHCR's global Results Frameworks also includes 16 outcome areas that represent UNHCR's major areas of work. Outcome area 4 "Gender-based violence" and outcome area 7 "Community engagement and women's empowerment" contribute to gender equality and the empowerment of women and align with SDG 5, allowing the organization to report thereon in 2023. The new RBM approach also introduced an organizational marker on gender equality that enables tracking outputs that contribute to gender equality.

UNICEF

UNICEF addresses the sexual and reproductive health and reproductive rights of women and girls and boys in its [Strategic Plan 2018-2021](#): "Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact health, nutrition, HIV and early childhood development (ECD) interventions from pregnancy to adolescence". It continues to either meet or exceed its targets which go beyond antenatal care

and skilled delivery to systematically address the treatment of mothers and the quality of perinatal care, according to the World Health Organization's quality, equity and dignity standards.

UNU

A specific high-level result achieved for 2020 is the launch of the [UNU Gender Atlas](#), the first of a kind comprehensive compendium of UNU's major work on gender which directly meets the objectives set out in the UNU GAP 2.0 in support of the goals of UNU's Strategic Plan. UNU reports annually on gender-related work to their Council through UNUs Annual Gender Report

UNODC

UNODC launched the [Strategy \(2021-2025\)](#) in early 2021. The new strategy builds on a people-centred approach, to sustainably improve the lives of the most vulnerable and identifies three cross-cutting commitments: to promote human rights, gender equality and the empowerment of women, child protection and youth empowerment. It spells out priority areas to achieve gender equality results and includes key outcomes (Outcome 3 and 5) related to gender equality and women's empowerment, contributing to the SDG 5, Targets: 5.1; 5.2; 5.5; 5.c.

UNOPS

UNOPS, a non-programmatic entity with a mandate and a demand-driven and self-financing model, mainstreamed women's empowerment and gender equality through its [2018-2021 strategic plan](#). In terms of transformative results, UNOPS supported equitable economic growth and livelihood efforts through expanded market access, including opportunities for women and youth-owned businesses. UNOPS also promoted social justice and inclusion through implementation projects, engaging local communities and beneficiaries and ensuring equitable access to project benefits, and by facilitating access to food, water, sanitation, energy, health, education, justice, and security-related services.

UNRISD

[UNRISD's Strategy for 2021-2025](#) includes "Gender Justice and Development" as one of the five programmes for the 5-year period. The programme aims to produce and convene high-quality research that addresses inequalities and the 2030 Agenda principle of "leaving no one behind" within the context of implementation of SDG 5. The priorities for its first year included brokering new research partnerships and fundraising funding that ensures the programme's sustainability. In addition to the programmatic activities, the institutional policy of mainstreaming gender across all research activities and communication and outreach was maintained. Women comprised 55% of the UNRISD research network and 59% of contributors to research outputs during the reporting period.



OHCHR

The main OHCHR strategic planning document ([2018-21 OMP](#), now extended to 2023) includes 4 high-level transformative result on GEWE. These include 1) International, regional and national justice systems respond more effectively and without discrimination to gender-related crimes (SDG 5 and 16); 2) Legal and social frameworks increasingly promote women's and girls' autonomy and choice and protect them from violence in all spheres, including in the digital space (SDGs 5); 3) Harmful gender stereotypes and social norms are increasingly recognized

and challenged within the judiciary, media, and the other sectors with a view to their eradication (SDG 5); 4) Public health approaches, including sexual and reproductive health policies, comply with international human rights standards and provide access on a non-discriminatory basis, especially for children, adolescents, women and migrants (SDG 3, 5).



02. REPORTING ON GENDER-RELATED SDG RESULTS

 Approaches requirements	 Meets requirements	 Exceeds requirements
<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>and</p> <p>2ciii. Reporting every two years to the Governing Body or equivalent on implementation of the entity's gender equality and empowerment of women policy</p>

02. REPORTING ON GENDER-RELATED SDG RESULTS

IFAD

IFAD applies systematic use of **sex-disaggregated data** in strategic plan reporting [IFAD11](#) Results Management Framework. The RIMS indicators at project-level outcomes and outputs are reported annually and have sex-disaggregated data for all people beneficiary-related indicators. Similarly, results at the impact level, recorded during baseline and completion surveys by projects, are based on sex-disaggregated data. At the outreach level as reported in the 2021 RIDE over 128 million people were reached.

UNCCD

Two new indicators aimed at tracking trends in the **proportion of population exposed to land degradation and drought** disaggregated by sex will be used for the first time during the 2022 reporting process. These new indicators will provide information about the proportion of male and female populations exposed to land degradation and drought, as a first step towards addressing the gender data gap within the UNCCD reporting framework, as requested in Decision 11/COP.14. Additionally, a third indicator, the **Drought Vulnerability Index**, has the potential to be disaggregated by sex, thereby providing specific information on which sex within the population is more vulnerable to drought.

UNCDF

The corporate results of UNCDF include sex-disaggregated data on all relevant indicators from its **client-reached data, investments, people served, products and services developed**, etc. There are specific targets included in the corporate reports.

UNDP

UNDP monitors the implementation of UNDP Strategic Plan through the Integrated Results and Resources Framework (IRRF) for 2018-21. The indicators in the IRRF are **disaggregated data by sex and other target groups where it is relevant**. At the **impact** level, out of a total of 5 indicators, there are 3 sex disaggregated indicators (60%) and 1 gender sensitive indicator (20%). At **outcome** level, out of a total of 27 indicators, there are 12 sex disaggregated outcome indicators (44%) and 3 gender responsive outcome indicators (11%). At the **output** level, out of a total of 56 IRRF output indicators, there are 8 sex-disaggregated output indicators (14%) and 15 gender responsive indicators (27%). UNDP integrates the above set of impact /outcome / output indicators and analyzes its gender performance annually.

UNFPA

UNFPA strives to systematically use **sex-disaggregated data** in its Strategic Plan. **80% of the outcome indicators are disaggregated** by one or more of the following categories: sex, age, residence, location, region, wealth quintile and disability. **60% of the outcome and impact indicators are SDG indicators**. All 17 SDG indicators prioritized by UNFPA are captured in the integrated results and resources framework at various levels. 53% of the outcome and impact indicators are **common indicators used by the other funds and programmes of the UN**, such as the UNDP, UNICEF, UN Women. The shared outcome and impact indicators measure the development results on which the funds and programmes of the UN will work together, to achieve common objectives.

UNICEF

[UNICEF's 2018-2021 Strategic Plan](#) includes an **unprecedented level of disaggregated reporting requirements** in its, including and not restricted to sex-disaggregation. The results framework with details of the levels of disaggregation can be found [here](#). In 2021, UNICEF added a **PowerBI-based Sex-disaggregation Dashboard** available to all offices to track the status of sex-disaggregation on RAM standard indicators – this is the database of standard indicators that country offices select from to monitor their programmes.

UNICEF's **Results-Based Management systems** fully mainstream gender equality via three key system components: 1) Results Assessment Module (RAM) - UNICEF's database of outcome and output level indicators. Key indicators are disaggregated by sex and gender tags are provided for all gender relevant indicators to allow country offices to select gender indicators for tracking progress; 2) Country Office Dashboards – these support closer monitoring in the field of progress on GAP benchmarks; 3) Global Gender Dashboard - culls organization-wide data to allow all UNICEF staff access to real-time progress on key GAP benchmarks.

UNIDO

In line with the updated gender policy, all key UNIDO data produced in programmes and projects, industrial statistics and statistics about the Organization itself are **largely sex-disaggregated**, or **specific reasons are noted for not disaggregating data by sex**. Since the reporting year 2021, in addition to sex-disaggregation at the individual level (women, men), the **number of women-led firms**, based on the definition of the International Organization for Standardization's International Workshop Agreement no. 34 (ISO/IWA 34) on Women's Entrepreneurship of 2020, and the **number of gender-responsive products** (events, industrial standards, policies supported and adopted, etc.) are to be included. To facilitate reporting, including sex disaggregation, **tools and capacity building** exercises were developed. Furthermore, the need for sex-disaggregation is highlighted in training sessions **for data collection focal points** as well as in respective guiding material, including a specific guide on sex-disaggregation and indication of gender-responsive products.

UNODC

The UNODC Gender team regularly briefs the Governing Bodies on the implementation of the UNODC Gender Strategy and Action Plan. Formal and informal briefings sessions for Member States and staff on the gender-related aspects of UNODC's mandate and areas of work are organized.




Cascading down from the Strategic Plan, the reports on UNODC Programmes also include **sex-disaggregated data**. UNODC's systematically **disaggregates data by age, race, nationality, educational level and class for each sex**. UNODC data collections are regularly assessed and upgraded to make them fully gender sensitive. **As a minimum** this means that sex-disaggregated data are collected for statistics/indicators referring to persons (e.g. victims or perpetrators of crime, drug prevalence, etc.). This principle applies both to **mandated data collections** managed by UNODC (e.g. UN Crime Trends Survey, Annual Report Questionnaire, Trafficking in Persons data collection) and to **survey exercises** undertaken at country level with UNODC assistance, such as victimization, corruption, drug use or drug cultivation surveys. Sex-disaggregated data provided by the Research and Trends Analysis Branch are used by field offices to develop programmatic interventions, and concrete gender indicators.

WHO

Many of WHO's publicly available databases include disaggregated data. Notably, WHO's [Global Health Observatory](#) which is the main WHO data portal containing hundreds of health related-indicators, many of which with sex-disaggregated data. Another example is the [National Health Workforce Accounts Data Portal](#), which reports health workforce statistics by age, sex, occupation, foreign born/trained. Statistical reports from WHO technical programmes also include sex-disaggregated data when available. In addition, the [Triple Billion dashboard](#) tracks the work of WHO, countries, regions and partners to meet the Triple Billion targets set out in the 13th General Programme of Work and health-related SDGs. As the lead agency that collects, WHO analyses and reports sex-disaggregated data on the GPEI's four gender-sensitive indicators as part of the GPEI Gender Equality Strategy. In March 2020, the POL department set up a **PowerBI Gender Dashboard** to further strengthen sex-disaggregated data collection.



03. PROGRAMMATIC GENDER-RELATED SDG RESULTS

 Approaches requirements	 Meets requirements	 Exceeds requirements
3a. Results on gender equality and the empowerment of women are consistently included in programmatic initiative planning documents	3b. Programmatic results on gender equality and the empowerment of women are met or on track to be met	3c. Programmatic results on gender equality and the empowerment of women are met or on track to be met and 3ci. Programmatic initiatives consistently include transformative gender equality and the empowerment of women results

03. PROGRAMMATIC GENDER-RELATED SDG RESULTS

IAEA

[programme] IAEA helps countries to use nuclear and isotopic techniques from a wide range of its programmatic activities. As an example, the dose-to-mother isotope technique can assist countries in the accurate monitoring of their breastfeeding promotion programmes. The IAEA supports its Members States to implement these techniques through provision of expertise, guidance material and training. Ten countries took part in the interregional project: Benin, Bolivia, Burkina Faso, Malawi, Mauritania, Myanmar, the Philippines, Senegal, Tanzania and Viet Nam. Nuclear technologies can also play a role in supporting the economic empowerment of women, including dairy farmers in Sri Lanka, who expect their income to rise by 150 per cent following an IAEA technical cooperation pilot project, delivered in cooperation with the FAO.

IOM

IOM conducted a **systematic review of GEWE results with a sample of 200 projects**. It selected the sample of 200 projects based on several criteria; assessed the final donor reports of these projects according to specific gender-related criteria. The assessment is conducted with the overall long-term aim to improve IOM’s contribution to gender equality. The Executive Summary contains the methodology, main findings and next steps ([slides](#)).

UNEP

[methodology] The Executive Director has made a [commitment](#) as an International Gender Champion that at least **70% of newly developed projects would meet the 2a** (gender well mainstreamed) gender marker criteria, which has been achieved. Currently, 50 out of 70 projects have gotten the gender marker code of 2, which is **71.4%**. The project documents are mostly mainstreaming gender in terms of women's engagement and participation as well as women's economic empowerment. When projects design interventions regarding these two themes, either the existing male/female ratio is taken as the basis for empowerment or a ratio

that would transform the existing power relation between the two sexes (depending on the gender analysis and feasibility to achieve change). Starting from April 2020, all project officers in UNEP are required to address the **gendered impacts of COVID-19 in the project** development and implementation.

UNICEF

[transformative & methodology] UNICEF publishes the [Gender-Transformative Programming: Selected Case Studies](#), which describes its approach to gender transformative programming, and case studies from the field in Argentina; the Global Programme to End Child Marriage—Phase II; Somalia & South Sudan; Viet Nam; Armenia; Ukraine; and Timor Leste. It helps to promote a deeper understanding of why a transformative approach is needed, and the ripple effects for children, families, communities and countries.

UNICEF is also advancing opportunities to transform and empower adolescent girls and young women through **Skills 4 Girls Programme** ([slides](#), [promo video](#)). The programme focuses on employment, including STEM, social entrepreneurship and transferrable skills. The approach is tailored to address the specific needs of girls, including safe spaces, mentorship, internships, access to technology and leadership development.

UNIDO

UNIDO has a **structure in place to support gender-responsive programming and reporting**.

This includes:

- 1) **Gender marker** with tailored indicators per different project types.
- 2) **Clear high-level targets**. The programmatic objective, 45% of projects approved yearly with GEM 2A/2B, was clearly stated in the gender strategy, and also serves as a good advocacy tool with the senior management.
- 3) **Expansion of the gender architecture**. UNIDO sets up two gender focal points per technical department and they will be responsible for the initial gender marker review. This architecture enhanced the responsibilities and involvement of the technical staffs.
- 4) **Capacity building** in place, e.g., orientation sessions with new gender focal points on the project approval process; finding entry points for gender mainstreaming on different areas like policy, HR etc.

