

UN-SWAP 3.0

ACCOUNTABILITY FRAMEWORK FOR
MAINSTREAMING GENDER EQUALITY
AND THE EMPOWERMENT OF WOMEN
IN UNITED NATIONS ENTITIES

UN-SWAP 3.0 FRAMEWORK & TECHNICAL GUIDANCE

DECEMBER 2024

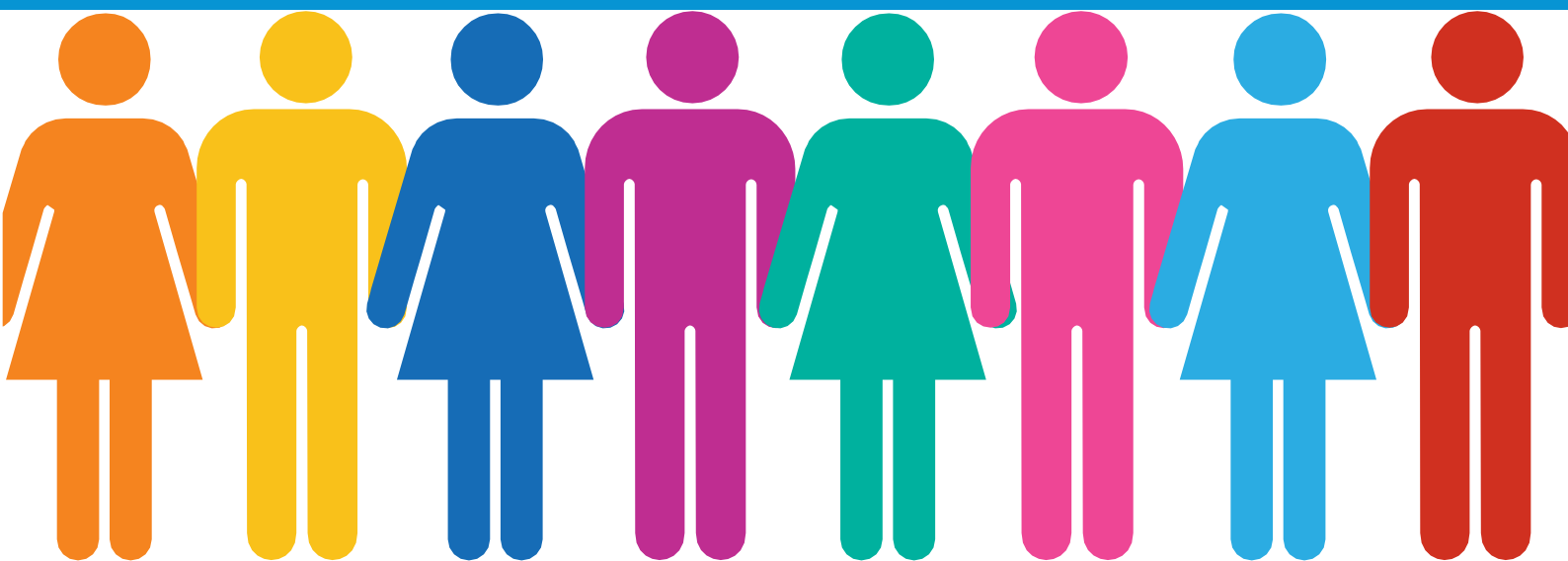


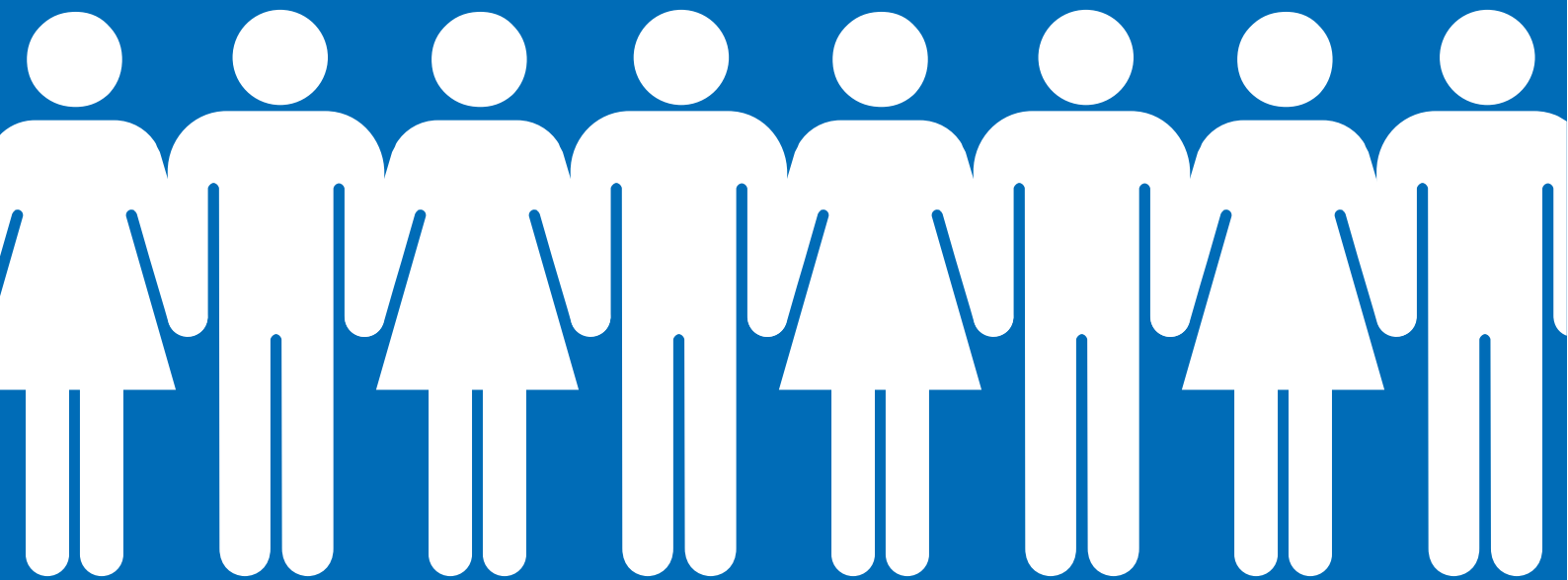
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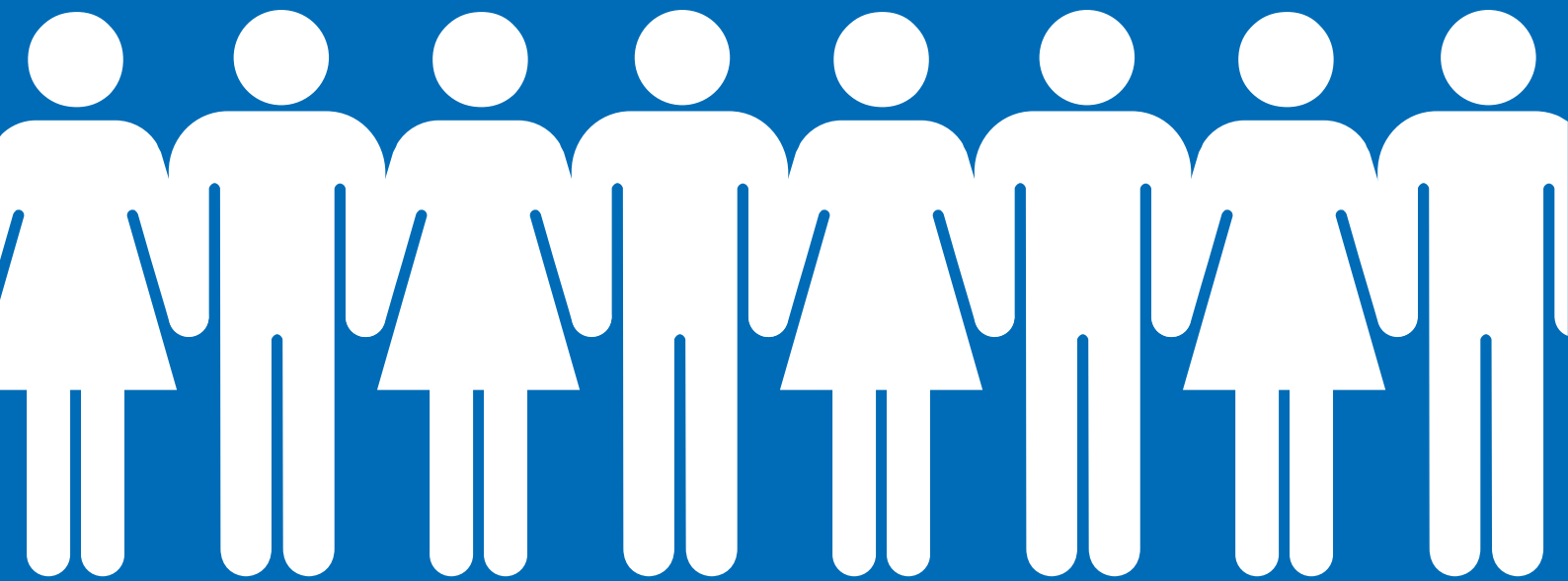
ACRONYMS



