




**PERFORMANCE INDICATOR
16**

**KNOWLEDGE MANAGEMENT
AND COMMUNICATION**



16. Performance Indicator: Knowledge Management and Communication

	Approaches requirements		Meets requirements		Exceeds requirements
	<p>16ai. Transformative change in relation to gender equality and the empowerment of women promoted through entity's communication channels and products</p> <p>and</p> <p>16aii. Knowledge management system leveraged to share gender-related information and/or research internally and externally</p>		<p>16bi. Transformative change in relation to gender equality and the empowerment of women promoted through entity's communication channels and products</p> <p>and</p> <p>16 bii. Knowledge management system leveraged to share gender-related information and/or research internally and externally</p> <p>and</p> <p>16biii. A gender perspective mainstreamed in high-level reports and/ or briefings as relevant, including UN Secretary-General reports as appropriate</p>		<p>16ci. Transformative change in relation to gender equality and the empowerment of women promoted through entity's communication channels and products</p> <p>and</p> <p>16cii. Knowledge management system leveraged to share gender-related information and/or research internally and externally</p> <p>and</p> <p>16ciii. A gender perspective mainstreamed in high-level reports and/ or briefings as relevant, including UN Secretary-General reports as appropriate</p> <p>and</p> <p>16civ. Lessons learnt and best practices on the effectiveness of knowledge management systems and communication channels for promoting gender equality and the empowerment of women captured and shared</p>



Knowledge Management and Communication

What is Knowledge Management and Communication?

For the purposes of this indicator, knowledge management is a set of practices and processes that enable an entity to generate, systematize and share gender-related knowledge internally and externally.

Effective communication for gender equality within the UN system is the strategic dissemination of inclusive, clear, and impactful messages that engage diverse stakeholders, promote understanding of gender issues, foster collaboration, and advocate for women and girl's rights and empowerment, while being gender-sensitive to the intersectional needs and perspectives of women and girls.

How can entities effectively enhance Knowledge Management and Communication?

Information and communication are interlinked concepts often used interchangeably, yet each has a distinct meaning. Both are crucial for managing institutional change, but neither can create change independently. While they can reduce social divides by enhancing access to knowledge and facilitating exchanges, they also pose significant risks. If controlled by power structures resistant to change, they can exacerbate inequalities and hinder the sharing of essential knowledge for negotiation and decision-making. Entities that systematically document and effectively leverage their knowledge management systems, have a communication plan that includes gender equality and women's empowerment as an integral component of internal and public information dissemination, and capture and share lessons learnt and best practices are more likely to effectively promote gender equality and women's empowerment.

Knowledge Management³¹

UN Women defines knowledge management as a set of practices and processes that enables an organization to generate, systematize and share cutting-edge knowledge, internally and externally. In doing so, knowledge management promotes efficiency, reduces duplication and fosters learning and innovation.

Knowledge Management within the UN system encompasses a variety of tools, processes, and initiatives aimed at facilitating the effective sharing and management of knowledge among its various agencies, programs, and personnel.

Examples of Knowledge Management within the UN System, include:

- Platforms like the **UN Knowledge Network** and various thematic networks facilitate the sharing of knowledge and best practices among UN agencies and personnel. These networks promote collaboration on specific issues such as climate change, human rights, or gender equality.
- The **UN Digital Library** provides access to a vast collection of UN documents, publications, and resources. It allows users to search and retrieve data efficiently, enhancing knowledge accessibility across the UN system and beyond.

³¹ [Knowledge Management Strategy](#) (2022-2025), UN Women East and Southern Africa

- Many UN entities establish **Communities of Practice** focused on specific areas (e.g., sustainable development, humanitarian response). These CoPs enable members to share experiences, lessons learned, and tools, fostering collaboration and knowledge sharing.
- The **UN Evaluation Group (UNEG)** provides a platform for UN organizations to share evaluation practices and findings, including on gender and human rights. By promoting a culture of learning from evaluations, UNEG enhances knowledge management and informs future programming and policy-making.
- The **UN System Staff College** provides training and knowledge sharing opportunities across the UN system, fostering a culture of learning.
- Various **UN entities utilize digital tools** (e.g., ISeek, SharePoint, Confluence) for internal knowledge sharing and collaboration. These platforms enable document management, project tracking, and the storage of institutional knowledge.
- The UN actively uses **social media platforms** (e.g., Twitter, Facebook, Instagram, LinkedIn) to communicate with global audiences. Used for disseminating knowledge and information to the public, engaging with stakeholders, and promoting transparency.

Who is the Business Owner for this indicator?