Check the comprehensive [Gender Mainstreaming Capacity-Building Tools](#) of UNIDO, including 1) quick guide on strategic tools & gender architecture 2) quick guide on gender compliance and marker form & project review process; 3) gender mainstreaming guide & thematic gender mainstreaming toolkits

UN-Habitat

To guarantee that every project proposal created mainstreams GEWE, UN-Habitat's project template includes a **Gender Strategy component**. In the section headed "Gender Strategy," all programs and initiatives must have explicit gender outcomes. Before projects may be authorized, they **must score at least 2a (gender sensitive) on the Gender Marker**. Out of 60 projects reviewed between January and November 2021, 47 were categorized as gender aware, responsive or transformative. 11 projects were Gender Blind, of which 5 didn't have a cross-cutting issues section in general. In all UN-Habitat projects, a budget line will be needed to

explicitly outline the measures that project proponents will take to positively benefit women and girls.

UNU

Each year UNU institutes produce high quality evidence-based research related to gender equality. This information is tracked through UNU's project management database (Pelikan) where all projects are assigned a gender rating of 0,1,2 rating. In 2021, every UNU institute had included gender in their ongoing projects and **100% of new projects** commenced in the year had considered gender in at least one aspect of their design and implementation. In 2021 UNU also launched the [Gender Atlas](#), the first of a kind comprehensive compendium of UNU's major work on gender which directly meets the objectives 2 to Mainstream Gender into UNU programmes and activities.

UNOCT

In 2021, the Gender Unit of UNOCT started the implementation of **the Gender and Identities Factor Platform**, which entails the setup of a digital platform to support the effective integration of the Women, Peace and Security Agenda into CT/PCVE. The Gender Unit also started the development of its **Global Gender Programme** in 2021 and had its concept note approved. It consolidates all active projects of the Gender Unit under a Global Programme with a duration of three years and with three workstreams: 1. Contributing to gender-responsive policy in CT/PCVE; 2. Enhancing UNOCT's internal capacity on gender in CT/PCVE; and 3. Enhancing gender responsiveness in Member State's CT/PCVE efforts through the delivery of gender-dedicated initiatives.

UNOPS

As a **self-financing and demand-driven entity**, UNOPS's programmatic initiative is fully guided by the strategic plan and gender mainstreaming strategy. Most of the projects have a gender action plan (GAP) in place. It also has an internal system "oneUNOPS" where GAP are entered and tracked. Planning to automate the GAP input to the dashboard in the future.

UNSSC

At the programmatic level, UNSSC has developed a **triple-track approach** to ensure gender mainstreaming and the integration of gender equality and the empowerment of women. The triple-tracked approach includes GEEW as a **primary or significant objective** for some programmes and as **an integrated component** in all learning programmes.

OLA




OLA's Proposed programme budget for 2021 provides specific examples of gender mainstreaming activities. Its budget includes references to OLA's work on gender mainstreaming and funds have been consistently set aside for gender related initiatives. OLA's gender mainstreaming work mainly includes: 1) Gender parity in justice system; 2) Gender inclusion in review process; 3) Integration of gender perspectives in capacity building event; 4) Gender mainstreaming in member states (e.g., women representation at the table, expert groups etc.).

Ombudsman

UNOMS has a mandate for **providing feedback on systemic issues** to the Organization. As part of this programmatic mandate, UNOMS in 2021 captured systemic issues related to gender equality in the workplace in the UN Secretariat and provided feedback on gender related issues. UNOMS also engaged with relevant stakeholders on **mental health and flexible working arrangements**. The issue of **domestic abuse** has been discussed among mediators and ombuds of the CEB Member organizations, chaired by UNOMS. As part of its ongoing support to the **SG's Task Force on Addressing Racism and Promoting the Dignity for All** in the UN, UNOMS integrated a gender perspective in the planning, implementation and evaluation of the initiative, for example when selecting facilitators and event panelists. Further, gender mainstreaming into UNOMS' substantive conflict resolution work is reflected in the UNOMS' overall strategy and annual workplan, which contributes to SDG 5.



04. EVALUATION

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>4a. Meets some of the UNEG gender-related norms and standards in the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation</p>	<p>4bi. Meets the UNEG gender equality - related norms and standards</p> <p>and</p> <p>4bii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of the evaluation</p>	<p>4ci. Meets the UNEG gender equality - related norms and standards, applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation during all phases of the evaluation</p> <p>and</p> <p>4cii. Conducts at least one evaluation to assess corporate performance on gender mainstreaming or equivalent every 5-8 years</p>

04. EVALUATION

UNEG

Please check the [Guidance](#) on Evaluating Institutional Gender Mainstreaming

DGC

DGC completed a corporate performance [evaluation](#) on gender mainstreaming in 2019. The evaluation utilized a gender-responsive approach, integrating GEEW into its scoping, evaluation questions, criteria, and data collection and analysis methods, including the development of gender indicators for media content and practice. The evaluation incorporated a gender analysis of a wide range of communications content with the aim of establishing baseline statistics on the implementation of the Department’s first GEEW Strategy. The evaluation also assessed the Department’s contribution to GEEW through its internal staff management practices.

Briefing sessions were held across the Department to familiarize staff with the evaluation’s findings. A framework for addressing the gaps identified by the evaluation was included as a goal in the Department’s updated **Gender Strategy for 2020-2022**.

IFAD

IFAD scored 10.9 (out of a maximum of 12) in 2021. Eight evaluations were included in the meta-assessment for 2021 (4 Country strategy and programme evaluations, 2 Project performance evaluations; 1 thematic evaluation, 1 evaluation synthesis). Given the small sample size, it was not possible to draw firm conclusions on variations in performance between different types of evaluations. The average individual evaluation score is 7.9 out of a maximum score of 9 “meeting requirements” as per the scoring criteria.

The scoring for 2021 is slightly higher than the score for 2020 of 10.4. **Several factors have contributed to the slightly better performance:**

1. Placing of gender transformative evaluations and feminist evaluation within discussions in IOE;
2. Building IOE knowledge on gender responsive evaluation;
3. Building the internal capacity of IOE staff;
4. Process of revising IOE manual, including on GEWE/gender transformation, intersectionality and 'leaving no-one behind';
5. Revision of how GEWE is integrated in Country Strategy and Programme Evaluations;
6. Incorporating feedback from 2020 UN-SWAP on strengthening integration of GEWE in evaluation findings, conclusions and recommendations;
7. The reviewed country strategy and programme evaluations and project performance evaluations for 2021 all involved some form of in-person field visit – allowing for a somewhat robust assessment of GEWE.

UNDRR, UN Women, UNFPA

25 UN entities participated in the **UN Joint Study on the Status of Gender Equality and Women's Leadership in Disaster Risk Reduction** ([video](#), [report](#)). It seeks answers on what needs to change in the approach of the United Nations system to make significant practical progress on gender equality in disaster risk reduction by 2030. This report concludes that what the United Nations system now needs, in order to make real progress, is system-wide application of gender analysis and a human rights-based approach.

UNECE

UNECE's Programme Management Unit has ensured systematic inclusion of the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations during all phases of the evaluation in UNECE since the end of 2018. This, in addition to the release of a landmark evaluation of Gender Mainstreaming in UNECE in June 2019, enables UNECE to maintain its 2020 score under this indicator and continue to exceed requirements in 2021.

UNESCO

UNESCO conducted the first [evaluation](#) phase on its gender policy ([leaflet](#)), with focus on the enabling factors for Global Priority Gender Equality. 5 areas for improvement identified: coherence, relevance, effectiveness, efficiency:

- 1) Clarify plus strengthen architecture leads to better coordination and collaboration
- 2) Support GFPs and network, establish regional expertise
- 3) Coherent & modern gender-responsive organization + workplace
- 4) Integrate + harmonize processes & tools,
- 5) Systematic follow-up, learning of lessons + communication

UNFPA

UNFPA has conducted a corporate-level evaluation assessing UNFPA support to gender equality, and therefore the aggregate score has increased to 10.6, demonstrating that UNFPA exceeds requirements for gender mainstreaming in evaluations. This is the third year in a row in


which UNFPA has exceeded the requirements for the UN SWAP Evaluation Performance Indicator.

WHO

WHO's **output scorecard** includes six dimensions to measure corporate performance. One of these dimensions is the "**Impactful integration of gender, equity and human rights**". Check the [PPT](#) and [video](#) for the specific criteria and scales provided for this dimension, and the associated guidance to advance gender mainstreaming in WHO. In 2021, the organization completed an evaluation to assess the extent to which gender, equity and human rights considerations have been meaningfully integrated into the work of WHO at all levels ([report, annex, brief](#))



05. AUDIT

 Approaches requirements	 Meets requirements	 Exceeds requirements
5a. Consultation takes place with the gender focal point/ department on risks related to gender equality and the empowerment of women, as part of the risk-based audit annual planning cycle	5b. Based on risks assessments at engagement level, internal audit departments have developed tools for auditing gender equality and the empowerment of women related issues (e.g. policy compliance, quality of reporting etc.) and apply these as appropriate in all relevant audit phases	5ci. Relevant gender equality findings are systematically presented in annual reports of the internal audit departments and 5cii. Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment of women at least once every five years

05. AUDIT

FAO

The Office of the Inspector General (OIG) regularly consults with the FAO Gender Team on risks relating to gender mainstreaming. The results of these consultations contribute to the **risk-based audit planning cycle** and to the planning of individual audit assignments. In 2021, in addition to the consultations, **OIG invited the Gender team twice** (i) to update the OIGF on the new Gender Policy 2020-2030 and the potential updated audit considerations, and (ii) to join the OIG all staff meeting and present the new gender policy. Staff were also informed about Gender mainstreaming in OIG and its work.

In addition, OIG has appointed a Gender and Diversity Focal Point (GDFFP) who participates in gender focal point network meetings and knowledge sharing sessions and supports gender mainstreaming in OIG's work. The 100% of OIG staff have completed FAO's mandatory gender e-learning course, with partial completion of the "I Know Gender" course. Gender aspects are always considered in the planning and execution of all Decentralized office audits through a standard gender questionnaire and audit programme

OIOS

OIOS/IAD consults gender focal points to identify and assess gender equality-related risks that could threaten achievement of the Organization's gender equality strategic and business objectives. Based on these discussions, OIOS may include standalone audit assignments in its annual work plan.

In 2021, OIOS conducted two targeted audits on GEEW, in addition, OIOS conducted 40 audits covering GEWE of which seven reports contained gender focused recommendations. **The reports recommended to:**

1. **Allocate resources of quick impact project funds** to projects that support gender equality;
2. **Establish mechanisms** to ensure full compliance with donor agreements including mainstreaming of gender in project implementation;
3. Enhance the performance indicators that measure the achievement of the outcomes of gender mainstreaming activities;
4. **Timely track** and monitor the implementation of recommendations related to the achievement of the SDGs;
5. **Collect disaggregated data** on dimensions such as gender;
6. Develop a plan with targets and specific actions to **improve gender balance of staff** in the ASYCUDA programme;
7. Develop **Mission specific gender strategies**;
8. Establish and implement adequate procedures to **monitor and report on gender-related activities**;
9. Ensure gender goals were included in **staff work plans**;
10. Report on **gender parity** and monitor progress of and achievement of gender parity goals;
11. Conduct **training needs analysis** to identify gender capacity gaps;
12. Ensure established measures to hold staff accountable for non-completion of **mandatory training** were enforced.

WIPO

The [evaluation-audit report](#) of WIPO's Policy on Gender Equality Internal Oversight Division, conducted in 2019, was a milestone since the report provided an assessment of the policy results implementation within the 2014-2019 timeframe. The report identifies six recommendations, which are currently under implementation by WIPO. WIPO opted for a combined evaluation and audit, to cover elements used in both fields with a view to (a) providing a fuller picture of the design, implementation and results achieved, and (b) identifying opportunities and lessons learned to further enhance gender mainstreaming.

WFP

Gender equality is included as a key component of the WFP audit process at all stages, including reporting. This is ensured by including gender in the WFP "audit universe" and throughout **all stages of audit engagements**. Starting in July 2019, the WFP Office of Internal Audit introduced a section dedicated to highlighting the level of **gender maturity** of the business area or country office audited in all audit reports contributing to the 2019 Assurance Opinion and Annual Report. The **maturity scale** was developed and discussed with the Gender Division. This was in line with the department's plan to ensure that gender equality findings are more explicitly captured.

The Office of Internal Audit also clearly highlighted gender issues in its country office audit reports and developed agreed action plans that are systematically tracked for countries where significant gender issues were noted. In addition, the Office of the Inspector General of WFP submits its annual report for the preceding year to the Executive Board. A specific section on gender was included in the annual report for 2020 discussed in 2021 at the Executive Board June session.




WHO

At WHO, **gender, equity and human rights (GER)** are systematically taken into consideration in independent risk audit assessment planning since 2014, with consultation with the GER team when required. In 2017, the GER audit tests in the standard audit risk matrix for WHO Country Offices (WCOs) were expanded to cover engagement in the inter-agency work on gender, equity and human rights; and cover seven data sets (policies/strategies, guidelines/tools, workplans, health information systems, publications, communication materials, and donor reports); specifically:

1. **Gender analysis:** Identification of and/or reference to differential risks, vulnerability, access and outcomes as a result of biological factors and/or social norms related to gender, and/or sexual orientation.
2. **Equity analysis:** Identification of differential exposure to risk factors, vulnerabilities, and barriers to quality services, and outcomes, and consequences (including catastrophic expenditure and stigmatization) that sub-populations can experience.
3. **Gender transformative action:** Include provisions for mitigating and differential risks, vulnerability, access and/or outcomes experienced as a result of biological factors and/or social norms related to gender, and/or sexual orientation and leading to transformative and sustainable change in gender norms, roles and relations.
4. **Equity action, AAAQ:** Includes provisions for ensuring sufficient quantity (availability), physical and information accessibility and affordability without discrimination (accessibility), adherence to medical ethics, confidentiality and sensitivity to gender, age and culture (acceptability), and global standard quality.
5. **Reporting data disaggregation** (by sex and at least two other variables).



