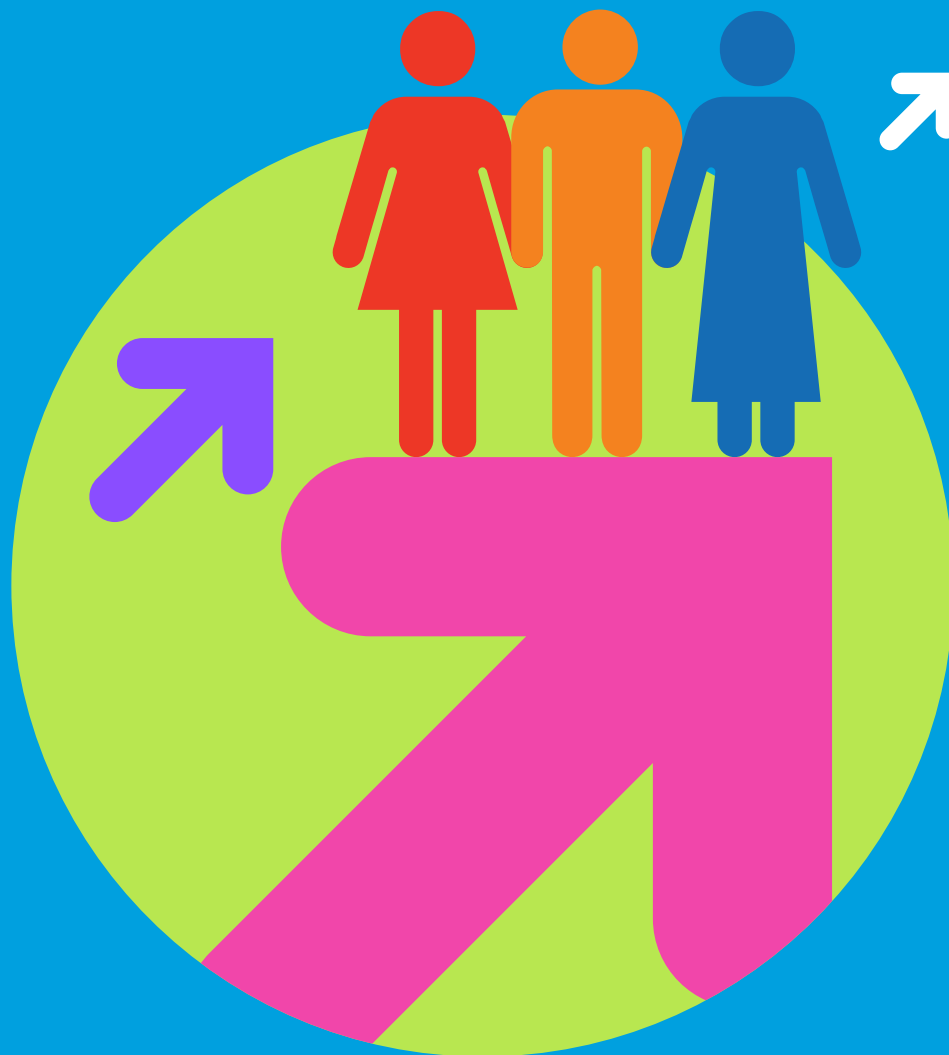


UN-SWAP 2.0

IMPLEMENTATION BRIEF
2012 - 2022



INTRODUCTION

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 a pioneering coordination, monitoring and accountability mechanism spearheaded by UN Women. Using a multifaceted approach, the UN-SWAP mainstreams gender perspectives and accountability into the functional areas and results of the UN System.