| | |
|-----------------|--|
| AGD | Age Gender and Diversity |
| CCPCJ | UN Commission on Crime Prevention and Criminal Justice |
| CEB | Chief Executives Board for Coordination |
| CEDAW | Convention on the Elimination of All Forms of Discrimination against Women |
| CoP | Community of Practice |
| CRC | Convention on the Rights of the Child |
| CRPD | Convention on the Rights of Persons with Disabilities |
| DFID | Department for International Development |
| DGACM | Department for General Assembly and Conference Management |
| DMSPC | United Nations Department of Management Strategy, Policy and Compliance |
| ECOSOC | United Nations Economic and Social Council |
| ERP | Enterprise Resource Planning |
| ESCWA | United Nations Economic and Social Commission for Western Asia |
| FAO | Food and Agricultural Organization |
| FWA | Flexible Working Arrangements |
| GBV | Gender Based Violence |
| GED | Gender, Equality and Diversity |
| GEEW | Gender equality and empowerment of women |
| GEM | Gender equality mainstreaming |
| GenCap | The Gender Standby Capacity Project |
| GEWE | Gender equality and women's empowerment |
| GFP | Gender Focal Point |
| HLCM | High-Level Committee on Management |
| HLCP | High-level Committee on Programmes |
| IANWGE | Inter-Agency Network on Women and Gender Equality |
| IASC | Inter-Agency Standing Committee |
| ICCS | International Classification of Crime for Statistical Purposes |
| IFAD | International Fund for Agricultural Development |
| ILO | International Labour Organization |
| IOM | International Organisation for Migration |
| IRIN | IRIN News Agency |
| ITC | International Trade Centre |
| ITC-ILO | International Training Centre of the ILO |
| ITU | International Telecommunication Union |
| JIU | Joint Inspection Unit |
| OAJ | Office of Administration of Justice |
| OECD-DAC | Development Assistance Committee of the Organisation for Economic Co-operation and Development |
| OHCHR | Office of the High Commissioner for Human Rights |
| OHRM | Office of Human Resources Management |

| | |
|-------------------|--|
| OIG | Office of the Inspector General |
| OIOS | Office of Internal Oversight Services |
| OLA | Office of Legal Affairs |
| RBM | Results based management |
| SDG | Sustainable Development Goals |
| SGBV | Sexual and gender-based violence |
| TOF | Training of Facilitators |
| UN Women | United Nations Entity for Gender Equality and the Empowerment of Women |
| UNAIDS | The Joint United Nations Programme on HIV/AIDS |
| UNCDF | United Nations Capital Development Fund |
| UN-CTS | UN-Crime Trends Survey |
| UNDP | United Nations Development Programme |
| UNEG | United Nations Evaluation Group |
| UNFPA | United Nations Population Fund |
| UN-HABITAT | United Nations Human Settlements Programme |
| UNHCR | United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNIDO | The United Nations Industrial Development Organization |
| UNODC | United Nations Office on Drugs and Crime |
| UNOG | United Nations Office at Geneva |
| UNON | United Nations Office at Nairobi |
| UNOV | United Nations Office at Vienna |
| UNRIAS | United Nations Representatives of Internal Audit Services |
| UNSSC | UN System Staff College |
| UN-SWAP | United Nations System Wide Action Plan |
| UNRWA | United Nations Relief and Works Agency |
| WFP | World Food Programme |
| WHO | World Health Organisation |
| WPS | Women, Peace and Security |