06. POLICY

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>6a. Policies and plans being developed on gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women</p>	<p>6b. Up-to-date policies and plans implemented on gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women</p>	<p>6ci. Up to date policies and plans implemented on gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women</p> <p>and</p> <p>6cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women</p>

06. POLICY

UN-SWAP

Please check the [Guidance](#) on the preparation of a gender equality and the empowerment of women policy

GENDER POLICY

DCO

DCO launched its [first gender policy](#) in 2021, with the purpose to ensure full integration of the international human rights framework within its substantive and operational work including its coordination mandate at country, regional and global level.

IMO

IMO released its first gender equality policy in 2020, accompanied by an action plan that has been thoroughly reviewed and responsibility distributed. The action plan is also closely linked to the UN SWAP reporting to measure results against the planned outcomes. The progress of the work is being communicated to all IMO staff via virtual Town Hall meeting and other channels.

UNDP

The UNDP [Gender Equality Strategy \(GES\) 2018-21](#) was endorsed by UNDP Executive Board in 2018. It articulates the core principles and priorities of the UNDP approach to gender equality and provides entry points for achieving the gender equality targets across the three

development settings of the UNDP Strategic Plan, 2018-2021. This strategy also identifies priority areas for signature solution 6 of the Strategic Plan, “strengthen GEWE and girls”. The UNDP GES outlines steps for UNDP’s Institutional transformation to achieve gender equality results, which is in alignment with UN-SWAP 2.0 indicators, and calls for expanding the UNDP Gender Equality Seal, which incentivizes country offices to integrate gender equality into all aspects of their development work, also aligned with UN-SWAP. The foundation of this strategy is the vision encompassed in the 2030 Agenda for Sustainable Development.

UNECE

In 2021 ECE updated its [Policy for Gender Equality and the Empowerment of Women \(2021-2025\)](#) in line with UN-SWAP as well as in response to the compelling challenges to achieving gender equality in implementing the 2030 Agenda in the region. In addition, a new Gender Action Plan (GAP) was developed for 2021-2022 to complement the Policy with detailed actions, measurable output, timeframe and resources. The [ECE GAP \(2021-2022\)](#) reflects the UN-SWAP 2.0 requirements in the respective performance indicators, the recommendations from the Evaluation of Gender mainstreaming in ECE, 2019 as well as further work on the linkages of the respective SDGs that are in the focus of ECE subprogrammes with SDG 5.

UNIDO

UNIDO issued the [Policy on Gender Equality and the Empowerment of Women](#) in 2019. In the implementation of the Gender Policy and gender mainstreaming actions, UNIDO is guided by the [Gender Equality and the Empowerment of Women Strategy 2020-2023](#). The format of the Strategy is aligned with and its structure based on the UN-SWAP framework. It identifies specific priority action areas identified with a view to further improving on UN-SWAP indicators, reflects the six pillars of the UN-SWAP (Accountability, Results-based Management, Oversight, Human and Financial Resources, Capacity, and Knowledge Communication and Coherence) and responds to the respective performance indicators within each pillar. In fact, the Strategy commits UNIDO to exceed the requirements of 15 out of the 17 UN-SWAP indicators by 2023, and to meet the two remaining indicators.

SENIOR LEVEL ACCOUNTABILITY MECHANISMS

DGC

DGC continues implementing specific **senior level mechanisms** for ensuring accountability for promotion of GEWE which are already underway, including:

- 1) Directors report annually to the USG on their respective implementation of the DGC strategy regarding gender parity in staffing, and coverage/inclusion of GEWE in their activities (ongoing).
- 2) USG has a dedicated item twice per year in the regular weekly Directors meetings on progress in implementing the DGC strategy.
- 3) Executive Office reports once per year on the uptake of FWAs in the Department, with break down by type of FWA, gender and grade (this was rendered moot during the 2020 reporting period as everyone was working remotely, many with flexible hours and away from the duty station)

- 4) The Department continues to work with the Senior Gender Adviser in the Executive Office of the Secretary-General.

DPO

A **Senior Management Gender/WPS Dashboard and a compendium of WPS indicators** are currently being implemented in nine peacekeeping missions. The Dashboard provides a platform where the progress of implementation of gender and WPS mandates is tracked periodically. The WPS indicators provide a common denominator for use across missions and the headquarters to further ensure harmonized accountability measures

USG DPO is accountable for implementing gender equality and WPS mandates across DPO through the **Senior Managers' Compacts**, signed annually with the Secretary-General. As a member in the International Gender Champions network, the USG has also signed for the International Gender Champions Panel Parity Pledge and gender-based violence pledge.

DPO senior leadership regularly participate in the Principals' exchanges on gender equality and WPS in the frameworks of the Executive Committee, Deputies Committee and Management Committee meetings. In January 2021, senior managers participated in a working session to create **leadership commitments** around the values and behaviours in the Peace and Security Pillar. This included commitments that are key to achieve gender equality in the workplace.

ECLAC

During the annual strategic planning meetings, a specific gender equality/mainstreaming agenda item is included focusing on addressing the progress made on gender issues and identifying areas of opportunity, including on intersectionalities and joint work. Colleagues from the Division for Gender Affairs are present during **all strategic planning meetings** to ensure the gender mainstreaming perspective. Starting in 2021 members of ECLAC's **gender champions network** were invited to participated in these annual meetings.

ESCAP

ESCAP has included gender in the **Senior Managers' Compacts** so that the senior managers are held accountable for promoting gender equality and the empowerment of women. In the E-PAS for Division Directors, under Goal 1, the following action is required: "Demonstrate leadership to mainstream UN wide strategic priorities into Division's work, including on gender, disability and innovation."

UNDP

UNDP has instituted a **Gender Steering and Implementation Committee (GSIC)**, which is the highest decision-making body on GEWE within UNDP with responsibility for policy setting and oversight of all offices. Chaired by the Administrator, the GSIC is the main institutional mechanism by which the UNDP Administrator builds **senior leadership and commitment for GEWE**.

UNICEF

UNICEF produces **two annual reports used by senior managers** to internally and externally champion gender equality and UNICEF's accountability to achieving gender results: **the Annual**

Report on the Implementation of the Gender Action Plan – accompanied by the GAP Data Companion and Scorecard – which is presented to the UNICEF Executive Board; and **the Gender Annual Results Report (ARR)**, which showcases the organization’s gender equality results to member states, donors and broader stakeholders.

UNIDO

UNIDO has established several mechanisms at the (senior) management level to ensure accountability for the implementation of its Gender Policy and Strategy:

1. the **Director-General** is the ultimate authority and responsibility for achieving gender equality and the empowerment of women results in UNIDO, assisted by the Gender Mainstreaming Board (see details below);
2. **Directors** are accountable for effective management and implementation of the Gender Policy and Strategy within their respective areas of responsibility, as well as for cascading gender priorities within UNIDO through the staff performance management system.

A **Gender Mainstreaming Board**, chaired by the Director-General and composed of all Managing Directors, with the Gender Office acting as its Secretariat, is in place and active. It inter alia assesses the implementation of the Gender Strategy, approves annual gender mainstreaming plans and targets, reviews progress on the results achieved in mainstreaming gender, and, if needed, decides on remedial actions to accelerate gender mainstreaming efforts. The Gender Office, which coordinates the implementation of the Gender Policy and Strategy, is headed by a Director at the D-1 level since 2021 who also acts as Secretary of the Gender Mainstreaming Board.

COMPACT LANGUAGE

UNECE

Strengthen policies and practices to ensure gender equality and the mainstreaming of gender and disability inclusion into the UNECE programme of work

UNEP




UNEP will demonstrate gender equality and the empowerment of women systematically across UNEP interventions, including through engagement in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), the inclusion of a gender marker code of at least 2 in new projects, and the implementation of a revised UNEP internal Policy and Strategy for Gender Equality

UNOCT

UNOCT: USG’s compact with the Secretary-General contains three indicators that are fully aligned with UN-SWAP performance indicators. Namely, (1) number of projects/programmes implemented by UNOCT that produce gender responsive and substantive results; (2) systematic integration of meaningful and substantive human rights and gender considerations within statements and strategic planning documents; (3) A Gender Policy and Implementation plan are adopted and funded.



07. LEADERSHIP

 Approaches requirements	 Meets requirements	 Exceeds requirements
7a. Senior managers internally champion gender equality and the empowerment of women	7bi. Senior managers internally and publicly champion gender equality and the empowerment of women	7ci. Senior managers internally and publicly champion gender equality and the empowerment of women and 7cii. Senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded

07. LEADERSHIP

ITC

ITC's leadership used different **public platforms** to articulate the organization's vision on how gender equality and women's empowerment could be achieved. The platforms entailed speeches, media, interviews, and debates with public and private organizations.

Externally, the ED championed GEWE on numerous occasions:

1. Signing up as an **International Gender Champion (IGC)**, pledging her commitment to GEWE publicly, including the release of a video in support of the IGC pledge on eliminating gender-based violence;
2. Co-chairing of the IGC Trade Impact Group;
3. Contributing, as a member, to the UN action network against Sexual Violence in Conflict;
4. Participating in a WTO informal working group on gender and the friends of gender group;
5. Signing MOUs with countries which provided valuable funding to be directed to strategic areas such as women's economic empowerment;
6. Delivering a lecture on the need for Feminist Foreign Policy at the University of the West Indies;
7. Publishing an article in support of International Women's Day.

Internally, the ED supported GEWE, D&I by:

1. Shaping ITC's organizational culture with frequent all-ITC messages related to GEWE, D&I;

2. Participating and vocally supporting the new Women’s Power Lunch initiative, aiming to provide junior- and mid-career female professionals with a safe space to discuss women-specific workplace issues;
3. Hosting two ‘Breakfast Club’ sessions discussing SDG 5 and male engagement for SDG 5;
4. Promoting work-life balance and clarifying ITC’s zero tolerance stance in townhall meetings;
5. Delivering opening remarks and handing out trophies to award winners at the annual Innovation Heroes Awards, featuring a gender component.

ITC also continued to deliver the “[100 coffees for inclusion](#)” as part of a WTO senior leadership training.

UNEP

As an active member of the IGC, one of UNEP ED's commitments in 2021 was to ensure that, by December 2021, **70% of all new projects** approved by UNEP had gender reflected in the context analysis, implementation, log frame, and the budget. In her compact for 2021 the ED also committed to interalia “UNEP will demonstrate gender equality and the empowerment of women systematically across UNEP interventions, including through engagement in the UN-SWAP, the inclusion of a gender marker code of at least 2 in new projects, and the implementation of a revised UNEP internal Policy and Strategy for Gender Equality.”

In November 2020, the UN-SWAP results were presented to UNEP’s Senior Management Team (SMT) chaired by the ED and in March 2021, the SMT approved a work plan to **implement the UN-SWAP recommendations** as well as additional recommendations with the aim of improving UNEP’s overall score from 47% in 2020 to **65% in 2021**.

UNIDO

Funding for the Gender Office: In July 2021, a Director (D1) was appointed to lead and manage UNIDO’s Gender Office. This reinforces the structure that since 2020 has an approved a fixed term post for Gender Coordinator at P4 level. This shows commitment to the institutionalizing of the Gender Office within UNIDO. In addition, Gender Focal points at UNIDO are obliged to dedicate 20% of their working time to the GEEW – which also has clear budgetary implications.

UNIDO focuses and actively promotes development of projects with the gender marker 2A and 2B: The new [Strategy for Gender Equality and the Empowerment of Women, 2020-2023](#), has established a new target to ensure that **by 2023, 45 per cent of newly-approved projects per year are significantly contributing to gender equality and the empowerment of women as per the assigned gender marker (2A and 2B)** which also leads to budgetary implications at the level of the technical cooperation. This goal was achieved already during 2021, showing that the financial and programmatic targets as established at a higher level are trickling down among project teams and personnel at large.

UNOCT

UNOCT Senior leadership continued to ensure that the Gender Adviser briefed the Senior Management Team on a **quarterly basis** and is **kept informed** of the USG and DUSG's engagements to provide relevant inputs. The result is that in addition to an increased number of public speeches, out of 36 background notes and talking points produced for the UNOCT's senior leadership and analyzed for the purposes of this report, **23 had references to gender**, of which three had extensive and substantive points specifically on gender related topics.

UNU

UNU Objective 7.1 of the GAP specifically states as a goal to “**reach 100% compliance (meets or exceeds expectations) with UN SWAP reporting by 2022**”. In accordance with UNU's 2020 Action Plan for Improvement on this indicator, UNU has attempted a **more systematical capture of the internal memos/meetings and public events/speeches of all institutes**. Since late 2020 all institutes have been requested to “indicate the number and type of communication memos, meetings, public events and speeches where institute director/senior officials, have promoted gender equality/diversity and/or highlighted related project outputs and policy impact” when submitting inputs for the annual gender report to UNU Council.

OCHA

OCHA's **internal communications platform** is a source for Senior Management to disseminate internal communication to OCHA staff related to gender, including OCHA's zero-tolerance policy towards sexual exploitation and abuse as well as sharing OCHA's statistics on Gender Parity and Geographic Diversity.

OSRSG-CAAC




The Special Representative raised **extra-budgetary funds** to conduct a study on “Increasing the gender responsiveness of the monitoring and reporting mechanism” to identify gaps, challenges, and opportunities to increase the gender responsiveness of the monitoring and reporting mechanism. The conduct of the study is to be published in 2022.