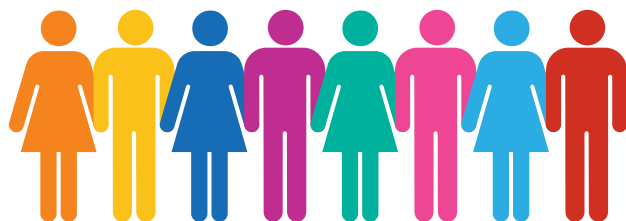
The second phase of the UN-SWAP, UN-SWAP 2.0 (2018-2023), has built on the success of the UN-SWAP 1.0 and enhanced the framework to further harmonize, revitalize and systematize the work on gender mainstreaming, coalescing 73 UN entities around 17 commonly agreed Performance Indicators clustered into six broad functional areas applicable to all UN entities, notwithstanding their different mandates. Equally significant, using a common and standardized system of annual reporting by entities, the UN-SWAP has yielded a clearer and more consistent picture of the direction and extent of progress, strengths and challenges, including those of capacity and resource, to attain the defined UN-SWAP 2.0 performance standards. UN-SWAP 2.0 is aligned with the 2030 Agenda for Sustainable Development and includes three Performance Indicators on normative and development results and one on leadership.

The UN-SWAP network attests to the generation of a more active culture of systematic and broad engagement, substantive growth and solidarity, catalysed by a strong network of over 400 UN-SWAP focal points and business owners (more than double of its 150 members in 2012) spread across the UN System. The UN-SWAP Secretariat has created a host of tools and interactive fora: a common online platform for data collection and reporting; help desk services; guidance and technical notes; harmonized templates; inter-entity workshops for networking and capacity building; engagement with existing inter- entity

networks including the UN Evaluation Group (UNEG), the Strategic Planning Network (SPN), the UN Representatives of Internal Audit Services (UNRIAS), the CEB Finance and Budget Network (FBN) and the UNSDG Fiduciary Management and Oversight Group (FMOG); and a knowledge hub to share best practices.

The UN-SWAP Secretariat, tasked with coordinating and supporting system-wide UN-SWAP implementation, consists of a small team located in the UN System Coordination Division of UN Women. It works to propel progress using a flexible approach, dedication and commitment in the hope that the UN-SWAP will showcase the UN System's ability to work effectively in unison.

The General Assembly Resolution that founded UN Women (RES/64/289) mandates the entity to coordinate accountability for the work of the UN System for gender equality and the empowerment of women. As such, through the Report of the Secretary-General on Mainstreaming a gender perspective into all policies and programmes in the United Nations system, UN Women reports on progress on the UN-SWAP performance indicators to the Economic and Social Council (ECOSOC). In alignment with the UN-SWAP, an equivalent framework, the UNCT-SWAP Gender Equality Scorecard, is implemented at the UN Country Team level.



ADVOCACY AND ACCOUNTABILITY

Legislative Mandates

To increase accountability for and promote sustainability of the UN's work on gender equality and the empowerment of women (GEEW) more generally, UN Women advocates for the inclusion of relevant UN-SWAP language in parliamentary documentation (resolutions — GA, ECOSOC — and reports — CEB, HLCM/P, Policy Committee—, decisions of executive boards, etc.).

GENERAL ASSEMBLY AND ECOSOC RESOLUTIONS CONTAIN LANGUAGE ON

- Monitoring and accountability for GEEW
- System-wide results reporting
- Gender policies
- Financial tracking mechanisms (gender equality markers) for GEEW
- Equal representation of women and temporary special measures
- Gender focal points
- Work-life balance
- Harassment in the workplace, including sexual harassment
- Gender mainstreaming in the outcomes of major United Nations conferences and summits
- Robust and systematic gender analysis and data disaggregation
- Resource utilization and allocation for gender units are not diluted due to simultaneous focus on other cross cutting thematic issues