ACKNOWLEDGEMENTS



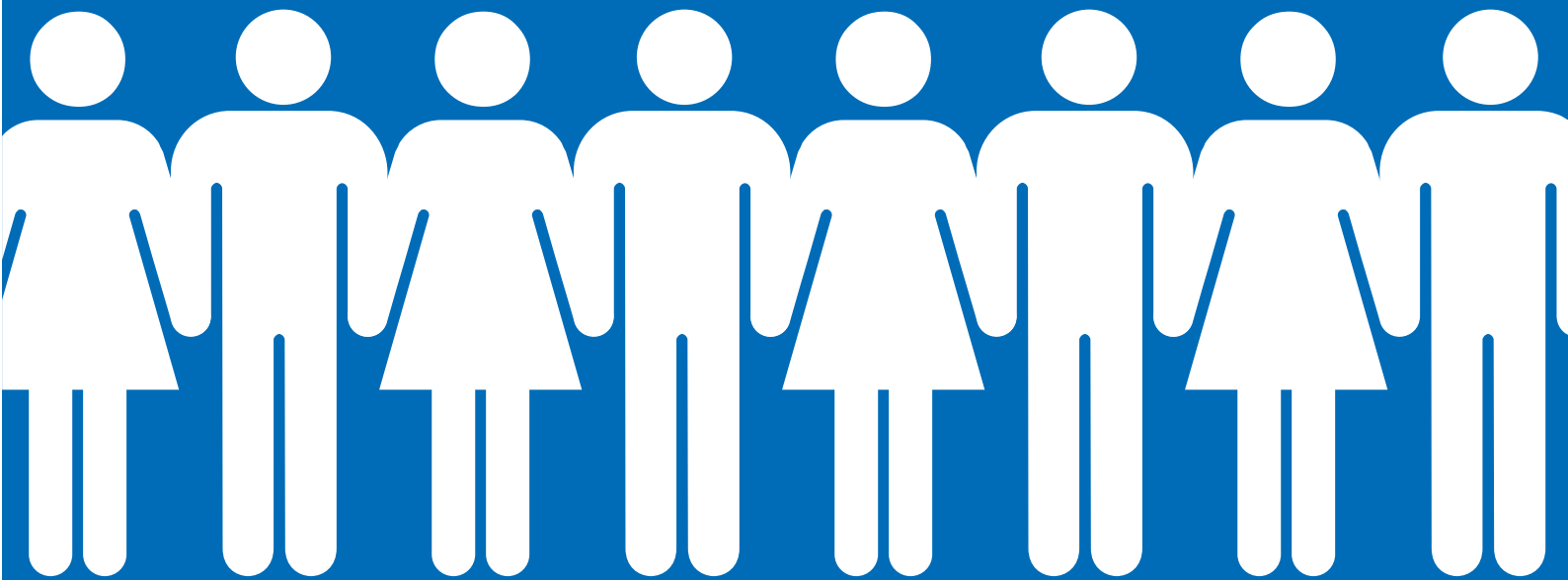
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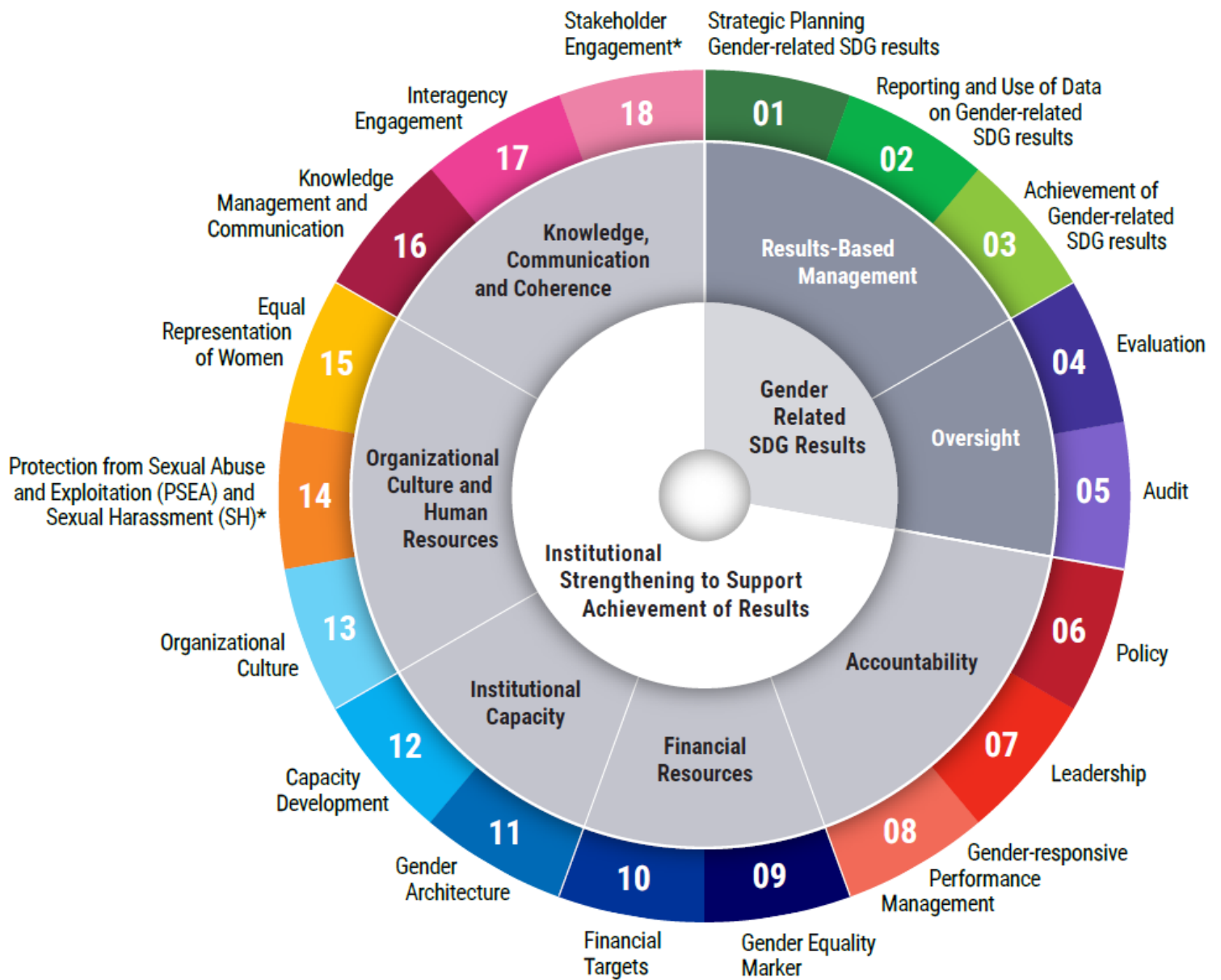
UN Women, 220 East 42nd Street, New York, NY, USA 10017

Tel: +1 646 781-4400

www.unwomen.org

UN-SWAP 3.0 ACCOUNTABILITY FRAMEWORK











I. Gender-related SDG Results

A. Results-based Management




01. Performance Indicator: Strategic Planning Gender-related SDG results

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|---|---|
| <p>1ai. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process</p> <p>and</p> <p>1a.ii. At least one high-level result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent</p> | <p>1bi. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process</p> <p>and</p> <p>1b.ii. At least one high-level transformative result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent</p> <p>and</p> <p>1b.iii. Adequate resources, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/or the entity's budget document</p> | <p>1ci. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process.</p> <p>and</p> <p>1c.ii. At least one high-level transformative result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent</p> <p>and</p> <p>1c.iii. Adequate resources, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/or the entity's budget document</p> <p>and</p> <p>1c.iv. Indicators in the strategic planning document and/or related results framework integrate a gender perspective</p> |




02. Performance Indicator: Reporting and Use of Data on Gender-related SDG results




|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|--|
| <p>2ai. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent</p> | <p>2bi. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent.</p> <p>and</p> <p>2bii. High-level transformative result(s) on gender equality and the empowerment of women that are directly linked to SDG achievement reported to its Governing Body or equivalent by systematically utilizing sex-disaggregated data in its strategic plan monitoring and reporting</p> | <p>2bi. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent.</p> <p>and</p> <p>2bii. High-level transformative result(s) on gender equality and the empowerment of women that are directly linked to SDG achievement reported to its Governing Body or equivalent by systematically utilizing sex-disaggregated data in its strategic plan monitoring and reporting</p> |