OSRSG-VAC

The SRSR is a **frequent speaker** at public events that aim at raising awareness on gender equality and gender-based violence, including harmful practices. She is actively participating in an international dialogues and forums on girls' empowerment (including in Africa, Asia, LACRO and MENA regions). She has **regular exchanges with girl child activists** on issues that concern them and advocates for the empowerment of women and girls and inclusion of their perspectives in decision making processes. During 2021, to promote the girls' empowerment and their role as powerful agents of change, the SRSR met with more than 200 girls, as a clear demonstration of the attention and the importance the SRSR attaches to girls' empowerment and their activism.



08. GENDER-RESPONSIVE PERFORMANCE MANAGEMENT

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>8a. The entity's core values and/or competencies being revised to include assessment of gender equality and the empowerment of women</p>	<p>8b. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above</p>	<p>8ci. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above including decision making positions in all Committees, Missions and Advisory Bodies</p> <p>and</p> <p>8cii System of recognition in place for excellent work promoting gender equality and women's empowerment</p>

08. GENDER-RESPONSIVE PERFORMANCE MANAGEMENT

DPO

DPO has **two annual awards** to recognize performance on the implementation of gender and Women, Peace and Security within uniformed personnel. The **Military Gender Advocate of the Year Award** acknowledges the dedication and effort of an individual peacekeeper in promoting the principles of the UN Security Council's resolution 1325 on women, peace, and security. The **United Nations Woman Police Officer of the Year Award** was also introduced to recognize an outstanding woman police peacekeeper serving in a UN peace operation. The award highlights the roles and contributions made by women police officers, serves to encourage representation of women in police contingents, and to promote an understanding of policing in peace operations.

FAO

Two indicators contained within the mandatory supervisory objective:

1. Tangible steps taken to promote gender parity (e.g., ensure equal employment and learning opportunities, outreach efforts to identify and select talented women in positions at all levels, specific attention to working arrangements, etc.).
2. Tangible steps taken to ensure that gender equality issues are addressed in all program/project planning, implementation, and relevant reporting activities, in line with the commitments of FAO's Gender Equality Policy. The Employee Recognition Awards provide an important avenue for FAO to establish and maintain a corporate incentive and award mechanism for gender related results. In 2021, criteria for recognizing

excellent work promoting diversity, inclusion and gender equality in the workplace was established as part of the Individual FAO Award and One FAO Team Award.

IOM

For all staff with managerial responsibilities (P3/NO-C or higher levels) who are not Chiefs of Mission, Heads of Offices or Regional Directors, the Gender in Programming requires:

1. Includes gender in all strategic planning and reporting activities
2. Mainstreams gender in programme development, endorsement and implementation
3. Actively supports an organizational culture which promotes gender equality among staff

UNAIDS

At the start of every UNAIDS performance management cycle, all staff are requested to **set gender-sensitive individual work objectives** to reflect on how gender considerations are addressed in all aspects of the staff member's work and how those can be further strengthened. For the 2021/22 performance management cycle, **a specific declaration** was included in Planning task of the performance evaluation, whereby staff members were asked to declare whether or not "Gender Equality and Women's Empowerment has been considered and incorporated into my work objectives". **77.5% of UNAIDS staff members** declared that GEWE had been considered when formulating their work objectives for the year.

To enhance their capacity on gender equality concepts, gender mainstreaming or gender issues in a specific technical field, each staff member must identify **at least one formal or on-the-job GEWE learning objective** to be completed during the performance management cycle. For the 2021/22 performance cycle, **94% of UNAIDS staff members** attested to having identified a learning objective (either formal or on-the-job) which contributed to enhancing their capacity on gender equality concepts (comparable to the 95% for the 2020/21 cycle and 94% figure for the 2019/20 cycle).

UNDP

Since 2014, UNDP requires all its managers and other relevant staff to include a **gender equality or a gender parity goal/result into their individual performance plans**. Detailed guidance has been prepared and is available to staff on such goals/results. The Gender Steering and Implementation Group (GSIC), which is chaired by the Administrator and includes all ASGs provides corporate steer oversight in terms of gender equality and gender parity. **In 2021, all Heads of Offices have a mandatory goal to "effective implement the Gender Equality Strategy (2019-2021) and the Gender Parity Strategy (2018-2021)".**

The system of recognition is the **UNDP Gender Equality Seal programme**. In 2021, **83 UNDP country offices** voluntarily joined the Seal programme, representing 63% of our Country Offices. In November 2021, 64 Country Offices new applicant offices submitted baseline assessments that cover 40 benchmarks in seven areas of gender mainstreaming.

In addition to the Gender Seal, UNDP has been awarded the [Economics Dividends for Gender Equality \(EDGE\) MOVE Certificate](#). This is the second highest certification award issued by EDGE and it acknowledges the significant progress UNDP has made towards gender equality and confirms our commitment to an inclusive workplace.

UNDSS

In 2021, as part of the UNDSS Recognition Programme, the Department considered a specific award (**Gender Champion Award**) that recognizes individuals who have made outstanding or significant contributions in championing and promoting gender equality and implementing UNDSS Strategy on Gender Equality.

UNODC




The **Gender Award** was developed in 2021 as a system of recognition for outstanding efforts of UNOV/UNODC personnel towards promoting GEWE, recognizing high-impact projects, policies, programmes, strategies, and practices, by either a team or individuals at Headquarters and in the Field Offices. The first Award will be handed out in early 2022 during an ExCom meeting by the ED, in the following two categories: Enabling Work Environment and Gender Mainstreaming.

WHO

WHO's employee performance management and development system include the **staff self-assessment and assessment by the staff supervisor** on how well personnel have demonstrated the WHO mandatory competency of "Respecting and Promoting Individual and Cultural Differences," which has explicit provisions for gender responsiveness. In line with WHO's policy on Performance Management and Development – Recognizing Excellence, when granting performance awards on a yearly basis, the Director-General and the Regional Directors recognize one or more criteria, one of which is Gender and Diversity so that exceptional contributions to WHO's gender and diversity goals are recognized.



09. FINANCIAL RESOURCE TRACKING

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>9a. Working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women's empowerment</p>	<p>9b. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment</p>	<p>9ci. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment</p> <p>and</p> <p>9cii. Results of financial resource tracking influences central strategic planning concerning budget allocation</p>

09. FINANCIAL RESOURCE TRACKING

UN-SWAP

Gender Marker [Brief Page](#)

Gender Marker Training Module (link to be developed)

Implementation of the Gender Equality Marker in UN Entity, Country Teams and Inter-Agency Pooled Funds [Brief](#)

[Guidance Note](#): UN Covid-19 Response & Recovery Fund Gender Equality Marker

UN Women Training Centre: How to series – [Module 1](#): Implementing gender equality markers

I Know Gender: How to series – [Module 1.1](#): Implementing gender equality markers – Coding definitions

Gender Equality Marker [Guidance Note](#) 2013

Coding definitions for Gender Equality Markers [Guidance Note](#) 2018

ESCWA

ESCWA successfully incorporated the **gender marker into UMOJA** by projecting outputs and creating an empty field where a gender marker could be entered. The ESCWA marker includes the categories blind, limited, significant and principal, which map fairly closely to the categories 0 to 2b. ESCWA also developed a **Portal to track and retrieve data and information on the gender marker per output**, and also on the SDG marker that permits to link each output to the SDGs it contributes to. ESCWA Centre for Women and the Programme Planning and Technical Cooperation Section use the data and information provided by the Portal to feed into and influence the planning and implementation of the organization's work programme.

To facilitate understanding of the different markers, ESCWA has developed a Guidance for all ESCWA staff on the use of the Gender Marker, the Youth Marker and the SDG tagging.

IOM

IOM's **gender marker**, which was launched in 2018, is required for all newly developed and activated projects worldwide. In 2019, IOM continued with full day, in person **trainings** on using the gender marker. A dedicated page for the IOM Gender Marker on the IOM intranet hosts **guidelines in all three official IOM languages (English, French, Spanish) as well as Arabic**; all presentations used in trainings and webinars; and all materials used in the trainings. A **help desk** to respond to any questions on the IOM Gender Marker is also available.

UNDP

UNDP rolled out its **gender marker** in 2009 and has been a pioneer entity in implementing the gender marker and providing advice and technical support to UN entities in this area. Because they were an early adaptor, UNDP uses a scale that ranges from 0 to 3. Their experience though was used to inform other rollouts and has led to the recommendation that other entities use 0 to 2b instead. The **Gender Steering and Implementation Committee (GSIC)** reviews the gender marker and results of financial resources tracking. Decisions have been taken using results from the gender maker to influence central strategic planning as for example on UNDP's Funding Windows allocation of non-emergency resources. The **Funding Windows (FWs)** requires all project proposals to be scored GEN 2 or GEN 3 to qualify for funding and are reviewed by gender assessors. In 2021, the FWs set from the onset a target of allocating 25% of funds to GEN3 proposals. To ensure that this was achieved substantively, gender experts accompanied the development of the 30 proposals and confirmed their respective gender marker rating. Beyond the rating, the gender experts provided concrete suggestions on how to strengthen women's empowerment and gender equality, improving the analysis, activities, and results framework as need be.

The 2019 JIU Review of the UN-SWAP highlighted as a good practice the UNDP's project management quality assurance mechanism used to ensure that gender tagging is accurate.

UNFPA

UNFPA's developed a quality assurance mechanism for the review of the data raw data collected through the gender marker system, via qualitative and quantitative methods Check the **gender marker assessment results** from [here](#).

UNFPA's **gender marker** is mandatory and captures all programme funds. In place since 2014, UNFPA opted for 0-1-2a/2b (not 2 and 3) four-point scale because it did not want to create the impression that 3 was superior to 2. When creating electronic workplans in the Global Planning System (GPS), each workplan activity is tagged to a gender marker code and other attributes such as Strategic Plan output and outcome, Intervention area etc. Activity tagging is mandatory and, unless tagged, users are not able to create programme budgets or expend against the budget. Programme Managers are responsible for reviewing and adjusting the accuracy of the tagging. At present, 80% of all UNFPA resources (core and non-core) are tracked in the gender marker system, Gender marker data informed the development of the current SP, and the MTR in 2020.

UNICEF

Programmatically, UNICEF **assigns the gender equality marker code at the output level** at the beginning of a country programme document (CPD) or when funds are obtained. This code remains fixed throughout the duration of the period. At the same time, UNICEF **assigns a**

gender tag at the activity level under each output to support greater accuracy in the calculation of gender expenditures. The gender tag is based on a two point scale: 0 (not a gender activity) and 1 (gender activity).

To link the gender tags with the gender equality marker, the output rating is determined on the specific percentage of expenditures allocated to gender activities. The gender equality rating – which is based on the 4-point scale is based on: **GEM 3/Principal** (60% to 100% of expenditures are for gender activities), **GEM 2/Significant** (40% to 60%), **GEM 1/marginal** – 25% to 40%), **GEM 0/none** (0 to 25%).




UNITAR

UNITAR used gender markers in UNITAR's budget for the biennium 2020-2021 for the first time. UNITAR applies a 4-point-scale GEM to the strategic budgetary projection presented to the Board of Trustees as well as the Advisory Committee on Administrative and Budgetary Questions (ACABQ).

At the end of each fiscal year, the Finance and Budget Unit shares the details of project expenses with all programme managers, covering all the projects that have been initiated and ended during the fiscal year along with the projects that have been carried forward from the prior years. The programme managers review the expenses along with the programmatic results that were achieved during the year and rate the gender markers against each of the outputs, along with SGD 5, if any involved. The results are then compared with the strategic budget projections



10. FINANCIAL RESOURCE ALLOCATION

 Approaches requirements	 Meets requirements	 Exceeds requirements
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 resource allocation for gender equality and women's empowerment mandate is exceeded

10. FINANCIAL RESOURCE ALLOCATION

DPPA

PBSO, part of the DPPA since 2019, has exceeded its target allocation of **30%** in support of gender equality and women's empowerment for the fourth year in a row (as of 2020). The allocation now stands at **40% for the third year in a row**. The figure includes projects whose principal objective is to promote women's empowerment and gender equality (GEN3 projects) as well as targeted activities within projects where gender equality is mainstreamed but not the principal objective (GEN2) and projects that contribute to gender in some way (GEN1).

For 2021, DPPA is aiming to spend **between 17% and 30%** of its extrabudgetary funds on gender equality and women's empowerment. DPPA also established a new window for WPS in the amount of USD \$3 million, to strengthen DPPA's commitment by supporting targeted activities to implement and operationalize the WPS policy and agenda.

ITC

ITC's Senior Management Committee set an **official benchmark** for GEWE expenditure across all budgets to equal **at least 20%** and promulgated this benchmark through an official Executive Director's Bulletin. ITC's existing **gender marker model** was thereby enhanced through: 1) Increasing the minimal financial benchmark to 20% of all ITC's funds to be targeted for GEWE activities; 2) Introducing a four-level scale to track GEWE contribution (principal, significant, limited, no contribution); 3) Assigning Gender markers across all ITC's programmatic budgets funded from Regular Budget (RB) and Programme Support Cost (PSC), and Assigning Gender markers across ITC's management and support functions funded by RB and PSC budgets. Resources allocated overall to GEWE throughout ITC's activities exceeded the 20% benchmark in both 2019 and 2020, amounting to **27% in 2020**.

UNDP

In its Gender Equality Strategy 2018-2021 UNDP established a 15 per cent of all country programmes and project budgets allocated to advancing gender equality and/or empowering women as their principal objective (GEN 3). In 2020 UNDP undertook a review on how UNDP allocates and mobilizes resources for gender equality, including through GEN 2 (gender as

significant objective) and GEN 3 (gender as principal objective), and based on its findings developed a resource mobilization strategy. The overarching objective of the review is to ensure adequate financing for gender equality and support UNDP to achieve gender transformative results in line with its Gender Equality Strategy. Some of the proposals to achieve this includes to support GEN 3 programmes in crisis contexts and co-fund gender-related capacities in fragile and crisis countries.