EXAMPLES INCLUDE

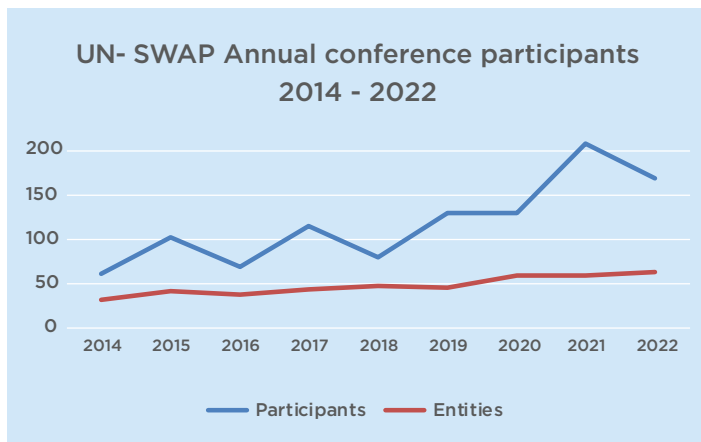
- April 2012: CEB endorses the UN-SWAP for application throughout the UN System
- July and December 2012: ECOSOC and the Quadrennial Comprehensive Policy Review through their Resolutions and welcomes the UN-SWAP, calls on the UN system to actively roll it out ([E/RES/2012/24](#)) and promote the use of systems of financial tracking (gender equality markers) in the UN system ([A/RES/67/226](#))
- July 2013: ECOSOC requests the UN System to continue to work collaboratively and accelerate the rollout of the UN-SWAP, report back on its progress ([E/RES/2013/16](#))
- 2016: QCPR calls for full implementation of the UN-SWAP and the UN country team scorecard ([A/RES/71/243](#))
- 2014 through 2022: ECOSOC reiterates its call for the UN system fully implement the UN-SWAP ([E/RES/2014/2](#), [E/RES/2015/12](#), [E/RES/2016/2](#)); the updated UN-SWAP 2.0 and the UNCT- SWAP Gender Equality Scorecard ([E/RES/2017/9](#), [E/RES/2018/7](#), [E/RES/2019/2](#), [E/RES/2020/9](#), [E/RES/2021/7](#), [E/RES/2022/18](#))
- 2020: QCPR calls for full implementation of the UN-SWAP ([A/RES/75/233](#))
- Please find all legislative mandates listed [here](#)

CAPACITY BUILDING AND NETWORKING

UN Women has invested significantly in improving capacity on gender mainstreaming across the UN System through convening inter-agency workshops and focal point meetings.

Since 2012, UN Women has coordinated and organized 36 UN-SWAP workshops in New York, Rome, Vienna, Geneva and Beirut. Since the onset of the global pandemic in early 2020, online meetings and webinars have become the norm, connecting focal points globally.

Growing number of participants and participating entities



ANNUAL UN-SWAP CONFERENCES

2012-2013: Roll-out of UN-SWAP, several inter-agency meetings in Geneva and New York (eight workshops with participation ranging from 7 participants from 5 entities to 45 participants from 29 entities)

2014: Annual UN-SWAP Conference, thematic focus on gender parity and architecture and capacity development. Hosted by UN Women and WFP, Rome (62 participants from 32 entities)

2015: Annual UN-SWAP Conference, thematic focus on gender marker systems. Hosted by WMO and UN Women, Geneva (103 participants from 40 entities)

2016: Annual UN-SWAP Conference, thematic focus on communication and advocacy for organizational change. Hosted by UN Women, UNIDO and UNODC, Vienna (69 participants from 38 entities)

2017: UN-SWAP Annual Conference, thematic focus on policies as performance drivers and finalisation of UN-SWAP 2.0 performance indicators. Hosted by WHO and UN Women, Geneva (115 participants from 44 entities)

2018: Annual UN-SWAP Conference, thematic focus on results reporting in UN-SWAP 2.0. Hosted by UNAIDS and UN Women, Geneva (80 from 48 entities)

2019: Annual UN-SWAP Conference, thematic focus on UN Reform and gender architecture. Hosted by UN Women, New York (130 from 46 entities)

2020: Annual UN-SWAP Conference, focus on maintaining and strengthening the network in a virtual world, including five satellite meetings by entity type and orientation for new focal points, online (130 participants from 60 entities)

2021: Annual UN-SWAP Conference, focus on harmonized products for system-wide application, including two pre-conference meetings and orientation for new focal points, online (208 participants from 60 entities)

2022: Annual UN-SWAP Conference, focus on harmonized products for system-wide application, including a pre-conference meeting and orientation for new focal points, online (159 participants from 63 entities)

CAPACITY BUILDING AND NETWORKING (CONT.)