03. Performance Indicator: Achievement of Gender-related SDG Results

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|--|
| <p>3a. Entity has achieved or is on track to achieve its planned gender-related results which will contribute to SDG achievement</p> | <p>3bi. Entity has achieved or is on track to achieve its planned gender-related results which will contribute to SDG achievement.</p> <p>and</p> <p>3bii. Entity contributes to gender-related results through joint initiatives and/ or joint programmes or equivalent</p> | <p>3ci. Entity has achieved or is on track to achieve its planned transformative results on gender equality and the empowerment of women which will contribute to SDG achievements.</p> <p>and</p> <p>3cii. Entity contributes to transformative gender-related results through joint initiatives and/ or joint programmes or equivalent</p> |

B. Oversight

| 04. Performance Indicator: Evaluation | | |
|--|---|---|
|  Approaches requirements |  Meets requirements |  Exceeds requirements |
| <p>4a. Meets some of the UNEG gender-related norms and applies some of the standards in the 2024 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 2024 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</p> <p>and</p> <p>4cii. Applies the 2024 UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation during all phases of the evaluation.</p> <p>and</p> <p>4ciii. Conducts at least one evaluation to assess the entity's corporate performance on gender mainstreaming or equivalent every 5 years</p> |




| 05. Performance Indicator: Audit | | |
|---|---|---|
|  Approaches requirements |  Meets requirements |  Exceeds requirements |
| <p>5ai. The internal audit risk universe considers risks and challenges related to gender equality and empowerment of women, identified in consultation with the gender units/focal point</p> <p>and</p> <p>5aaii. The internal audit function regularly considers gender equality and the empowerment of women risks in individual engagements</p> | <p>5bi. The internal audit risk universe considers risks and challenges related to gender equality and empowerment of women, identified in consultation with the gender units/focal point</p> <p>and</p> <p>5bii. The internal audit function regularly considers gender equality and the empowerment of women risks in individual engagements</p> <p>and</p> <p>5biii. Periodically (within its risk-based audit cycle or every 5 years) conducts dedicated engagements connected to the implementation of the entity's gender equality policy/strategy, which might include a validation of the UN-SWAP reports</p> | <p>5ci. The internal audit risk universe considers risks and challenges related to gender equality and empowerment of women, identified in consultation with the gender units/focal point</p> <p>and</p> <p>5cii. The internal audit function regularly considers gender equality and the empowerment of women risks in individual engagements</p> <p>and</p> <p>5ciii. Periodically (within its risk-based audit cycle or every 5 years) conducts dedicated engagements connected to the implementation of the entity's gender equality policy/strategy, which might include a validation of the UN-SWAP reports</p> <p>and</p> <p>5civ. If gender equality and empowerment of women findings are recurrent and high-risk in nature, the internal audit function</p> |

| | | |
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| | | regularly reports on these findings and challenges in its annual reports to the governing bodies |
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II. Institutional Strengthening to Support Achievement of Results

C. Accountability

06. Performance Indicator: Policy




|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|--|---|
| <p>6ai. Up to date gender equality policy/policies or equivalent</p> <p>and</p> <p>6aai. A costed action plan in place.</p> | <p>6bi. Up to date gender equality policy/policies or equivalent</p> <p>and</p> <p>6bii. Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation.</p> <p>and</p> <p>6biii. Adequate resources disbursed for implementation of the gender equality policy/policies or equivalent</p> | <p>6ci. Up to date gender equality policy/policies or equivalent</p> <p>and</p> <p>6cii. Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation</p> <p>and</p> <p>6ciii. Adequate resources disbursed for implementation of the gender equality policy/policies or equivalent</p> <p>and</p> <p>6civ. Entity reports at least every two years / regularly to the Governing Body or its equivalent on progress of the gender equality policies or equivalent</p> |

07. Performance Indicator: Leadership

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|--|
| <p>7ai. Gender equality and the empowerment of women is proactively promoted and pushed forward by senior leadership both internally and publicly</p> <p>and</p> <p>7aai. Entity's progress, learning and accountability for achieving results in the gender equality policies is enhanced through a senior level Gender Steering and Implementation Committee or equivalent</p> | <p>7bi. Gender equality and the empowerment of women is proactively promoted and pushed forward by senior leadership both internally and publicly</p> <p>and</p> <p>7bii. Entity's progress, learning and accountability for achieving results in the gender equality policies is enhanced through a senior level Gender Steering and Implementation Committee or equivalent</p> | <p>7ci. Gender equality and the empowerment of women is proactively promoted and pushed forward by senior leadership both internally and publicly</p> <p>and</p> <p>7cii. Entity's progress, learning and accountability for achieving results in the gender equality policies is enhanced through a senior level Gender Steering and Implementation Committee or equivalent</p> |




| | | |
|--|--|---|
| | <p>and</p> <p>Option 1 7biii. Head of the Gender Unit or equivalent participates in senior management team meetings, as relevant</p> <p>or</p> <p>Option 2 7biii. Head of the Gender Unit or equivalent has a direct reporting line to senior leadership</p> | <p>and</p> <p>7ciii. Head of Gender Unit or equivalent participates in senior management team meetings, as relevant</p> <p>and</p> <p>7civ. The Head of the Gender Unit or equivalent has a direct reporting line to senior leadership.</p> |
|--|--|---|

08. Performance Indicator: Gender-responsive Performance Management




|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|--|---|
| <p>8ai. System in place to hold entity senior leadership accountable for entity performance against the gender equality policies or equivalent</p> <p>and</p> <p>8aaii. Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant</p> <p>and</p> <p>8aiiii. A requirement for a proven track record in gender equality and the empowerment of women is included in senior appointments</p> | <p>8bi. Entity senior leadership are held accountable for entity performance against the gender equality policies or equivalent</p> <p>and</p> <p>8bii. Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant</p> <p>and</p> <p>8biii. A requirement for a proven track record in gender equality and the empowerment of women is included in senior appointments</p> <p>and</p> <p>8biv. System of recognition rewards excellent work promoting gender equality and the empowerment of women</p> | <p>8ci. Entity senior leadership are held accountable for entity performance against the gender equality policies or equivalent</p> <p>and</p> <p>8cii. Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant</p> <p>and</p> <p>8ciii. Senior appointments will include a requirement for a track record in gender equality</p> <p>and</p> <p>8civ. System of recognition rewards excellent work promoting gender equality and the empowerment of women</p> <p>and</p> <p>8cv. Senior leadership acts on feedback on their gender-responsive leadership through recurring and confidential staff surveys and/or 360-degree feedback mechanisms or equivalent</p> |