UNFPA

The UN-SWAP framework enabled UNFPA to have the conversation about a financial benchmark being in place. UNFPA **identified 11%** to be allocated for Outcome 3 (Gender and Rights Outcome) in the current Strategic Plan 2018-2021. It is important to note that this benchmark only applies to the focused area of work on gender, and does not estimate the allocation for mainstreamed activities integrated across UNFPA's other Outcome areas. Like previous year, indications from the Gender Marker data reveal that actual expenditures for gender equality and empowerment of women and girls exceeded that benchmark (11%). In 2019 UNFPA activities that were coded as primary objective for GE were 15.1%, while activities coded as significant contribution were 52.9%. The 2020 figures are not finalized yet.

UNIDO

UNIDO, in its Gender Equality and Empowerment of Women Strategy 2020-2023 (Gender Strategy), set a target of 45 percent of newly-approved projects per year to be spent on projects that significantly contribute to advancing gender equality and the empowerment of women (2a and 2b). In 2021, this target was achieved for the first time with almost 46 percent. Therefore, UNIDO, for the first time, exceeded the requirements for this indicator.

UNOCT

In 2021, UNOCT developed and adopted its Gender Mainstreaming Policy and Action Plan, which established a 15 per cent financing target for gender by 2024. The criteria for the expenditure of the dedicated 15 per cent will encompass I. the complete costs related to maintaining a well-staffed and well-resourced Gender Unit, as well as all the costs related to initiatives coordinated by the Unit; II. the complete costs of projects and programmes rated as being at Gender Marker 3 by the PRB Secretariat; III. all the costs of gender-dedicated outcomes within projects rated as being at Gender Marker 2 by the PRB Secretariat; IV. partial costs of activities not dedicated to gender, but with gender outputs (for example, the costs for developing a module on gender for a training session, the costs for developing a gender analysis within a scoping assessment).

In order to ensure adequate funding for gender mainstreaming, UNOCT envisages various actions, such as the development of expenditure guidance tools to set out the requirements for the expenditure to count towards the 15 per cent, and the development and implementation of a resource mobilization strategy for gender.




OCHA

CERF mainstreams gender in its programme cycle **at the strategic level**, considering gender in the prioritization of needs for **CERF funding**, and **at the project level**, assigning a **gender marker** and a gender-based violence assessment score, as well as provide age- and sex-disaggregated data on people targeted and reached.

In 2020, the CBPFs allocated \$863 million in total, from which \$538 million (66.1%) contributed to gender equality (according to gender and age marker). An estimated \$34 million of this was allocated to GBV programming, continuing a steady increase since 2016 (\$8 million was allocated). Of the \$860.7 million allocated by CERF in 2020, \$160.7 million (or 19%) was allocated to projects with Gender with Age Marker (GAM) four. These projects are likely to contribute to gender equality, including across age groups. Another \$341.3 million (or 40% of 2020 CERF funding) was provided to projects with GAM three. These projects are likely to contribute to gender equality, but without attention to age groups. Moreover, 9% of CERF-funded projects in 2020 had GBV as their main objective and 62% of CERF-funded projects included a GBV component.



11. GENDER ARCHITECTURE

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>11. Gender focal points or equivalent at HQ, regional and country levels are:</p> <ul style="list-style-type: none"> 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 	<p>11bi. Gender focal points or equivalent at HQ, regional and country levels are:</p> <ul style="list-style-type: none"> 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 <p>and</p> <p>11bii. Gender department/unit is fully resourced according to the entity mandate</p>	<p>11ci. Gender focal points or equivalent at HQ, regional and country levels are:</p> <ul style="list-style-type: none"> 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 <p>and</p> <p>11cii. Gender department/unit is fully resourced according to the entity mandate</p>

11. GENDER ARCHITECTURE

ECLAC

A Network of Gender Champions was established in 2020, with representatives from every Division, Units, Subregional or National Offices at ECLAC. The work of the Gender Champions includes providing advocacy, information, advice and support to senior management at policy and management level and to staff in the subprogramme. During 2021, Gender Mainstreaming Training was provided to the Gender Champions.

FAO

FAO has established a **Technical Network of gender focal points at headquarters and in the sub-regional and country offices**. The process of appointing GFPs in all the HQ units and divisions, as well as regional, sub-regional and country offices, is ongoing. There are GFPs and alternates in most of the divisions and offices at FAO headquarters and in the decentralized offices. In 2020, there were approximately 40 GFPs and alternates at headquarters and more than 180 in decentralized offices. In addition to a D1 staff member and a few P5 staff members in the GFP network, many of the GFPs are appointed from staff level P4.

FAO's GFPs have written terms of reference and they are requested to allocate 20% of their time to the gender focal point functions. The **time allocation** is reflected in their annual work plans and in the annual performance evaluation process. In addition, specific funds have been

allocated to support the GFP network through the Technical Network on Gender, which is coordinated by the Gender Team in the Inclusive Rural Transformation and Gender Equity Division.

ILO

ILO has a **Gender Focal Point Network** of over 120 focal points in the field offices and at HQ with written, detailed TORs indicating the amount of time to be devoted to gender-related outcomes. The ILO Action Plan for Gender Equality has an **indicator**: “No. of units and field offices without GFPs” with a target of “None”. There is also an **indicator on percentage of male focal points** at HQ and in field offices.

ITC

ITC’s gender architecture was strengthened by the **promulgation of three policies** – two related to gender architecture, and one related to the new gender equality and women’s empowerment framework that serves as a guide in implementing, integrating, and improving gender related activities in support of SDG 5. A **Gender Unit** (‘the unit’) was formed for 2020, comprising the GFP as ‘Unit Coordinator’, two support staff members/advisors, the alternate male GFP and the UN-SWAP 2.0 Business Owners. ITC’s gender architecture strengthened the GFP’s coordination role, involving a more diverse range of business areas (increased from three to eight), and expanded the number of UN-SWAP 2.0 Business Owners (BOs) (from three to 12). In approving the creation of the Gender Unit (GU), the Executive Director allocated, in 2020, \$77,000 to operate Project B962, known as ‘UN-SWAP 2.0’ for the coordination and implementation of the UN-SWAP 2.0 and its seventeen performance indicators. This ensured the full resourcing of the GU according to its 2020 mandate.

ITC-ILO

ITC-ILO **Gender Focal Points network** is composed of two representatives per Programme (one Professional and one administrative staff). In this way, G staff is also involved in the promotion of gender equality. This system also helps promoting the idea that everyone in the organization – regardless of his or her professional category – is accountable for gender equality.

UNCTAD

Since 2018, UNCTAD has in place a Trust Fund Document Clearance System for new project documents, which includes the **divisional GFP in the clearance process**. The role of the divisional GFPs in such process aims to ensure that, whenever appropriate, gender considerations are meaningfully integrated in new projects initiated by UNCTAD.

UNDP

Multidisciplinary gender focal teams have been an efficient mechanism to advance co-ownership of the gender equality agenda, improve vertical and horizontal coordination and assist gender mainstreaming capacities of programme managers. The gender focal teams support and facilitate Country Offices’ implementation of the Gender Equality Strategy which includes gender responsive programming and institutional aspects linked to enabling environment, such as parity. In 2019, 70% of country offices reported having a multidisciplinary gender focal team led by a senior manager, 68% of offices had a gender focal team with written terms of reference, and 65% of offices had a gender focal team with an action plan.

UNICEF

UNICEF has developed the **Gender Staffing Guidance** for country, regional and headquarter offices in 2018. The annual budget size of the office constitutes one key criteria in deciding the number of gender specialists. When and where appropriate, the Guidance states Sectoral Gender Advisor posts in line with the Strategic Plan and the specific gender result areas being targeted UNICEF aims to revise the guidance in 2022. Check the [details](#).

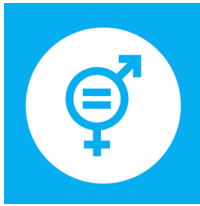
In addition to having the minimum architecture, capacity building is needed. To this end, GenderPro – UNICEF’s gender capacity development and credentialing programme – which was rolled out in 2018, has helped to increase the levels of gender capacity and technical expertise, particularly in key country-level gender positions. GenderPro is available through the AGORA system to all UNICEF staff or implementing partners looking to have a core gender competency

UNIDO




UNIDO’s gender policy has institutionalized and expanded the network of mid to senior level Gender Focal Points (P3 to Directors). According to the policy, **Gender Focal Points (GFPs)** are appointed in **each Division of the organization and in field offices**, are expected to devote 20% of their time to GFP functions and serve for a period of 2 years. As of January 2020, there are 26 active Gender Focal Points at headquarters and numerous Gender Focal Point Alternates and additional Gender Supporters. In addition, UNIDO has an **Office for gender equality and empowerment of women**, which serves as the institutional coordination point for the implementation of UNIDO’s Policy and Strategy for GEEW and is in the Office of the Managing Director in the Directorate of Corporate Management and Operations. The Office is headed by a Gender Coordinator and normally consists of 2 full-time professionals as well as ad-hoc consultants supporting gender mainstreaming and administrative efforts.

UNODC

The Gender Team conducted a survey to all Gender Strategic Focal Points (GSFP) in 2021 to get assess needs, recommendations, challenges and collect best-practise examples. The interview questions covered the expenditure of time for GSFP tasks, the contribution, and achievements to the progress towards promoting GEEW in UNOV/UNODC made, the support they get from their supervisors as well as from UN WOMEN for GSFP tasks, the challenges they face, the gains they get on a personal level, best practices and training request and needs, recommendations for the GSFP network and on improving the support by the Gender Team. The outcomes resulted into Action Points for the Gender Team and will inform the updating of the TORs for GSFP in 2022 and the activities of the network getting forward.



12. EQUAL REPRESENTATION OF WOMEN

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>12a. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years</p>	<p>12b. The entity has reached the equal representation of women for General Service staff and all professional levels</p>	<p>12c. The entity has reached the equal representation of women for General Service staff and all professional levels including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source</p>

12. EQUAL REPRESENTATION OF WOMEN

UNODC/UNOV

In 2021 UNOV/UNODC launched a 5-month **Early Career Initiative**. The goal of the initiative was to provide women at the P-2 and P-3 levels as well as female National Professional Officers (NPOs) and Service Contractors a frame in which they can actively reflect upon and develop their individual career path in the organization. In total 45 female participants of which more than half come from the UNODC field offices, were trained. Next to regular thematic sessions, all participants were matched with Senior Female Partners in UNOV and UNODC, to strengthen cross-divisional female networks at the different levels of the organization.

UNU

UNU’s commitment continues in its new [Strategic Plan 2020-2024](#) where gender is specifically addressed in one of the four objectives of the new plan: Section II Objectives: “Invest in a dynamic, innovative, and diverse institutional culture: by encouraging innovation in all dimensions of the University’s work, which is undertaken by a diverse and gender-balanced community of scholars, communicators, and management professionals, and by promoting collaboration across spatial and disciplinary boundaries.” The new Plan specifically states “UNU is close to achieving full gender parity across its academic and support personnel and is committed to closing the gap over the course of this strategic plan.” In 2021 UNU **achieved gender parity at all levels** for Professional staff from P2 – ASG **except at the P4 level** and **all general service staff levels except for G3** (which is only one position).

SPECIAL MEASURES

UN Secretariat

In 2020, the Secretary-General promulgated the updated “Temporary special measures for the achievement of gender parity” that apply to selections and appointments where gender parity

has not been reached and creates greater accountability around recruitment. Specifically, where a woman candidate has equal or superior qualifications to a male candidate, but the entity intends to select the man, the administrative instruction requires the head of entity to submit a written justification to the Executive Office of the Secretary-General for review. Implementation of the temporary special measures is improving in regularity and consistency and has constituted an important tool for awareness and accountability.

UNHCR

In UNHCR, the requirement to give priority to a woman, when two or more equally qualified candidates are identified, has been used on a number of occasions, when the selection resulted in a promotion. Managers are aware of this requirement, and compliance is ensured by the HR department at the review of manager's submission. HR as the formal recommending body, uses this provision regularly to recommend a woman candidate when two or more substantially equally qualified candidates are identified for a Job Opening. On average UNHCR has made several such interventions per year. The monthly Joint Review Board (JRB) also closely monitors this aspect of the assignments process and can intervene with an alternative recommendation in favor of a woman candidate, should it consider such course of action necessary and justified in line with the policy gender requirements.

RECRUITMENT AND TALENT MANAGEMENT

UN Secretariat & UN Women

In 2020, the UN Secretariat's Office of Human Resources and UN Women developed a **Female National Officer Pool**, a database of female National Officers and their skills and expertise. The database will help the UN system to do dedicated outreach to female National Officers to recruit for international positions and therefore accelerate gender parity through improved talent acquisition. The UN Secretary-General has launched a **Global Call for Heads and Deputy Heads of United Nations Peace Operations**. The aim of the outreach campaign is to increase and diversify the pool of candidates for senior leadership positions in UN peace operations. The campaign has been shared across different communication channels, including social media, printed ads, as well as across the UN system. Over 50% of new appointments for mission leadership in 2021 were Global Call nominees.

DGACM

Across DGACM, female staff are assigned to positions with supervisory and outward-facing roles such as Training Officers, Programming Officers, Secretaries of intergovernmental bodies and Officers-in-Charge. A very significant accomplishment in 2021 was the hiring of female developers for the gText programme. Before the hire there had never been any women working in software development. This shows significant progress in mainstreaming gender considerations across the work of technological teams and their programmes.