UN-SWAP WORKSHOPS, WEBINARS AND BRIEFINGS

In addition to the annual conferences, regular workshops and webinars have been organized to support UN-SWAP implementation:

UN-SWAP 1.0 (2012-2017)

A. ORGANIZATIONAL CULTURE AND GENDER PARITY

- Elements for a gender parity strategy (3 workshops), April-May 2015, NY
- Workshop on organizational culture and unconscious bias, June 2015, Secretariat, NY
- Workshop on elements of organizational culture, June 2015, Geneva (hosted by UN Women, WIPO and OHCHR)
- Series of unconscious bias sessions (WIPO, DSS, WMO, DM/OHRM, UNIDO, IAEA, IANWGE)

B. GENDER EQUALITY POLICY DEVELOPMENT

- Workshop on gender equality policy, March 2014, New York

C. RESOURCE TRACKING

- Workshop on the gender equality marker (GEM), January 2014, Geneva (hosted by UN Women and WHO)
- Workshop on gender marker systems, June 2014, Geneva (hosted by UNDP and UN Women)
- Workshop on gender marker systems, October 2015, Geneva (hosted by WMO and UN Women)
- Gender marker for UMOJA, May 2017, Beirut (hosted by UN Women and ESCWA)

D. EVALUATION

- Workshop on Gender-responsive Evaluation, January 2014, New York (round-table meeting)

E. UN-SWAP 2.0 DEVELOPMENT

- Workshop on UN-SWAP 2.0 (hosted by UN Women and IOM), Geneva, April 2016
- Workshop on UN-SWAP 2.0 (Hosted by UN Women and ECE), Geneva, May 2017
- Workshop on UN-SWAP 2.0 (Hosted by UN Women), Geneva, May 2018

UN-SWAP 2.0 (2018-)

A. UN-SWAP 2.0 IMPLEMENTATION

- Launch of the UN-SWAP 2.0, New York, June 2018
- Quality assurance Working group, four sessions, online, 2018
- Annual reporting webinars (2019, 2022)
- Working group with Secretariat entities with an administrative focus, three sessions, July-October 2020
- Webinar: Gender-responsive programme reporting, December 2021
- Quality assurance Working group, two sessions, online, 2022
- Working group on results, five sessions, online, 2022

B. GENDER EQUALITY POLICY DEVELOPMENT

- UN-SWAP webinar series: Gender equality policy, four sessions, June & December 2021

C. HUMAN AND FINANCIAL RESOURCES

- UN-SWAP Gender equality marker webinar, December 2020
- UMOJA Training sessions on GEM in the IPMR module (2021, 2022)
- Workshop on gender sensitive indicators & SDG/Gender Tagging in SMA (2022)
- Webinar on the mapping and costing of the system-wide gender architecture (2022)

D. COMMUNICATION AND ADVOCACY

- Briefing for UN-SWAP Focal Points in UN entities in Vienna, June 2019
- Briefing for UN-SWAP Focal Points in UN entities in Geneva, presentation of JIU Review of UN-SWAP, June 2019
- Briefing for UN Secretariat entities, Gender mainstreaming analysis, Proposed Programme Budgets, online, January 2020
- Consultation regarding COVID-19 impacts and gender equality with strategic planning colleagues and UN-SWAP focal points, online, October 2020

E. NETWORKING

- Brown bag lunch with UN-SWAP focal points in the Secretariat, January 2020
- Monthly UN-SWAP coffee hour, four sessions, 2021

TECHNICAL GUIDANCE AND SUPPORT

Constant technical guidance has supported and sustained UN-SWAP performance. UN Women has adopted a multifaceted approach to technical support, preparing different tools and guidance products that respond to different needs. These include:

UN-SWAP 2.0 FRAMEWORK AND TECHNICAL GUIDANCE

which outlines the framework, guides self-reporting through explaining each Performance Indicator and showcases indicator specific good practices and resources (including legislative mandates).