D. Financial Resources

09. Performance Indicator: Gender Equality Marker




|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|---|
| <p>9a. The four-point gender equality marker (GEM) scale is applied through the entity's Enterprise Resource Planning (ERP) system, in alignment with the Chief Executives Board for Coordination (CEB) VII UN data standard</p> | <p>9bi. The four-point gender equality marker (GEM) scale is applied through the entity's Enterprise Resource Planning (ERP) system, in alignment with the Chief Executives Board for Coordination (CEB) VII UN data standard</p> <p>and</p> <p>9bii. Quality assurance for the application of the GEM is ensured and supported through capacity building and guidance</p> | <p>9ci. The four-point gender equality marker (GEM) scale is applied through the entity's Enterprise Resource Planning (ERP) system, in alignment with the Chief Executives Board for Coordination (CEB) VII UN data standard</p> <p>and</p> <p>9cii. Quality assurance for the application of the GEM is ensured and supported through capacity building and guidance</p> <p>and</p> <p>9ciii. Quality-assured financial information based on the GEM is reported to governing bodies or the Chief Executives Board for Coordination (CEB)</p> |

10. Performance Indicator: Financial Targets




|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|---|--|
| <p>10a. A financial target for gender equality and the empowerment of women is set and a plan is developed to reach it</p> | <p>10bi. A financial target for gender equality and the empowerment of women as a principal objective is met (GEM 3/2B)</p> <p>and</p> <p>10bii. A financial and narrative report linking funding to specific gender-related results and ensuring there is a justification for activities considered GEM 0 is developed</p> | <p>10ci. A financial target for gender equality and the empowerment of women as a principal objective is met (GEM 3/2B)</p> <p>and</p> <p>10cii. A financial target for activities contributing significantly to gender equality and the empowerment of women is met (GEM 2/2A)</p> <p>and</p> <p>10ciii. A financial and narrative report linking funding to specific gender-related results and ensuring there is a justification for activities considered GEM 0 is published</p> |

E. Institutional Capacity

11. Performance Indicator: Gender Architecture




|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|--|
| <p>11a. Gender focal points or equivalent at at HQ, regional and/or country levels are:</p> <ul style="list-style-type: none"> a. appointed from Professional staff level P4 and above or equivalent National Professional Officers b. have written terms of reference c. capacitated with adequate gender expertise d. at least 20 percent of their time is allocated to gender focal point functions | <p>11bi. Gender focal points or equivalent at HQ, regional and/or country levels are:</p> <ul style="list-style-type: none"> a. appointed from Professional staff level P4 and above or equivalent National Professional Officers b. have written terms of reference c. capacitated with adequate gender expertise d. at least 20 percent of their time is allocated to gender focal point functions <p>and</p> <p>11bii. Staffing standards, training and deployment preparation needed for supporting the implementation of the entity's gender equality goals are established</p> <p>and</p> <p>11biii. Gender department/unit is fully funded according to an agreed funding formula, based on staffing standards/ according to the entity mandate</p> | <p>11ci. Gender focal points or equivalent at HQ, regional and/or country levels are:</p> <ul style="list-style-type: none"> a. appointed from Professional staff level P5 and above or equivalent National Professional Officers b. have written terms of reference c. capacitated with adequate gender expertise d. at least 20 percent of their time is allocated to gender focal point functions e. specific funds are allocated to support the gender architecture and gender focal point networking <p>and</p> <p>11cii. Staffing standards, training and deployment preparation needed for supporting the implementation of the entity's gender equality goals are implemented</p> <p>and</p> <p>11ciii. Gender department/unit is fully funded according to an agreed funding formula, based on staffing standards/ according to the entity mandate</p> <p>and</p> <p>11civ. Entity demonstrates effective use of a roster of specialized expertise on gender equality and the empowerment of women</p> |

12. Performance Indicator: Capacity Development




|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|---|
| <p>12ai. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices</p> <p>and</p> <p>12aaii. A capacity assessment in gender equality and the empowerment of women is carried out</p> <p>and</p> <p>12aiii. A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is developed</p> | <p>12bi. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices</p> <p>and</p> <p>12bii. A capacity assessment in gender equality and the empowerment of women is carried out</p> <p>and</p> <p>12biii. A costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women implemented</p> <p>and</p> <p>12biii. A costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women implemented</p> <p>and</p> <p>12biv. Capacity-building initiatives to develop skills and knowledge on gender equality and the empowerment of women are undertaken by personnel in specific roles and functions</p> <p>and</p> <p>12bv. Unconscious bias training rolled out starting with senior leadership</p> <p>and</p> <p>12bvi. Gender-responsive leadership (GRL) training undertaken by senior leadership</p> | <p>12ci. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices</p> <p>And</p> <p>12cii. A capacity assessment in gender equality and the empowerment of women is carried out</p> <p>and</p> <p>12ciii. A costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is evaluated</p> <p>and</p> <p>12civ. The effective use of skills and knowledge on gender equality and the empowerment of women, acquired through capacity development by personnel in specific roles and functions is demonstrated</p> <p>and</p> <p>12cv. Unconscious bias training rolled out for all staff</p> <p>and</p> <p>12cvi. The effective application of gender-responsive leadership (GRL) training undertaken by senior leadership is demonstrated</p> |

F. Organizational Culture and Human Resources

13. Performance Indicator: Organizational Culture




|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|---|
| <p>13a. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> | <p>13bi. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> <p>and</p> <p>13bii. An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality</p> | <p>13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> <p>and</p> <p>13cii. An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality</p> <p>and</p> <p>13ciii. Agreed-upon recommendations from the internal power analysis are implemented</p> |

14. Performance Indicator: 14. Protection from Sexual Abuse and Exploitation (PSEA) and Sexual Harassment (SH)

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|---|---|
| <p>14ai. Entity-wide Action Plan developed and implemented (or on track for implementation) based on risk assessments across the entity globally on Protection from Sexual Exploitation and Abuse using a victim-centered approach</p> <p>and</p> <p>14aaii. Entity developed, disseminated, and implemented an entity-level protection sexual harassment measures using a victim-centred approach for their actions, in line with UN system standards and good practices</p> | <p>14bi. Entity-wide Action Plan developed, resourced and implemented (or on track for implementation) based on risk assessments across the entity globally on Protection from Sexual Exploitation and Abuse using a victim-centered approach</p> <p>and</p> <p>14bii. Entity developed, disseminated, and implemented an entity-level protection sexual harassment measures using a victim-centred approach for their actions, in line with UN system standards and good practices</p> <p>14biii. Report on the PSEA actions taken provided to entity's governing body and the Office of the Special Coordinator on improving the UN response to sexual exploitation and abuse (OSCSEA) and</p> <p>and</p> | <p>14ci. Entity-wide Action Plan developed, fully-funded and implemented based on risk assessments, across the entity globally on Protection from Sexual Exploitation and Abuse using a victim-centered approach</p> <p>and</p> <p>14cii. Entity developed, disseminated, and implemented an entity-level protection sexual harassment measures using a victim-centred approach for their actions, in line with UN system standards and good practices</p> <p>and</p> <p>14ciii. Report on the PSEA actions taken provided to entity's governing body and the Office of the Special Coordinator on improving the UN response to sexual exploitation and abuse (OSCSEA) and</p> <p>and</p> |




| | | |
|--|--|---|
| | 14biv. Report on SH measures taken provided to the entity's governing body | 14civ. Report on SH measures taken provided to the entity's governing body and 14v. Update of progress achieved in the promotion of a lasting change in organizational culture, behavior and attitudes towards all forms of SEA and SH included in its annual report to entity's governing body |
|--|--|---|