UN Women & UNDP

In 2021, UN Women launched the first ever [UN System-wide Dashboard on Gender Parity](#), with participation from nearly 40 entities across the UN. Jointly developed with UNDP, the Dashboard provides the latest available data on the representation of women and men in the UN by grade, staff category, duty station and age group. It enhances accountability and transparency by consolidating, monitoring and tracking gender parity progress system-wide. It

will also support and strengthen UN Women’s mandate to monitor gender parity and biennially report through the Secretary-General's Report on the Improvement in the Status of Women in the UN System, by offering updated data.



13. ORGANIZATIONAL CULTURE

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>13a. Organizational culture partly supports promotion of gender equality and the empowerment of women</p>	<p>13b. Organizational culture fully supports promotion of gender equality and the empowerment of women</p>	<p>13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> <p>and</p> <p>13cii. ILO Participatory Gender Audit or equivalent carried out at least every five years</p>

13. ORGANIZATIONAL CULTURE

WORKPLACE CULTURE

IFAD

In 2020, IFAD established a **Workplace Culture Task Force** to develop and to implement a plan to address the findings of the 2019 Staff Engagement and Workplace Culture Survey. The Task Force focused on Senior Leaders and Management engagement, exploring and understanding key cultural dynamics at IFAD, in collaboration with external expertise to facilitate engagement and to advise on the initiative as a whole. The Task Force has identified two Action Plans (2020 and 2021) that will lead to culture change, following a consistent timeline and acting on key areas.

UN Secretariat

In late 2019, a **Secretariat-wide survey** was held, in which staff members were given an opportunity to express their views on **staff wellbeing and work culture**. More than 18,000 staff members participated, representing 52% of the staff population – a marked increase from 39% in 2017. Entities will analyze results and develop action plans to target and improve the weak areas identified in the survey.

FACILITATIVE POLICY FOR FAMILIES

FAO, UNESCO, UNFPA, UNICEF, UNHCR, UN Women, WHO, WFP

As of November 2020, the above entities have extended maternity leave to **24 weeks**.

In addition, **UNDP** provides staff members in D and E duty stations an additional period of two months of Special Leave with Full Pay, extending maternity leave to 24 weeks. **UN Women** provides an additional eight weeks of pre-delivery leave with Special Leave with Full Pay in D and E duty stations, extending maternity leave to 32 weeks in these hardship locations.

To make parental leave policies flexible yet equitable, **UNAIDS** standardized and extended paternity, adoption and surrogacy leave to 16 to 18 weeks, depending on the number of children.

ITC

ITC adopted an **expanded breast/bottle-feeding policy** to support more equitable parenting and recognize expanding methods of infant feeding (i.e., breastfeeding/bottle-feeding) while maintaining full integrity of breastfeeding as a policy priority. The policy expands access to the feeding room, which is now open to staff, non-staff and ITC visitors, and also offers pregnant women staff members the chance to discuss pregnancy-related matters with the Medical Service before they give birth.

UNOPS

UNOPS has made maternity, paternity and adoption leaves available to personnel on the Individual Contractor Agreement modality, with benefits equivalent to those offered to staff.

FLEXIBLE WORKING

ESCWA

In 2021, the Executive Secretary of ESCWA piloted a one-day telecommuting arrangement that is available to all kinds of personnel irrespective of the contractual type: approval of telecommuting is automatic, provided that personnel abide by a clear set of criteria.

ITC

ITC has launched a revised **work-life balance system**, with a new e-system for the request, approval and monitoring of FWA options. This includes a time-bound approval process for FWAs: supporters and approvers need to respond to an FWA request within five working days. If no action is taken in this timeframe, a default positive response will be sent by the system.

ITC offers 50% and 80% part-time work. ITC removed its core hours and expanded its business hours to enable employees to stagger their work hours between 07.00 and 9.00. It was part of a gender-focused initiative to improve the uptake of WLB and further enhance ITC's overall working conditions.

UNOPS

UNOPS has a **progressive Flexible Work Arrangement policy** which includes part-time work, job share, staggered working hours, telecommuting, compressed work schedules, and others. All personnel are eligible, regardless of contractual modality or personal circumstances. It is not limited to those with family or caring responsibilities, but is **open to all personnel who would like to be able to work in a flexible manner**. By default, all requests for flexible working options **must be considered favorably**, provided the request fully meets business needs and there are no costs associated to it.

UN WOMEN

The [Enabling environment guidelines](#) developed include good practices and recommendations to help guide and support all UN entities to make progress on a better work environment. The

guidelines focus on **three thematic areas: workplace flexibility, family-friendly policies, and standards of conduct**, and the accompanying “[Supplementary guidance](#)” also covers the areas of recruitment and talent management.

WIPO

As of January 1, 2022, there are no longer organization-wide core hours in WIPO, but these are established by each team on the basis of business needs and in agreement with the supervisor.

WORKPLACE ETHICS

ILO, UN Women

UN Women and ILO have published the “[Handbook: Addressing violence and harassment against women in the world of work in 2019](#)”. It brings together the literature, policies and practices, providing promising examples from countries across the globe. The handbook spans the public and private, as well as formal and informal sectors, exploring a broad spectrum of issues and contexts. It also coincides with the unprecedented mobilization of millions of women behind #MeToo and other solidarity movements and with the International Labour Organization’s standard-setting process.

ILO recently launched a [training](#) on “Ending violence and harassment in the world of work: Know the framework, own the principles, initiate change”. This tutored e-learning programme on ILO Convention No. 190 and Recommendation No. 206 is ideal for representatives of Governments, Employers’ and Workers’ organizations, as well as other world-of-work actors involved with prevention and response, wishing to master the content of these new instruments and understand how they are changing the international normative landscape.

OHCHR

Through a two-year participatory process led by the Deputy High Commissioner, OHCHR issued the **Dignity@Work Policy and Action Plan** in 2017. It provides a framework for engagement of staff at all levels (managers, supervisors and others) to foster better working conditions and working relationships that are safe, respectful, dignifying and inclusive. Further, it is framed around the positive concepts of dignity, inclusion and respect in the working environment. Implemented measures notably include the provision of mandatory e-Performance goals specifically structured for: (1) General Service and Professional Staff with and without supervisory responsibilities (up to Grade G-7/P-5); and (2) Senior Leadership (Grade D-1 and above). The Dignity@Work Policy was a finalist in the 2019 Secretary-General Awards.

WIPO

In 2021, WIPO issued an update of the 2019 Office Instruction on “**Workplace-related conflicts and grievances**”. In accordance with the SHA model policy, the OI grants not only staff, but also non-staff personnel (i.e., fellows, interns, individual contractors and agency workers) the possibility to file formal complaints of harassment, discrimination and/or abuse of authority. Similarly, all personnel, regardless of contractual arrangements, can be the subject of a sexual harassment report. To support the roll out of the Office Instruction, WIPO engaged managers, staff and non-staff personnel in a year-long organization-wide awareness campaign to raise

awareness. The implementation of the OI is supported by an online mandatory modules on “Working together harmoniously”.

EMPLOYEE TRAININGS

UN Secretariat

The UN Secretariat has released a “[Guide to Employment of UN Secretariat Staff Members](#)”, which provides answers to FAQs on work permits and job opportunities and provides additional resources in context-specific guidance for several duty stations including Addis Ababa, Abidjan, Arusha, Bangkok, Beirut, Brindisi, Geneva, Nairobi, New York, Santiago and Vienna.

DMSPC, ESCAP

In August 2020, DMSPC and ESCAP launched a **UN mentoring programme** that **connects staff members across duty-stations and entities** around the world. Open to all levels and the whole UN System, this programme contributed to reduce social isolation and stress and promote inclusivity, while providing a support system for career development and networking. In this pilot phase, around **520 participants from over 90 duty stations**, the Secretariat and 16 non-Secretariat entities have been meeting, learning and growing as ONE UN. Women in particular, make up 71% of registered participants.

PARTICIPATORY GENDER AUDIT

ESCWA

ESCWA conducted its second **participatory gender audit** in 2019. To ensure that the gender audit was conducted in a participatory manner, the Executive Secretary of ESCWA formed an internal team comprising of nine staff members, who worked closely with an external ILO-certified facilitator. The gender audit was carried on **along two main pillars**. The first scrutinized the areas already covered in the previous audit and traced the changes occurring during 2014-2018 following its recommendations. The second examined new areas of importance that were not covered in the previous audit with the objective of bringing to light more practices and recommendations for ESCWA to further promote gender equality internally and in its outputs. Information was collected through two main sources: namely, documents produced by ESCWA, including policies, publications and procedures, and covering topics such as capacity-building, gender parity, monitoring, project implementation, evaluation and communication; and interviews and focus group discussions conducted with staff members as well as focus groups with directors of divisions and Gender Focal Point Network members. The report shed light on the progress achieved and referred to steps that should be taken to fill current gaps.

FAO

FAO has undertaken a **Gender Audit** using a methodology similar to that used in the ILO Participatory Gender Audit. The central question of the audit was: “What does FAO need to do to adapt its institutional mechanisms and processes to mainstream gender equality throughout the Organization?” The methodology included:




- Review of: gender evaluations and audits of other UN organizations; lessons, benchmarks and good practices in gender mainstreaming; and relevant evaluation reports

- Engagement with management and staff working on gender issues in FAO and a gender audit advisory committee
- Facilitated group discussions with more than 40 gender focal points and designates
- Online survey targeting professional staff and long-term consultants
- Interviews and group discussions, based on a semi-structured interview guide, at FAO headquarters, three regional offices (Europe and Central Asia, Asia and the Pacific, and Africa) and two sub-regional offices (Central and Eastern Europe and West Africa), and the Vietnam, Cambodia and Ghana country offices.

The audit findings fed into a process of considerable strengthening of institutional mechanisms to promote GEWE in FAO.



14. CAPACITY ASSESSMENT

 Approaches requirements	 Meets requirements	 Exceeds requirements
14a. Assessment of capacity in gender equality and women’s empowerment for individuals in entity is carried out	14bi. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women’s empowerment is carried out and 14bii. A capacity development plan is established or updated at least every five years	14ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women’s empowerment is carried out and 14cii. A capacity development plan is established or updated at least every three years

14. CAPACITY ASSESSMENT

UN-SWAP

Please check the [Gender equality capacity assessment tool](#)

CAPACITY ASSESSMENT

ESCWA

In line with UN Women guidelines, ESCWA designed and conducted the fourth capacity development assessment survey in 2021. It comprised **five main sections**. Section I provides information on respondent’s profiles; section II provides information on the sources where gender knowledge was acquired; section III assesses the knowledge of respondents on gender equality and the empowerment of women; section IV examines gender mainstreaming efforts within ESCWA; and section V provides a space for respondents to share their views on the way to improve the current knowledge, skills and attitudes in relevance to gender issues. The survey was approved by the ESCWA Executive Secretary.

The **assessment** followed a **mixed quantitative and qualitative methodology approach**, in addition to a brief desk review. The qualitative part took the form of focus group discussions (FGD) that aimed at: validating/challenging the quantitative findings; providing details on some of quantitative findings; providing recommendations from staff and GFPs. Moreover, desktop review included among others the **Second Participatory Gender Audit Report** and the terms of reference of GFPs. The staff capacity assessment report provided a set of key recommendations to further strengthen staff members abilities in mainstreaming gender.

FAO

FAO launched the Organization-wide assessment of capacity of staff in GEWE in 2019. The results of this assessment are continually updated with the outcomes of the **gender stocktaking exercises (GSE)** periodically conducted by the regional gender officers and the gender focal points. Based on these results, the Gender Capacity Development Action Plan (2019-2021) was formulated to enhance the gender knowledge and **technical capacities of staff and member states**.

In 2021, a total of 12 GSE was completed by technical units and country offices, which helped to identify staff training needs, and assess the capacity of divisions, units and country offices to integrate gender issues in the development of knowledge products and the formulation of gender-responsive projects and programmes.

UNCDF

UNCDF has carried out **Practice-level assessments and strategies** to enhance staff capacity in mainstreaming gender throughout its programmes. For instance, the Inclusive Digital Economy practice launched publicly its **Inclusive Digital Economies and Gender Playbook**, using the tool formally to help conduct trainings for internal and external teams/stakeholders in several country programs. It also conducted three sessions in its **Women Builders of Digital Economies Community of Practice (COP)**, with areas of focus on co-building the COP, gender-intentional programming, and tools to engage civil society in policy making to advance women's digital financial inclusion.

UNV

In September 2019, UNV conducted a six-month [gender equality capacity assessment](#) and develop a **capacity development strategy**. A total of 119 out of 317 UNV personnel (257 UNV staff, 70 UN Volunteers based in UNV offices) responded to the online survey. Main findings were:

1. **Relatively low level of knowledge and understanding** of gender related concepts, the knowledge of the different gender policies, frameworks or strategies guiding UNV's work on GEWE.
2. **A relatively high percentage** of staff (89%) had undertaken gender related training/learning in the past two years, but practical application was a challenge for many.
3. **The role and recognition of the Gender Action Team** should be increased, and that more practical tools and guidelines on how to mainstream gender in the respective areas of work would be beneficial.
4. The report also provided 11 recommendations which are currently under implementation. Docs available in Hub.

Check UNV's [gender capacity development plan](#).

ODA

ODA conducted an **entity-wide gender equality capacity assessment** in 2020 through **Google Forms**. It was built on a similar ODA survey in 2015. The main purpose was to assess capacity on gender equality among staff and inform the update of the gender mainstreaming action plan including a gender capacity development plan. The survey included questions on knowledge and proficiency for different skills, concepts, gender agendas, what areas respondents want to

learn more about, preferred way of learning and more. The survey was also built on gender equality capacity assessment guidance by UN Women. The results were presented at a global Town Hall meeting and discussed with gender focal points in a workshop in September 2020.