- Updated annually since 2012. The technical guidance for the updated UN-SWAP 2.0 framework was developed by UN Women over an 18-month period with extensive consultations and inputs from across the UN system
- Used by the network of UN-SWAP/Gender focal points across the system

UN-SWAP 2.0 GUIDANCE NOTES provide entities with direction in the preparation and implementation of specific Performance Indicators that require additional coordination and concerted action, including:

- [Guidance on the preparation of a UN-SWAP 2.0-aligned gender equality and the empowerment of women policy \(2021\)](#)
- [Guidance on UN strategic planning and gender equality and the empowerment of women \(2020\)](#)
- [Peer review guidance note \(2019\)](#)
- [Guidance on evaluating institutional gender mainstreaming \(UNEG, 2018\)](#)

UN-SWAP HELP DESK

Since 2012, the Help Desk at UN Women has provided ongoing support to the network of UN-SWAP Focal Points of up to 71 entities. The Help Desk reviews all UN-SWAP reports for quality assurance and system-wide consistency and provides feedback to all entities before the reports are finalized.

CUSTOMIZABLE TOOLS AND TEMPLATES

UN Women supports entities by developing universal tools and templates that can be used and customized by individual entities across the system to foster progress in performance. These include:

- [Exit survey \(2020\)](#)
- [Capacity assessment tool for gender equality capacities in the UN System \(2016\)](#)
- [Organizational survey \(2015\)](#)
- [Guidance for gender sensitive competencies for managers and staff](#)

GENDER EQUALITY POLICIES

The importance of developing a gender policy cannot be overstated. The UN-SWAP reporting reveals that gender policies constitute a key driver of institutional change. Entities with up-to-date gender policies are higher performers across UN-SWAP indicators than those without. UN Women has therefore concentrated on supporting the development of these policies, with a significant return on investment.

UN Women has supported the development of gender equality policies in the following entities:

2013	2014	2015	2016	2017	2019	2020	2021
IAEA	DESA	DPI	UNOG	ICAO	DGC	ITC	ODA
UN-HABITAT	IOM	UNDSS	OCHA	UNSSC	ITU		UNOG
UNEP	UNON	WMO	UNRWA				
			ECA				
			UN Secretariat				

GENDER EQUALITY MARKERS AND FINANCIAL TARGETS

Within the framework of the High-Level Task Force on Financing for Gender Equality, UN Women has provided GEM support to five groups of UN entities and has contributed to introduce GEM and financial targets in pooled funds such as the MPTF COVID-Fund and the Special Trust Fund for Afghanistan (STFA). In addition, technical advice has been provided to apply GEM in humanitarian funds (CERF and CBFP) and in the Joint SDG Fund (SIDS Call).

E-LEARNING

Through its Training Centre and in collaboration with UN entities, UN Women developed an introductory e-course to build capacity across the UN System. "I Know Gender: An Introduction to Gender Equality for UN Staff" is a self-paced, free-of-charge online course on gender equality and the empowerment of women.

[I Know Gender 1-2-3: Gender Concepts to get Started; International Frameworks for Gender Equality; and Promoting Gender Equality throughout the UN System](#)

"I know gender" is currently mandatory for UN employees across the UN system. In 2021, 51 entities reported having made the three introductory modules mandatory for all staff, including the Secretariat as a whole and several funds and programmes and technical entities, as well as all training and research institutes. Since inception, 350,000 participants have taken up the I Know Gender training.

In addition, a series of thematic modules corresponding to entity specific mandates ranging from education and trade to sexual and reproductive health and rights and sustainable project management have been developed. The additional "How to series" includes two modules on [Implementing Gender Equality Markers](#).

KNOWLEDGE GENERATION AND MANAGEMENT

Consistent and continuous advocacy and knowledge generation and management, as well as exchange of best practices underpin progress and sustainability in GEEW. Gains are otherwise easily lost. To this end UN Women connects with its constituency with a variety of communication products and tools, including:

REPORT OF THE SECRETARY-GENERAL ON MAINSTREAMING A GENDER PERSPECTIVE INTO ALL POLICIES AND PROGRAMMES IN THE UN SYSTEM (annual)