Each entity has several functional units which often work together to create an integrated approach to knowledge management and communications, ensuring that information flows effectively within the organization and to various external stakeholders. Here are the key functional units generally involved: Knowledge Management, Advocacy, Communications or Public Information, Information Technology (IT) Department; Monitoring and Evaluation (M&E), Research and Policy Analysis, Training and Development and the Gender Function

Elements derived from the Gender Equality Acceleration Plan (GEAP)

- ✓ SG, DSG and all entity heads consistently insist that women's and girls' rights, gender equality and SRHR are addressed in all SG reports and briefing. Briefings and reports will consider gendered early warnings on rise in gender-based violence, anti-women rhetoric and political marginalization of women.
- ✓ Reports that do not address the state of gender equality and UN system measures to shift power and uphold a strong policy stance will be returned for improvement.
- ✓ Leverage and extend the iSeek infrastructure and other centralized knowledge management structures to record and share key gender equality practice.

What are the specific requirements for this indicator?

To approach requirements

In order to approach requirements for this indicator UN entities are expected to fulfil two requirements 16ai.³² to promote transformative change through communication channels and products ³³ in

³² This requirement is similar for both the *meets* and *exceeds* categories.

³³ *Transformative change* in the context of gender equality and women's empowerment means a fundamental shift in societal structures, norms, and power dynamics that actively challenges and restructures the root causes of gender inequality, going beyond individual-level changes to create a systemic transformation where women

relation to gender equality and women's empowerment **through its communication channels and products**, and **16a.ii.** to **leverage its knowledge management system** to share gender-related information internally and externally.

The entity should have internal production and exchange of information on gender equality and women's empowerment. For example, internal communication channels such as websites and newsletters should regularly feature gender equality and the empowerment of women-related information.

Promoting transformative change in gender equality and women's empowerment through communication channels and products requires a systematic approach that engages various internal and external stakeholders, leverages diverse media forms and platforms, and utilizes strategic messaging.

Systematically promoting transformative change in gender equality and women's empowerment involves establishing clear objectives, fostering inclusive messaging, implementing targeted communication strategies, and conducting continuous evaluation. UN entities and all stakeholders must step up ambition to drive the transformation needed to deliver the goals and to renew hope and awareness in our societies that if we make the right choices, that move us forward together, we can make a positive difference for the future. When advocating for the human rights of women and girls in their diversity, several specific actions can be taken to create a meaningful impact. These strategies aim to raise awareness, influence policy, and empower individuals and beneficiaries of UN interventions, ultimately fostering collective progress toward gender equality and empowerment.

Examples of transformative change initiatives:

➤ **Community-based programs:**

Educating communities about gender equality, promoting dialogue on harmful gender norms, and supporting women's leadership in UN-led development initiatives.

➤ **Policy advocacy:**

Promoting international and national legislation that promotes gender equality in areas like equal pay, parental/ family leave, and political representation.

➤ **Gender-sensitive budgeting:**

Allocating resources in a way that specifically addresses the needs of women and girls.

➤ **Media campaigns:**

Challenging gender stereotypes through media campaigns that promote positive representations of women and girls.

To meet requirements

In order to meet requirements entities are expected to fulfil 3 key requirements: (1) **to promote transformative change in relation to gender equality and women's empowerment** through communication channels and products (**16a.i, 16b.i**), (2) **to leverage knowledge management system** to share gender-related information internally and externally (**16a.ii, 16b.ii**), and (3) mainstream gender concerns in **high-level reports and/ or briefings** (**16b.iii**).

and girls have equal access to opportunities and agency across all spheres of life; this involves addressing harmful gender stereotypes, redistributing power, and promoting equitable participation in decision-making processes.

Requirement 16 bii. Entity leverages its knowledge management system to share gender-related information internally and externally.

Entities should systematically document and publicly share knowledge on gender equality and the empowerment of women that is relevant to their mandate and the representation and status of women within the institution. This information should be accessible on their websites or equivalent platforms.

To support this, a gender-related knowledge management system should be designed for efficient collection, processing, and dissemination of information. When introducing gender mainstreaming, it is crucial to identify necessary information—such as statistics, research findings, and practical examples—to facilitate effective implementation. Internal and public communications must also be gender-sensitive, highlighting the gender dimensions of issues whenever relevant.

Entities should consider which materials to collect and how to distribute them effectively to support staff in implementing gender policies and integrating gender considerations into their mandated areas of work. It is important to organize these materials clearly and provide instructions on where staff can find them. Relevant materials should be up-to-date, appropriate, easy to locate, and readily accessible.

Continuous and competent maintenance of the information management system is essential. The gender mainstreaming support structure—including the Advocacy and Communications Section/Unit, the Gender Section/Unit, and the network of Gender Focal Points—should ensure the technical quality of the content and provide regular updates.

Entities should regularly evaluate how information is shared both internally and externally to assess effectiveness, gather usage statistics, and identify areas for improvement.