CAPACITY DEVELOPMENT PLAN

ITC

Following the 2020 capacity assessment, ITC created an organization-wide 2021/2022 capacity development plan. The plan was further informed by first insights generated through [ITC's '100 Coffees for Inclusion' initiative](#), during which members of the ITC Inclusion Group and selected senior leaders met for individual, 30-minute coffee conversations with 100 employees across the organization to discuss their take on ITC's organizational culture and direction related to GEWE, Diversity and Inclusion.

The [capacity development plan](#) covers a two-year period and outlines six critical outputs and related activities:

1. Ensuring all employees have solid, foundational knowledge of basic GEWE concepts and of the intersectional nature of diversity and inclusion.
2. Enhancing knowledge and skills of and confidence in applying technical tools/methods to promote gender mainstreaming across ITC's projects
3. Enhancing knowledge and skills of and confidence in applying HR-related tools/ methods to promote gender equality at ITC internally
4. Increasing awareness of established policies and mechanisms to support the creation of an enabling work environment, as well as awareness of individual support options; and
5. Promoting an inclusive organizational culture with zero tolerance for discrimination and harassment.

UNDRR




UNDRR's gender capacity development plan outlines a webinar series open to all staff, as well as **targeted orientations and training for specific areas** (for example, communications, gender focal points, new staff, senior managers etc.).

WMO

WMO promote the capacity building plan of young female professionals (e.g. fellowships, internships and mentoring) as well as exposing girls to the **meteorological, hydrological and climatological profession** (e.g. the collection of good practices on gender-balanced outreach in STEM, school visits to meteorological services and observation sites, etc.). In response to the recommendations of the Conference on the Gender Dimensions of Weather and Climate Services, an array of actions were further proposed on building the capacity of service providers for **more gender-sensitive weather, water and climate services** as well as the development of tools for use in technical programmes and training.



15. CAPACITY DEVELOPMENT

 Approaches requirements	 Meets requirements	 Exceeds requirements
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

15. CAPACITY DEVELOPMENT

MANDATORY TRAINING

I Know Gender online course

Launched in 2014, UN Women’s Training Centre has developed the [I Know Gender](#), an introductory, interactive and self-paced e-course on gender that is offered to all staff across the United Nations System.

The **overall objective** of I Know Gender is to develop and/or strengthen understanding and awareness of basic concepts of gender equality and women’s empowerment for all staff at HQ, regional and country level and promote a first step towards behavioral change and integration of a gender perspective in everyday work.

The course:

- Is a contribution of UN Women to the UN System and can be used as needed by each entity. It complements and include references, when possible, to other existing UN courses.
- Does not replace the mandatory existing courses required by different agencies.
- Provides a background of general knowledge and information about gender equality and women’s empowerment.
- Is not a technical course per se, as it does not aim to provide technical skills on gender analysis and mainstreaming methods and techniques important to users and practitioners.
- Is self-paced and takes approximately 2.5 hrs. It has 3 mandatory modules and 13 optional modules, as well as a “how to” series with 5 modules and more under development.

Several entities, including the Secretariat, have made the introductory modules of I Know Gender mandatory for all staff. In 2021, roughly 89,555 participants took the I Know Gender course through the eLearning Campus and other platforms.

IOM

In 2021, IOM launched 8 learning streams covering various aspects of Diversity and Inclusion accessible for all staff via I-Learn, the organisation's learning management system. A badge system was also put in place to generate interest and to establish a system of formal recognition. The themes covered:

- 1) Promoting a culture of LGBTIQ+ inclusion in the workplace
- 2) Embracing age-diverse and inclusive team cultures
- 3) Managing cross-cultural teams
- 4) Addressing microaggressions
- 5) Addressing racism
- 6) Achieving gender equality and inclusion in the workplace
- 7) Eliminating bias in your decisions
- 8) Accommodating employees with disabilities

UNDP

UNDP updated its mandatory **Gender Journey course** in 2021, content including: Understanding Gender; Gender Equality in Development and Achieving the SDGs; Individual Commitment to Gender Equality; Gender Equality inside UNDP; Gender Mainstreaming and Gender Analysis in Programmes; Becoming an Effective Leader for Gender Equality, targeted at managers. 80.11% of UNDP staff has completed this course (as of 31 December 2021).

UNESCO

In 2020, UNESCO launched its the **new mandatory [e-learning course](#) on Gender Equality (English, Spanish, French)**. The **8 modules** that compose the training have been developed by the Division for Gender Equality in cooperation with the Human Resources Office to enhance the capacity of UNESCO staff in gender mainstreaming. Through this training, participants will get familiar with the key terms and concepts used in Gender Equality and will learn how to use the main tools available to ensure successful Gender Mainstreaming in their daily work. The training includes concrete examples to help understand what all personnel should do to uphold the Organization's Global Priority Gender Equality.

UNRWA

UNRWA's mandatory gender awareness e-learning course focuses on: (i) what gender means and ways to promote gender equality; (ii) gender mainstreaming, gender analysis and practical strategies to integrate a gender perspective into UNRWA service delivery; and (iii) international standards on women's rights and gender equality. The course will be restricted in 2022 for higher completion rate.

SENIOR MANAGEMENT TRAINING

DPPA

Gender/Women Peace and Security (WPS) is integrated into the UN Senior Leadership Programme (SLP), including a stand-alone WPS module, delivered virtually since December 2020.

UNDP

Senior managers received tailored trainings for P5 and above, including the UNDP onboarding and leadership development programmes for senior managers. In 2021, blended learning journeys were rolled out for UNDP's **new cohorts of Resident Representatives (RRs) and Deputy Resident Representatives (DRRs)**. The new learning journeys for RRs and DRRs were launched in 2021 as part of the new '**Leaders for 2030**' initiative.

In response to the recommendations of the GSIC in 2021 a **new Certificate course for RRs called Leadership for Gender Equality** has been designed with Gender at Work (India) and SOAS (University of London) to be launched with a cohort of 42 RRs in January 2022. The primary goal of the programme is to develop RRs to better advocate, negotiate, build effective coalitions and partnerships and lead internal and externally on gender equality. The certificate will also support RRs whose Country Offices are taking part in the UNDP **Gender Equality Seal Initiative**.

Senior managers receive tailored training as evidenced by the **Gender Equality Seal benchmarks** and results from gold and silver offices. Sample benchmarks include: "CO has planned and implemented strategic actions for capacity-building on gender: A positive score should be supported by (i) agenda and process reports (including feedback from participants) of at least two all-staff perspective building sessions carried out during the last year", and "The CO has planned and implemented specific capacity building for programme managers".

CAREER DEVELOPMENT FOR WOMEN EMPLOYERS

EMERGE Programme for Women Leaders

EMERGE is a joint initiative by 11 UN entities (ILO, ITU, OCHA, OHCHR, UNAIDS, UNHCR, UNICEF, UNOG, UNSSC, WHO and WIPO), designed to help high-potential mid-level female staff optimize performance and take on greater responsibilities EMERGE constitutes a 9-month programme that contributes to women's empowerment and reaching gender parity in the UN system.

Academy on Gender, Inclusion and the Future of Work

This ITC-ILO's academy ([slides](#)) aims to broaden the conversation around gender equality in the world of work, covering below topics:

- 1) International law, workplace measures, and dialogue at work
- 2) Feminist pedagogies and methodologies for gender-responsive training
- 3) A gender perspective on climate change and environmental transformations

UNDP

The **UNDP SPARK (Strive. Perform. Aspire. Reimagine. Know.)** career development programme was launched in July 2020 to provide state-of-the-art tools, coaching and resources to support the professional development of UNDP personnel across the globe. The first 2 cohorts were dedicated to 340 women.

In collaboration with the African Union Commission (AUC), UNDP launched the second cohort of the **African Young Women Leaders (AYWL) Fellowship Programme** to develop the next generation of young women leaders and experts. Recruitment attracted almost 5500

candidates across 53 AU countries and will yield 60 Fellowship candidates for a AYWL roster to be deployed across almost 30 UNDP duty stations in Africa, Regional Teams and HQ in 2022.

UNDP has partnered with a leading organization on mentoring for women and will launch a 12-month programme for women in 2022. A corporate pilot of Mentoring Programme for mid-level professional women, building professional skills networks and more, will also be implemented in 2022.

Additional virtual learning paths and resources were curated and offered to women and men on topics related to women and leadership in partnership with LinkedIn Learning and Coursera.

UNIDO

In May 2020, several new appointments took place within the Organization at the D-2-level. The Gender Coordinator, together with her direct supervisor, notably the Director of Corporate Management and Operations, as well as the Director's Chief Advisor conducted **separate tailor-made awareness-raising sessions for each D2-level senior manager** on avenues to further increase the gender-responsiveness of their portfolio, outlining their respective responsibilities to mainstream gender issues, and highlighting specific challenges, opportunities and lessons learned.

TECHNICAL / THEMATIC TRAININGS

DPPA

DPPA has developed a list of courses mainstreaming gender into **WPS** realm:

- Drafting for Political Analysis Course
- Key Elements of Drafting for Political Analysis
- Gender, Women, Peace and Security Staff Training
- Gender Conflict Analysis Training
- Actionable Conflict Analysis Training
- Political Economy Analysis Course
- UN High-Level Mediation Course
- UN High-Level Seminar on Gender and Inclusive Mediation Strategies
- DPPA-FBA Course on Designing and Supporting Dialogue and Mediation Processes
- UN Religion and Mediation Course
- DPPA-UNSSC Course on a Political Approach to Preventing and Responding to Electoral Violence
- DPPA-DPO-DOS New Staff Induction

UNIDO

Check the comprehensive [Gender Mainstreaming Capacity-Building Tools](#) of UNIDO, including 1) quick guide on strategic tools & gender architecture 2) quick guide on gender compliance and marker form & project review process; 3) gender mainstreaming guide & thematic gender mainstreaming toolkits

UNICEF

UNICEF launched and field-tested the **Gender-Transformative Accelerator Tool**. This is a self-contained, process-oriented, rapid analysis and action planning tool for implementers, advocates and technical staff working on initiatives to prevent and respond to child, early and forced marriages and unions. In 2021, the application of the tool created the opportunity to build capacity on gender-transformative concepts and implementation. 38 staff received training on the Gender-Transformative Accelerator (20 in Ethiopia, 3 in Mozambique, 11 in India and four in Niger).

UNEP

UNEP is developing a comprehensive **mandatory self-paced virtual training on programme management** for all project managers, that aims to be rolled out in mid-2022. This new training programme has a detailed section on gender mainstreaming which will address the recommendations from the 2021 Capacity Assessment. The following capacity building programmes were launched in 2021 for UNEP.

UNEP, UNITAR, UN Women

UNEP together with UN Women, the UN Climate Security Mechanism, adelphi, and UNITAR launched a MOOC in 2021 titled “**Climate Change, Peace and Security: Applying an Integrated Lens**”. Up to December 2021, more than 1,200 people have registered for Module 1 which provides an introduction to climate change and security linkages, applying a gender and social-inclusion lens. Module 2 on conducting integrated analysis, and Module 3 on designing integrated programming will be released in final phase of the project. The course is hosted on the One UN Climate Change Learning Partnership (**UN CC: Learn**) online platform and was developed in partnership with UNITAR. An Advisory Board comprising UN Women and the UN Climate Security Mechanism provided guidance, oversight and validation for content development.

UN Global Compact

UN Global Compact developed "**Business and Gender Equality 101**" [onboarding materials](#) that describe the UN Global Compact's narrative on gender equality as well as programmes and resources for new colleagues and Local Networks. The document also lays out how the UN Global Compact applies a gender lens to both its operations and programmatic work.

OHRLLS

OHRLLS conducted an entity-wide training to improve the inclusion of gender sensitive analysis as part of all publications, policy briefs and other written materials. This training is crucial for an office like OHRLLS where its support to the intergovernmental process often includes written materials to support the deliberations of Member States.

ENABLING WORKSPACE RELATED TRAININGS

DMSPC

DMSPC convened several capacity development and knowledge enrichment sessions in 2021:

- 1) DMSPC Gender Talks Series: Invitation to Senior Managers Roundtable on Gender

- 2) Gender Talk for Women: Director of the Office of the Under-Secretary-General, DMSPC
- 3) Men talk Gender with ASG Controller & ASG OICT
- 4) Gender Talk for Women, led by Director of the Administrative Law Division, OHR
- 5) Gender Talk for Women: led by Director, Enterprise Resource Planning Solution Division (Umoja)

DOS

DOS plays an essential role in helping the United Nations foster and enhance multilingualism. In 2020, DOS has incorporated the “**Gender-sensitive indicators for learning materials**” and the UN recommendations for the use of **gender-inclusive language** in the six official languages to a total of 60 and brand-new created trainings. The teachers participating in the aligning process received coaching sessions on how to apply the docs of reference to the design process and the delivery of the materials. **Gender-sensitive indicators and gender-inclusive language recommendations** are always part of the reference materials.

DOS also signed an agreement with ICAO on specific training for gender-inclusive use of Spanish, English and French.

IAEA

In 2021 IAEA launched a **Dignity and Inclusion Learning Initiative** that will run at least from Q4 2021- Q4 2022. The goal of the initiative is to support a more inclusive, respectful, and enabling workplace by bringing biases and blind spots to light and by sharing best practices, strategies, and lessons learned to help reduce ignorance, stigma, and discrimination. Training modules cover a broad range of diversity and inclusion topics, all of which will address the importance of respect for diversity, and one of which will specifically focus on gender equality in the context of LGBTIQ+ inclusion.

ITC




ITC has rolled out the [MenEngage Programme](#) with a pilot of 11 male mentees on topics of gender norms, code of conduct and gender parity.