- Provides up-to date information on progress made by the UN System on the UN-SWAP and at the country level as reflected in the reports of the UN Country Teams. The report identifies trends, strengths, challenges, and the way forward to accelerate progress on gender mainstreaming in the UN System.
- [System-wide annual report card](#)
- [Analysis of 2019 performance](#)
- [Analysis of 2020 performance](#)

UN-SWAP ANNUAL REPORT CARDS (2021, 2020, 2019, 2018)

To supplement the analysis of the UN-SWAP results presented in the Report of the Secretary-General on Mainstreaming a gender perspective into all policies and programmes in the UN System, UN Women prepares customized analysis of UN-SWAP reporting results for each entity accompanied by detailed infographics. These highlight progress, gaps and suggestions for the way forward and take the form of individual letters from UN Women's Executive Director to Heads of Entities on an annual basis. UN Women publishes the system-wide and entity specific reporting results infographics.

UN-SWAP KNOWLEDGE HUB AND NETWORK TEAMS SPACE

Knowledge management and sharing online platforms for systematizing documents shared by UN-SWAP Focal Points relevant to gender mainstreaming and the implementation of the UN-SWAP performance indicators in different entities, including:

- policies
- good practices
- guidance documents
- reports and presentations

UN-SWAP-RELATED PUBLICATIONS AND COMMUNICATION MATERIALS

- [UN-SWAP 2.0 brochure](#)
- [UN-SWAP implementation brief: Overview of UN Women's support to system-wide UN-SWAP implementation](#)
- [Analysis of ten-year implementation of UN-SWAP performance indicators](#)
- [Gender Equality Marker resources](#)
- [Gender Equality Marker Training Modules](#)
- [Results presentation](#)
- [Drivers of UN-SWAP progress 2012-2016 \(2016\)](#)
- [Theory of change: UN-SWAP reporting of system-wide strategic gender-related results in support of the 2030 Agenda \(2018\)](#)
- [UN-SWAP Good Practices Catalogue \(2022\)](#)
- [Annual UN-SWAP 2.0 Focal Point Directory](#)
- [Monthly UN-SWAP Newsletters](#)

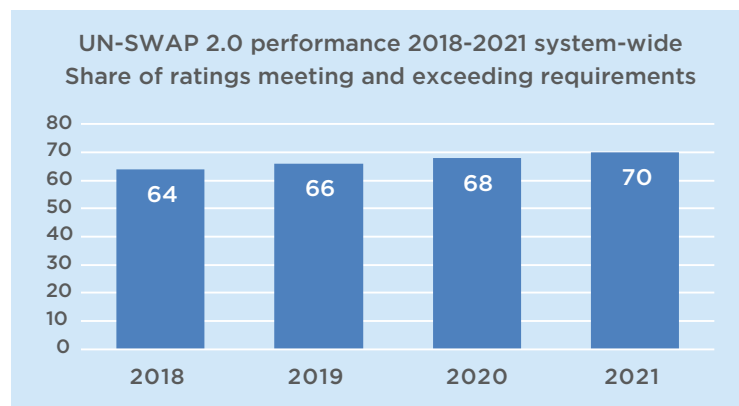
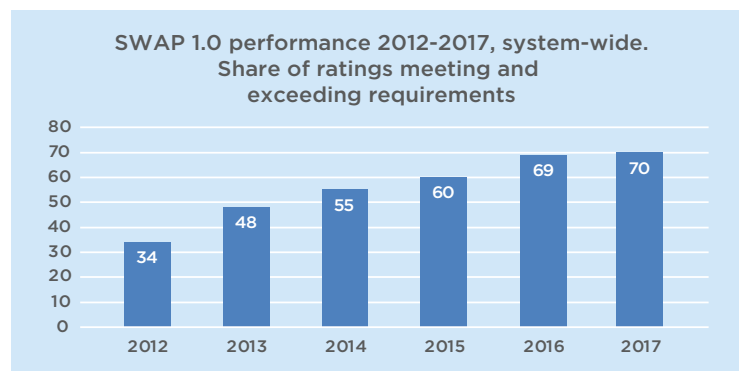
ACHIEVEMENTS

During the first implementation phase of the UN-SWAP (2012-2017), the share of ratings meeting and exceeding the requirements more than doubled from 34 per cent in 2012 to 70 per cent in 2017.