15. Performance Indicator: Equal Representation of Women




|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|--|
| 15a. Plan in place to achieve the equal representation of women for all professional and higher staff levels | 15b. Equal representation of women for all professional and higher staff levels is reached | 15c. Equal representation of women for all staff levels is reached |

G. Knowledge, Communication and Coherence




16. Performance Indicator: Knowledge Management and Communication

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|--|---|
| 16ai. Transformative change in relation to gender equality and the empowerment of women promoted through entity's communication channels and products and 16aaii. Knowledge management system leveraged to share gender-related information and/or research internally and externally | 16 bii. Knowledge management system leveraged to share gender-related information and/or research internally and externally and 16biii. A gender perspective mainstreamed in high-level reports and/ or briefings as relevant, including UN Secretary-General reports as appropriate | 16cii. Knowledge management system leveraged to share gender-related information and/or research internally and externally and 16ciii. A gender perspective mainstreamed in high-level reports and/ or briefings as relevant, including UN Secretary-General reports as appropriate and 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 |

17. Performance Indicator: Interagency Engagement

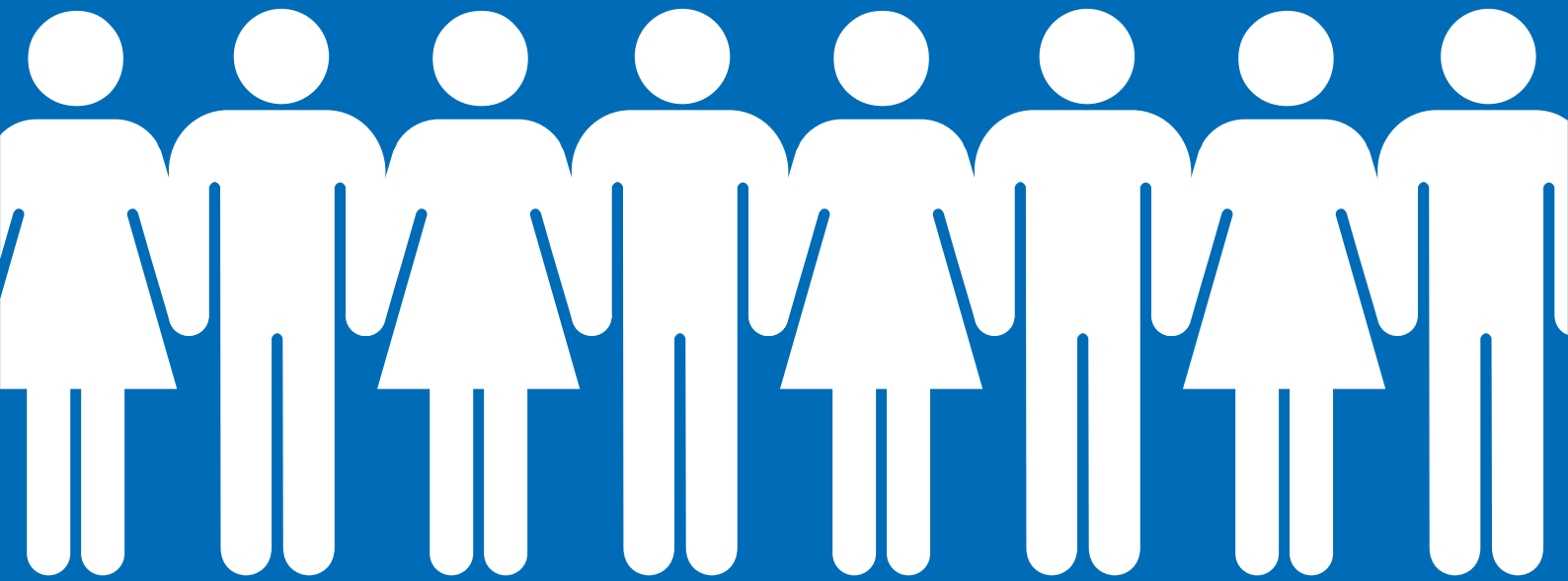
|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|---|--|
| <p>17ai. Entity participated systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women.</p> <p>and</p> <p>17aii. Entity undertakes a UN-SWAP peer review process at least once every 4 years</p> | <p>17bi. Entity effectively mainstreamed gender perspective into inter-agency coordination mechanisms</p> <p>and</p> <p>17bii. Entity undertakes a UN-SWAP peer review process at least once every 4 years</p> <p>and</p> <p>17biii. Agreed upon recommendations from the UN-SWAP peer review process implemented</p> | <p>17ci. Entity effectively mainstreamed gender perspective into inter-agency coordination mechanisms</p> <p>and</p> <p>17cii. Entity undertakes an UN-SWAP peer review process at least once every 4 years</p> <p>and</p> <p>17ciii. Agreed upon recommendations from the UN-SWAP peer review process implemented</p> <p>and</p> <p>17civ. Entity supports implementation of at least one UN-SWAP Performance Indicator in another entity</p> |