UNOV/UNODC

UNOV/UNODC offered training on unconscious biases, initiatives including: The United to Respect Toolkit and expert-led sessions on addressing racism in the workplace and bystander intervention, as well as a new **Dignity and Inclusion Initiative**, jointly launched by the Vienna based international organizations in 2021, offering **8 different modules** from active bystander, addressing sexual harassment to LGBTIQ+ inclusion.



16. KNOWLEDGE & COMMUNICATION

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>16a. Internal production and exchange of information on gender equality and women's empowerment</p>	<p>16bi. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared</p> <p>and</p> <p>16bii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination</p>	<p>16ci. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared</p> <p>and</p> <p>16cii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination</p> <p>and</p> <p>16ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women</p>

16. KNOWLEDGE & COMMUNICATION

Brown bag lunches

Various entities, e.g, **DGC, DPPA, DPO, OIOS, OLA, WFP**, reported attending or holding brown bag lunches as a way of sharing knowledge on the latest developments concerning gender. Brown bag lunches play an important role in initiating discussions amongst staff and gender focal points from several entities, as well as hosting women from various fields to present their work. Particularly, the World Food Programme holds monthly gender-focused brown bag lunches. Furthermore, the Division of Political and Peacebuilding Affairs' Guidance and Learning Unit supported a brownbag event on "Women, Land and Conflict" that discussed the primary land-related challenges faced by women in conflict.

DESA

DESA's [Communication Plan for 2021](#) included GEWE as a integral component, among its strategic objectives. It further notes that DESA "S[trategic] P[lanning] and C[ommunication] S[ervices] will work with the DGC team to align efforts with the overall communication priorities of the UN to mobilize for the planet; fight inequality; and realize gender equality. As advancing gender equality is also a top priority in the Department, this issue is being mainstreamed throughout DESA's different work streams. Key achievements in 2021 included

the release of the policy brief on economic insecurity with gender differences in economic insecurity, as well as the 8th Global Forum on Gender Statistics.

DGC

DGC issues its key strategic planning document that will be pursued by the department and mainstreamed into the production of all its communications products. Each year GEWE is a key communications priority. DGC promotes the balanced presence of women and men in coverage of current affairs and all promotional campaigns, publications and events, and the multidimensional representation and portrayal of women and men in all its products. It also seeks to challenge gender stereotypes and discrimination against women by offering a wide range of alternative perspectives to global public opinion.

In 2020, the Department formulated and disseminated the **first ever UN Global Communications Strategy** for use across the UN system with gender equality as one of the three pillars of communications work for the organization. The framework laid out in the strategy is adaptable by any department, section or unit and includes guidance on creating engaging, empowering content to advance the realization of the Sustainable Development Goals, including SDG 5.

DGC includes gender as a priority issue in its annual communications plan, has a gender checklist for content creators that is available on the SG's Gender Parity page as well as DGC's website. DGC also assisted UN Women and DGCAM in the development of [Guidelines for Gender-Inclusive Language](#) in the six UN languages.

In the context of the **COVID-19** pandemic, the Department rolled out the [Verified campaign](#) to combat misinformation and disinformation that threaten efforts to combat this global health pandemic by flooding social media and information networks with reliable, verified information. These efforts included gender specific content, including on the disproportionate impact of the pandemic on women such the shadow pandemic of sexual and gender-based violence. The content also featured interviews with officials from UN Women and UNFPA.

ECA

ECA has concrete measures to be undertaken by all divisions to **ensure balanced and effective communication**. It requires that **gender be integrated into all communication** of the commission. In addition, ECA uses strategic dates like the 8th of March and 16 Days of Activism Against Gender Violence to create consciousness and awareness to the importance of gender equality and women's empowerment. ECA continues to share regular tweets on gender related messaging. The Human Resources Section has a monthly newsletter where gender equality is featured prominently.

ICAO

A website dedicated to Gender Equality was launched and includes policy documents on gender equality (Assembly Resolution A/39-30, the Gender Equality Programme, the Gender Equality Implementation Plan), TORs of the Advisory Committee on Gender Equality, the list of ICAO Gender Focal Points, news, training, information on events, etc. The Secretary General announced the launch of the website to all ICAO staff and the People Strategy.

IFAD

GEWE dimensions are integrated in all IFAD communication materials (corporate communication and public advocacy material, publications and campaigns) regardless of themes. The gender team is part of a communication committee and attend consultations meeting twice a month. The Knowledge Management Strategy includes a Gender Action Plan.

UNICRI

Being a knowledge sharing and training hub, UNICRI is disseminating globally information on good practices and available tools to promote rights, empowering women and counter gender-based discrimination and violence. Many studies conducted by the Institute, represented the base for policy and legal reforms, and specialized training addressed to the judiciary, law enforcement officers, health and social professionals, and academic personnel. UNICRI is also conducting several awareness raising campaigns at global level to enhance knowledge, promote women empowerment and counter gender-based violence.

UNV

UNV continued to implement the **“No Woman No Tweet”** policy that is imbedded in its Corporate Communications Strategy 2018-2021. A total of 56 articles on the UNV website in 2021 referred to gender issues and/or gender equality. In 2021, UNV hosted three Facebook live chats on gender. At global, regional and country levels, all external communications, web content and social media posts were edited and vetted for gender appropriate language throughout the year. UNV also ensured that gender statistics and/or analysis were included in all relevant partner information products, speaking notes for senior level meetings, and in briefing materials.

UNOG

Gender forms a consistent part of the communication plan followed by UNOG, not only from the point of view of the subject matter but also from the perspective of including women on panels, discussions and podcasts covering a range of topics. The promotion of gender-related activities and campaigns is also a regular feature of tours of the Palais provided by tour guides and plans are under way to turn some of the material used for tours into a gender tour in its own right.

In 2021, a photo exhibition entitled **“Not a Woman’s Job?”** was organized to recognize and support women all around the world whose profession is traditionally associated with the **“man’s world”**, such as entrepreneurs, film makers, politicians, security officers, airline pilots or ship captains. The exhibition highlighted stories of women who contributed to breaking down deep-rooted gender stereotypes. The project was launched with a website on 1 May 2021 where all the photos were virtually exhibited, collecting over 38,000 views in the first few weeks. Later, the physical exhibition was displayed at Musée Rath in the heart of Geneva, from 1 September until 10 October 2021, showcasing printed portraits of successful women, fulfilling roles in, what’s commonly referred to as, **“a man’s world”**.

OCHA

OCHA’s [Global Communications and Public Advocacy Strategy 2020-2021](#), is informed by and aligned with the change agendas shaping the future of humanitarian assistance, including gender equality. It profiles OCHA’s leadership and advocacy on gender equality and women’s




empowerment, including the prevention of gender-based violence, from global initiatives and partnerships to efforts at the field level, and showcases OCHA's role in convening humanitarian organizations, Member States, donors and other relevant stakeholders to jointly tackle gender inequality and gender-based violence.

OSRSG-SVC

OSRSG-SVC's **strategic communication plan** includes aspect of gender equality and women's empowerment, as integral component of implementing the mandate. The [Office's website](#) compiles all speeches and press releases by SRSR-SVC, strongly voicing gender inequality as a root cause of conflict-related sexual violence. In addition, the [UN Action website](#) collects relevant information for practitioners, women organizations, media and others on the prevention and response to conflict-related sexual violence.



17. COHERENCE

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>17a. Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women</p>	<p>17bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women</p> <p>and</p> <p>17bii. Participates in a UN-SWAP peer review process</p>	<p>17ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women</p> <p>and</p> <p>17cii. Participates in a UN-SWAP peer review process</p> <p>and</p> <p>17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity</p>

17. COHERENCE

UN-SWAP

Please check the [Guidance note](#) on peer review.

Local networks of UN-SWAP Focal Points

The self-managed local networks of UN-SWAP Focal Points (such as Geneva, Vienna and Rome) have supported increased sharing of good practices and led to cost-sharing initiatives, for instance for unconscious bias workshops.

The mobilization of inter-agency networks

The inter-agency networks such as the UN Evaluation Group, the Strategic Planning Network and the CEB Finance and Budget Network to implement the UN-SWAP has contributed to wider accountability within entities when colleagues from other offices outside of Gender units have become more involved in promoting gender equality in their fields of work.

High-Level Task Force (HLTF) on Financing for Gender Equality

Co-chaired by the Executive Director of UN Women and the Secretary-General's Senior Advisor on Policy, the HLTF analyzed the scope of investment for gender equality across the UN System for both human resources and budget allocations on GEWE. It reviewed what the UN System had already achieved in establishing financial targets/benchmarks and implementing financial tracking systems for GEWE. It also considered how existing UN guidance, tracking systems and technical capacities could be enhanced to increase uptake, consistency and comparability of

data on financing for GEWE across the System. The HLTF also explored innovative approaches and mechanisms for increasing resources for GEWE outcomes.

Inter-Agency Network on Women and Gender Equality (IANWGE)

IANWGE is the single largest network of gender focal points in the UN system. It includes representatives from over 70 UN departments, specialized agencies, funds and programmes. The Executive Director of UN Women serves as its chair. The Director of the UN System Coordination Division serves as its secretary. The IANWGE holds an annual meeting in which gender focal points from all the organizations and bodies of the UN System represented participate. The meetings are a platform for deliberations on system-wide issues, knowledge sharing, and follow-up action on key topics.

Many UN-SWAP participating entities played the critical role in the different working groups under IANWGE. For example, **UNODC**, together with **WHO**, co-chaired the IANWGE Working Group on Intersectionality. Furthermore, **UNODC** is part of the UN LGBTIQ+ Task Team established to develop a UN strategy and guidance on countering discrimination and violence against LGBTIQ+ people, including an appropriate accountability framework.

PEER REVIEW

Peer review: ITC, WHO

In 2020, ITC partnered with WHO to conduct a peer review exercise of the organizations' 2019 UN-SWAP 2.0 reports. The shared goal was not only to provide an additional layer of quality assurance and scrutiny of the organizations' respective self-ratings, but also to share good practices, exchange experiences and enhance organizational learning. Along with sharing observations by indicator, the reports also provide specific recommendations for strengthening the partner entity's performance under each indicator, highlight key risks and challenges, point out good practices and enabling factors, and map out areas for future collaboration.

Peer review: IOM and WFP

In 2019, IOM and WFP successfully completed a peer review on all UN-SWAP 2.0 performance indicators for each entity. The peer review consisted of the development of a **concept note** to guide the process, a **desk review** of relevant documents from each entity, a **field visit** to each entity by the other entity's peer review team and the development of **peer review reports** assessing each entity's progress on implementing the UN-SWAP 2.0 performance indicators, including good practices, risks and recommendations. The concept note and reports from this peer review were shared with UN Women, UN-SWAP focal points and IOM staff, as had been done for past peer reviews. IOM observed that all peer review experiences proved to be very informative and useful in understanding how IOM is progressing on UN-SWAP indicators and what steps the Organization can take to improve.

Peer review: UNWTO and WIPO

A UN-SWAP Peer Review was conducted in 2020 between WIPO and UNWTO remotely under the pandemic. An official exchange of letters between WIPO's Director General and UNWTO's Secretary-General kicked-off the process, with the purpose of sharing good practices,

experiences and mutual learning about components of UN-SWAP implementation, review and compare UN-SWAP process within the entities, build greater internal capacity to report against UN-SWAP requirement, improve credibility and accuracy of reporting and strengthening networking and inter-agency partnerships for the promotion of gender equality and the empowerment of women.

SUPPORTING SISTER ENTITIES

ESCWA, UNFPA, UNICEF, UN Women

Four entities specified supporting the gender marker implementation in sister entities during 2021.

The peer review exercise between ESCWA and ESCAP enabled both entities to focus on Financial Resource Tracking and Allocation (PI 9, 10), with a focus on the implementation of the gender marker, setting up financial targets, and the IPMR implementation in Umoja. **ESCWA's** chief of planning participates in the HLTF on Financing for Gender Equality for the implementation of a harmonized model of gender equality markers in the UN system.

UNFPA has been participating in the interagency gender marker guidance discussions and the HLTF on Financing for Gender Equality, to share knowledge and experience from UNFPA's gender marker since 2014, with other entities that are starting up their systems.

UNICEF kept sharing its use of gender markers and their integration within the organization's data and reporting systems to deliver precise analysis on gender expenditures and results.

UN Women co-chaired the HLTF on Financing for Gender Equality and facilitated its two working groups on gender markers and financial targets.

ITC

In 2021, ITC continued its practice of supporting the implementation of different UN-SWAP 2.0 Performance Indicators in other entities, especially **on enabling environment**. For example, the introduction of ITC's '100 Coffees for Inclusion' initiative/ one module of a senior leadership training with WTO; ITC's Mentoring Programme for Women to IAEA; Sharing of ITC's 2021 Gender Unit pocket guide on making work objectives more gender-sensitive, and the sharing of key organizational policies, strategies and other materials with other entities, such as ITC's Work-Life Balance policies, its Breast-and Bottle-feeding policy, its 2020 Capacity Assessment Report and Capacity Development Plan, '100 Coffees for Inclusion' toolkit, ITC PolicyLab initiative with the broader UN-SWAP community.

UNDP

In 2021, UNDP provided ongoing support to OHCHR to implement the OHCHR Gender Accreditation Programme based on the [UNDP Gender Seal methodology](#). As part of this process, in January 2020, UNDP carried out missions to three locations. UNDP provided **expert advisory services** to support OHCHR Women's Human Rights and Gender Section and Country Offices in two locations to test and validate the gender accreditation framework and methodology, including design of standards for gender equality adapted to OHCHR mandate and organization. The technical advice and support included: workshops facilitation, co-

designing framework, standard and assessment matrix, sharing expertise, lessons learnt and good practices, and testing its implementation in the two OHCHR presences, and final validation of the proposed methodology.