Finally, developing a strategy to leverage the knowledge management system and promote innovative approaches for generating, sharing, and utilizing knowledge with partners and stakeholders can be highly beneficial.

Gender equality indicators and gendered statistics

Investments in women and girls have been shown to produce multiplier effects across the Sustainable Development Goals (SDGs). Gender equality indicators and the availability of data disaggregated by sex and other categories (e.g. age, ethnicity etc.) play an important role in implementing gender mainstreaming, for example, they are used to carry out gender analyses.

The collection, preparation, interpretation and explanation of sex-disaggregated data and the development of gender indicators can play a key role within the scope of gender-related knowledge management.

Requirement 16biii. Entity mainstreams gender concerns in high-level reports and/ or briefings as relevant, including UN Secretary-General reports when appropriate.

While the United Nations strives to integrate gender equality and women's empowerment into its work, significant gaps remain that must be addressed. High-level reports and briefings that include gender analysis equip the UN Secretary-General, the Deputy Secretary-General, and leaders of UN departments, offices, funds, and programmes with essential data for informed decision-making. This, in turn, leads to more effective policies and operational programs that meet the diverse needs of women and girls. Moreover, these reports are vital for UN member states, as well as other partners and

stakeholders, fostering collaboration and accountability in promoting gender equality and women's empowerment globally.

Gender-sensitive reports ensure that policies are formulated with a gender perspective, resulting in better outcomes for women and girls and enabling the tracking of progress in gender equality. By highlighting gender concerns, entities can hold themselves accountable for promoting gender equality and women's empowerment, ensuring these issues are prioritized in their mandated areas of work and at both the entity and system-wide levels through the reports of the Secretary-General.

The United Nations Secretary-General publishes several key reports on a regular basis that address various global and thematic issues:

- **Annual Report on the Work of the UN:** This report provides an overview of the activities and achievements of the United Nations over the past year, covering various thematic areas.
- **Reports on Women, Peace, and Security:** These reports assess the implementation of Security Council Resolution 1325 and subsequent resolutions, focusing on the role of women in conflict and peacebuilding.
- **Peacekeeping and Political Mission Reports:** These reports provide updates on the activities and effectiveness of UN peacekeeping missions and political missions in various regions.
- **Reports on Disarmament:** The Secretary-General releases reports addressing issues related to disarmament, including nuclear non-proliferation and conventional weapons.
- **Reports on the 2030 Agenda for Sustainable Development:** These reports track progress towards the Sustainable Development Goals (SDGs), emphasizing areas such as poverty reduction, health, education, and gender equality.
- **Human Rights Reports:** The Secretary-General issues reports on human rights situations in various countries, often highlighting issues such as violence, discrimination, and humanitarian crises.
- **Reports on Climate Change:** These reports focus on the impacts of climate change and the UN's response, including efforts to promote sustainable practices and climate resilience.
- **Reports on Global Health Issues:** The Secretary-General addresses global health challenges, including epidemics, pandemics (e.g., COVID-19), and health systems strengthening.

To exceed requirements

To exceed requirements for this indicator the entity is expected to fulfil 4 key criteria: (1) systematically **promote transformative change in relation to gender equality and women's empowerment** through communication channels and products (16ci, 16ai, 16bi), (2) **leverage knowledge management system** to share gender-related information internally and externally (16aii, 16bii, 16cii), (3) mainstream gender concerns **in high-level reports and/ or briefings** (16biii, 16ciii), and (4) Entity **captures and shares lessons learnt and best practices** on the effectiveness of knowledge management systems and communication channels (16civ).

Requirement 16civ. Entity captures and shares lessons learnt and best practices on the effectiveness of knowledge management systems and communication channels for promoting gender equality and women’s empowerment.

As a first step, collecting and disseminating gender-related knowledge and information is crucial for advancing the Sustainable Development Goals (SDGs). Equally important is tracking lessons learned to understand what worked well and what did not, along with sharing best practices on the effectiveness of knowledge management systems and communication channels in promoting gender equality and women’s empowerment. Furthermore, the dissemination and application of best practices and lessons learned enhance program implementation, thereby improving overall outcomes.

Good practice in gender equality and women’s empowerment³⁴

UN Women defines a good practice in gender equality and women’s empowerment (GEWE) as an intervention, business practice, process, or methodology that effectively addresses the needs of women and girls. Such practices are characterized by their replicability, scalability, and success in achieving gender equality and empowering women

The purpose of identifying and sharing good practices is to facilitate learning from others and encourage the application of knowledge and experiences in new contexts related to GEWE. Importantly, good practices should not be seen as prescriptive; rather, they can be adapted to address emerging challenges and continuously improved as new insights and innovations are discovered.