18. Performance Indicator: Stakeholder Engagement

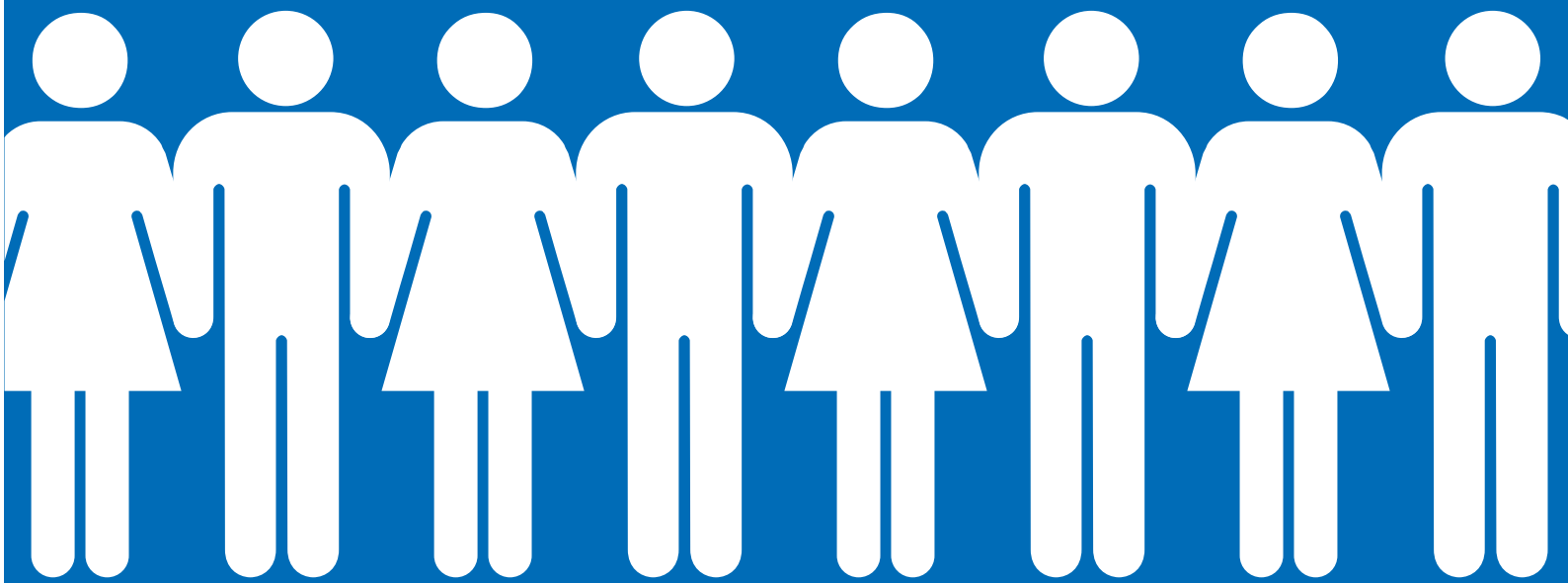
|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|--|---|
| <p>Option 1 18ai. Entity has established consultation system/s through which organization/s or associations that promote gender equality and/or the rights and empowerment of women and girls can inform relevant programming and/or inter-governmental processes</p> <p>and/or</p> <p>Option 2 18aii. Entity engages with organizations or associations that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in activities led or supported by UN entities</p> | <p>18bi. Entity regularly consults appropriate organization/s or associations that promote gender equality and/or the rights and empowerment of women and girls through established consultation system/s to inform relevant programming and/or inter-governmental processes</p> <p>and</p> <p>18bii. Entity regularly engages with organizations or associations that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in activities led or supported by UN entities</p> | <p>18ci. Entity programming and/or inter-governmental processes are informed by organization/s or associations that promote gender equality and/or the rights and empowerment of women and girls</p> <p>and</p> <p>18cii. Entity regularly engages with organizations or associations that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in activities led and/or supported by UN entities</p> <p>and</p> <p>Option 1 18ciii. Entity contributes to enabling economic opportunities for women and girls and/or supporting access to financing</p> <p>and/ or</p> <p>Option 2 18civ. Entity builds and maintains strategic partnerships with the</p> |

| | | |
|--|--|---|
| | | private sector and/or philanthropy for advancing gender equality and the empowerment of women and girls |
|--|--|---|

UN-SWAP 3.0
2024 TECHNICAL
GUIDANCE



BACKGROUND AND INTRODUCTION



Introduction to UN-SWAP 3.0

The UN-SWAP 3.0 provides an updated framework for improving gender mainstreaming performance by UN entities during the final period for SDG action. It builds on the two previous iterations (UN-SWAP 1.0 and 2.0) which have worked to effectively strengthened performance and bring greater coherence to gender mainstreaming practices across the UN system.

The UN-SWAP Framework was initially endorsed by the CEB in 2012 as a system-wide accountability framework for the implementation of the CEB's System-Wide Policy on Gender Equality and the Empowerment of Women ([CEB/2006/2](#)). Its focus was and remains on corporate processes and institutional arrangements at the individual entity level, although UN-SWAP 2.0 expanded to also begin tracking the connection between institutional gender mainstreaming results within UN entities with the operational results these entities deliver for gender equality and the empowerment of women. The UN-SWAP framework is related to and complements, but is distinct from the UNCT-SWAP framework which focuses on UN system-wide accountability at country-level for the implementation of the CEB policy.

This updated UN-SWAP framework responds to the past success of UN-SWAP 1.0 and 2.0 by raising standards and shifting from a focus on institutional processes to institutional results. It also introduces two new performance indicators on - PSEA and Stakeholder Engagement. It now includes 18 performance indicators separated into seven functional areas.

It is the result of a robust consultative process that involved a 6-month participatory process led by the UN-SWAP Secretariat in UN Women from June to November 2024 that included 13 individual entity consultations and 11 UN-SWAP 3.0 Working Group meetings. In total, over 50 UN entities were consulted to arrive at an updated performance indicator framework and their accompanying technical notes.

Since its introduction in 2012, the UN-SWAP has supported substantial and sustained improvement in the UN's performance on mainstreaming gender, with the aggregate rating meets or exceeds improving from 31 to 65 per cent across the 15 UN-SWAP Performance Indicators between 2012 and 2017, with 66 UN entities reporting, or 94 per cent of all UN entities.⁵ Building on this significant system wide progress, UN-SWAP 2.0 was launched in 2018 raising the bar for accountability by strengthening existing indicators and anchoring the framework within the 2030 Agenda for Sustainable Development.

UN-SWAP 2.0 was developed through an 18-month participatory process involving over 50 UN entities, coordinated through an 11-member inter-agency Working Group on Results, chaired by UN Women, and including piloting by 10 entities. It was developed within the overall context of UN reform and the planned move by the UN to system-wide reporting.⁶ The timeframe for UN-SWAP 2.0 implementation is 2018-2024. UN-SWAP 2.0 consisted of 17 Performance Indicators organised in six performance areas aligned with the CEB Policy on gender equality and the empowerment of women ([CEB/2006/2](#)).

The UN-SWAP Framework endorsed by the CEB in 2012 set out a plan for three aligned foci of accountability for gender equality and the empowerment of women:

1. The UN-SWAP 1.0, with a focus on corporate processes and institutional arrangements at the individual entity level.
2. The United Nations Country Teams (UNCT) Performance Indicators for Gender Equality and the Empowerment of Women, introduced in August 2008 focusing on joint processes and institutional arrangements within the UNCT. An updated version of the UNCT Performance Indicators (the SWAP-Scorecard), aligned to UN-SWAP 2.0, was rolled out in 2018.
3. Development results at country and normative levels. This third level of accountability is a natural extension of UN-SWAP 1.0 and the UNCT Performance Indicators, which until 2018 focused on institutional processes, and constitute the changes in UN-SWAP 2.0. These and corresponding revisions to the UNCT Performance Indicators complete the accountability

⁵ Entities meeting and exceeding requirements. For details see: ECOSOC 2017. *Mainstreaming a gender perspective into all policies and programmes in the United Nations system*. E/2017/57.

⁶ *Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet*. Report of the Secretary-General. A/72/684-E/2018/7

framework as originally planned.

UN-SWAP 2.0 was extended to 2023 due to COVID-19-related delays. In 2023, work began on UN-SWAP 3.0, further complemented by the Secretary-General's launch of the System-Wide Gender Equality Acceleration Plan (GEAP) on March 8, 2024. The GEAP emphasized leveraging and realigning existing mechanisms, such as UN-SWAP, UNCT-SWAP, and the gender equality marker, to avoid duplication. Accordingly, UN-SWAP 3.0 was upgraded to integrate GEAP actions, ensuring system-wide coherence.

Developed through a participatory process, UN-SWAP 3.0 involved consultations with 75 reporting entities from April to November 2024, including weekly working group meetings. Its launch at the Annual UN-SWAP Focal Point Network Conference marked a milestone in establishing a baseline and enabling initial progress reporting by March 8, 2025.