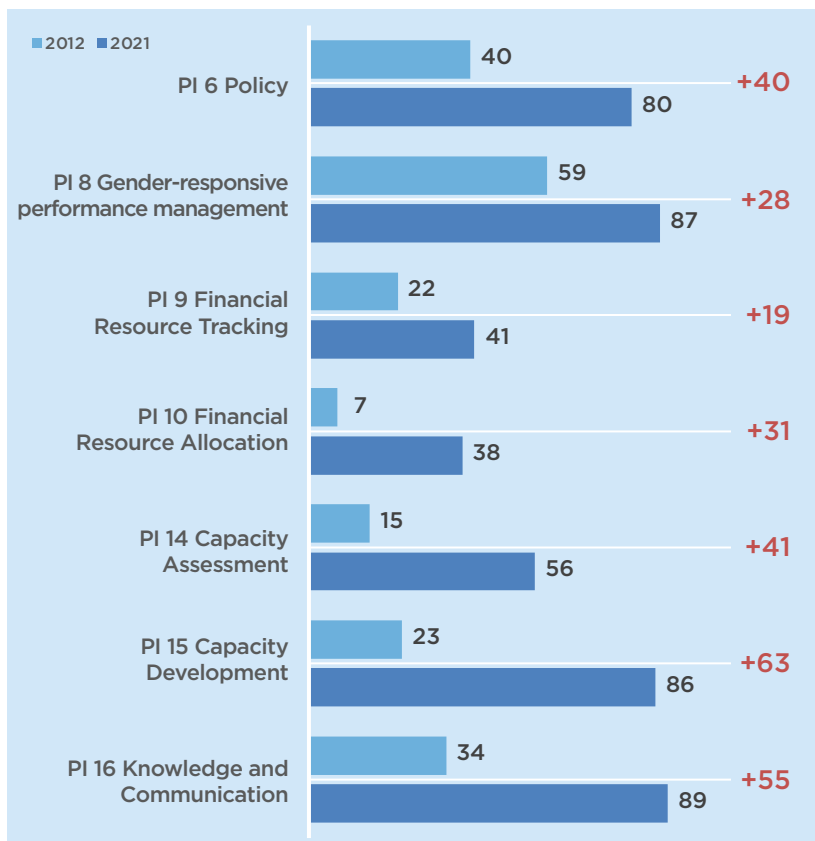
UN-SWAP 2.0 raised the bar by including strengthened requirements for several indicators and the addition of indicators on gender-related SDG results and leadership. Despite the strengthened requirements and the global pandemic, system-wide performance on gender equality and the empowerment of women has continued improving, from 64 per cent of requirements met or exceeded in 2018 to 70 per cent in 2021.

System-wide performance has improved particularly in the areas of capacity building (up by 63 percentage points between 2012 and 2021), knowledge and communication (up by 55 percentage points) and capacity assessment (up by 41 percentage points). A significant improvement has also been registered for policy (up by 40 percentage points).

UN-SWAP 1.0 and UN-SWAP 2.0 system-wide performance, share of entities meeting the UN-SWAP requirements.



Share of entities meeting/exceeding UN-SWAP requirements for Performance Indicators with the same requirements in UN-SWAP 1.0 and 2.0, 2012 and 2021.



At the same time, the number of entities implementing the UN-SWAP has consistently increased, from 55 in 2012 to 71 in 2021 – reflecting continued and growing acceptance and usefulness of the UN-SWAP as an effective system-wide accountability mechanism.

Number of UN-SWAP reporting entities, 2012–2021



“UN-SWAP has proven to be an effective framework for tracking system-wide progress and a useful benchmark and catalyst for advancement towards gender mainstreaming, and, above all, a system-wide achievement as most of the reporting entities had a hand in the development of the framework and its implementation”

[JIU Review of UN-SWAP first phase of implementation \(2012-2017\)](#), 2019



220 East 42nd Street
New York, NY 10017
United States
Tel: +1 646 781-4400
Fax: +1 646 781-4444
www.unwomen.org