A good practice refers to ethical and effective interventions or methodologies that are responsive to the needs of women and girls. Such practices are replicable, scalable, and contribute to accelerating gender equality and women’s empowerment, making them suitable for recommendation. A good practice is consistently used and tested to ensure reliable results.

A good practice facilitates learning by generating lessons relevant for dissemination and transfer to other contexts for the benefit of women and girls. It should identify the conditions that contributed to its success and provide insights to inform broader thinking about gender equality and women’s empowerment, including potential constraints and risks.



Evidence base

Examples of documents to attach to substantiate reporting:

- Screenshots of intranet or website URLs
- Gender-related publications
- Summary of gender perspectives integrated into high-level reports and/ or briefings
- Corporate communication plan
- Lessons learnt/best practices documents

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

³⁴ [Documenting Good Practices on Gender Equality and Women’s Empowerment](#): Guidance Note, UN Women, 2017

Examples



Example: Approaching Requirements

Equal Representation of women

The United Nations Information Service (UNIS) mainstreams gender considerations into all public information programmes and UNIS actively strives for equal representation of women as participants, speakers and moderators. Some 63 per cent of the participants in the 56th edition of the Graduate Study Programme were women. There was equal representation of women as group moderators and high participation as speakers (47 per cent). In 2018, UNIS organized 40 tailored programmes for almost 1,600 participants from 17 countries, raising awareness of the work done in Geneva to advance gender equality.

Social media

Through the @UNGeneva accounts on [Twitter/X](#), [Facebook](#) and [Instagram](#), UNIS actively promoted UN global campaigns for gender equality and women's rights³⁵, including those on women peacekeepers (#ServingForPeace), women role models in peace and security (#UNSCR1325) and women in politics (#womenMPs). Campaigns such as #EndRapeInWar and #WomensRights received particular attention. Other campaigns supported by @UNGeneva social media: #NoToSexism - #sheTradesGlobal (ICT) - #WomenInScience - #TimesNow - #TimesUp - #MeToo - #HearMeToo - #16Days - #OrangetheWorld - #InvestInHumanity - #HERstory book launch - #YouNeedToKnow - #GlobalGoals - #InternationalWomensDay - #WorldIPDay - Int'l Day to #EndObstetricFistula - Int'l #DayofFamilies - #WomensWeek - #WorldBookDay - #IndigenousPeoplesDay - #UNDay - Int'l #dayofthegirl - #WorldToiletDay

Information about the [#NoToSexism](#) campaign shared on social media platforms, which remain key messaging channels for all at the Palais des Nations. The campaign included awareness-raising and outreach activities designed to encourage and empower UN staff to address casual sexism in their work environment. Launched in May 2018 by former UN Geneva Director-General Michael Møller, the initiative aimed to combat casual sexism at UN Geneva. It was informed by a staff survey conducted in October 2017, which assessed perceptions of gender equality at UNOG and revealed that sexist behavior does occur within the organization. The survey findings showed significant differences in perceptions between male and female respondents: 57% of women disagreed with the statement that sexist behavior never occurs at UNOG, compared to only 29% of men. Additionally, one-third of staff (39% of women and 22% of men) reported feeling uncomfortable with sexist language, jokes, or comments made by supervisors or colleagues. Since its launch, the campaign has been replicated at several UN duty stations.

The 70th anniversary of the Universal Declaration of Human Rights (UDHR) was a chance to highlight the role of Eleanor Roosevelt in shaping this instrument ([here](#), [here](#)). Eleanor Roosevelt played a pivotal role in shaping the UDHR as the chair of the United Nations Commission on Human Rights from 1946 to 1951.

35



Example: Meeting Requirements

Leverage Knowledge Management System

The **Department of Global Communications (DGC)** Gender Focal Points internal iSeek page shares information on gender equality and the empowerment of women (GEWE), including periodic updates on where the Department stands on gender parity in staffing, DGC's UN-SWAP reporting results and other important information regarding GEWE in the UN System and the Department. 270 articles on iSeek (global and local) were published on the homepage [HERE](#). The UN Intranet-iSeek is accessible to colleagues across the UN Common System, or 36.000 staff of the UN Secretariat (UNHQ and field) and 150.000 personnel of the Agencies, Funds and Programmes.



Example: Exceeding Requirements

Capture and Share Lessons Learnt and Best Practices

The **International Atomic Energy Agency (IAEA)** Gender Focal Points collaborate closely with the Office of Public Information and Communication (OPIC) to strengthen gender equality messaging both internally and externally. In 2023, monthly meetings were held with the Agency's Gender Focal Points, OPIC, and a communications advisor from each department to share best practices and ensure a unified approach to communication on gender equality. The Gender Action Plan identifies communication—both internal and external—as one of its four key objectives.