Purpose and organisation of the Technical Notes

These Technical Notes provide guidance on the completion of the Performance Indicators developed as part of the reporting framework of the UN System-wide Action Plan (UN-SWAP) to implement the CEB Policy on gender equality and the empowerment of women (CEB/2006/2). For each of the Performance Indicators, the Technical Notes set out:

- the Performance Indicator itself;
- how to complete the rating for the Performance Indicator, i.e. guidance on what you need to do to report on each Performance Indicator;
- current practice and examples from across the UN system that will support your entity in meeting and exceeding the Performance Indicators; and

The Performance Indicators and Rating System

The UN-SWAP rating system consists of five levels. The ratings allow UN entities to self-assess and report on their standing with respect to each indicator, and to move progressively towards excellent performance. As such, the rating system is intended as an aid to promote leadership and direction and enhance coherence.

The five levels of the rating system are:

- Exceeds requirements
- Meets requirements
- Approaches requirements
- Missing
- Not applicable

At a minimum, each UN system entity should aim to achieve “meets requirements”. Meeting requirements is, however, a starting point, rather than the conclusion of an entity’s promotion of gender equality and the empowerment of women. It is anticipated that all UN entities will aspire to “exceed requirements”, with the UN thereby being an institutional leader in gender equality and the empowerment of women.

For the “approaches requirements” rating, where there is an either/or option, UN entities which meet one of the options should be rated under this heading. If neither option is met, the Performance Indicator should be rated as “missing”. For the “meets requirements” and “exceeds requirements” ratings, all options must be met. Where there are two or more requirements for a Performance Indicator, if an entity approaches requirements in one element and exceeds requirements in another, UN entity performance should be rated as “approaches requirements”.

The “missing” rating should be applied when the Performance Indicator is relevant to an entity, but the “approaches expectations” rating is not met. “Not applicable” applies where the Performance Indicator is not relevant to a UN entity.

In the UN-SWAP web-based reporting system, UN entities are expected to provide a clear justification for each rating. Where there are multiple parts to a Performance Indicator, UN entities are required to report on each of the elements. In this context, additional mandatory explanation boxes have been added to facilitate more complete and accurate reporting.

A glossary of key terms can be found at the end of the Technical Notes.

Action Plans for Performance Indicators

UN-SWAP reporting requires the submission of Action Plans to accompany ratings for all indicators, including timelines, resources and responsibility for follow-up actions **in order to keep or improve current ratings**. Action plans are critical for enabling gaps and challenges to be addressed, and where possible should be agreed upon at the highest possible level within entities.

Unless plans of action adequately express clear commitments to maintain or improve performance, entities’ UN- SWAP reports will not be accepted.

1. **Action Points for Improvement:** Entities need to include planned activities to maintain and/or improve performance for each Performance Indicator. Examples of planned activities could include: undertake a capacity assessment (in X year led by X department), conduct a UN-SWAP peer review (with X entity in X year), make the “I Know Gender” course mandatory (for X year), hire a consultant to help develop the entity’s gender policy (in X year).
2. **Timelines:** Timelines for improving or maintaining performance for each Performance Indicator should be realistic. Timelines should reflect implementation plans and review dates included in gender policies/strategies and/or gender equality related outputs included in strategic plans. When applicable, the respective number of years and/or months needed to attain the next performance level since the time of reporting should be indicated.
3. **Resources:** Entities need to include resources required to improve or maintain performance for each Performance Indicator and to document the required resources in their Action Plans. Indicating resource requirements does not commit UN entities to the allocation of the funds; rather, they provide a notional guide to estimated resource requirements within entities and across the UN system for realizing gender equality and women’s empowerment. Estimates of required financial resources are also useful with respect to resource mobilisation.

In the “resources required” field of the online reporting system, UN entities should include costs associated with the implementation of the UN-SWAP Performance Indicators which are additional to recurring costs; for example, the cost of developing a policy or implementing a training course, rather than costs such as staffing. Development of a policy might require 25,000 USD in consultancy funds and implementing a training course may cost 100,000 USD.

Staffing resources for work related to improving gender equality and the empowerment of women should only be included for Performance Indicator 11 (Gender Architecture). Funds for consultants, for example to develop gender policies, conduct gender audits or develop training programmes, can be included in resource requirements for relevant individual Performance Indicators.

4. **Responsibility for follow-up:** The UN-SWAP seeks to clarify staff and departmental responsibility for gender mainstreaming and for meeting/exceeding the Performance Indicator relevant to their mandate. To encourage decentralization of responsibility and accountability for the achievement of gender equality and the empowerment of women within each UN entity, where possible, staff other than the gender focal point(s) or gender unit should be assigned responsibilities for follow-up in the action plans. Designation of senior management as responsible for follow-up is also highly encouraged in order to strengthen accountability.

UN-SWAP Performance Indicator Business Owners

A good practice in shared responsibility is **identifying ‘Business Owners’ for each of the UN-SWAP Performance Indicators**. The Business Owners can be responsible for:

- (i) determining actions to ensure that the Performance Indicators are met;
- (ii) communicating and championing gender equality in their areas of work; and
- (iii) reporting against the Performance Indicator.

The Business Owners should be supported by the Gender Office/main UN-SWAP Focal Point, who provides overall technical advice, coordination and coherence.

Generic Terms of Reference for a network of UN-SWAP Performance Indicator Business Owners is available in Annex 4.

Joint Inspection Unit (JIU) review of UN-SWAP 1.0

During 2018-2019 the Joint Inspection Unit (JIU) conducted a [Review of UN-SWAP 1.0](#), which included a desk review, questionnaires to UN Women and 55 reporting entities, an online survey, a series of interviews and a focus group discussion. The Review also includes an analysis of enabling factors and best practices for each UN-SWAP 1.0 Performance Indicator.

The thorough Review concluded that the 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 in most participating entities, as well as a system-wide achievement.

The JIU Review of the UN-SWAP contains five recommendations aimed at further improvements, addressed respectively to the members of the Chief Executives Board for Coordination, the executive heads of the reporting entities, the Under-Secretary-General/Executive Director of UN-Women and to the legislative and governing bodies of the United Nations system organizations. These recommendations aim at enhancing credibility in the implementation of SWAP, increasing the ownership of reporting entities and reinforcing accountability by executive heads and governing bodies.

Recommendations from the JIU Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (JIU/REP/2019/2)

1. Considering that UN-SWAP is based on self-assessment, quality assurance mechanisms in place in the reporting entities should be assessed regularly to ensure that ratings by indicator are accurate and are appropriately supported by evidence.
2. The members of the CEB are invited to undertake a comprehensive review of the results achieved following the implementation of the first phase of UN-SWAP and endorse the framework as revised in 2018 which was expanded to promote more sustainable achievements by UN Country Teams at the field level.
3. UN-Women is encouraged to review the content of the report formally presented by the

United Nations Secretary-General to the Economic and Social Council, notably to indicate the progress made by individual reporting entities, the drivers of success and the challenges they face.

4. The legislative and governing bodies of the United Nations system organizations should review the UN- Women annual letter addressed to executive management that should be accompanied by the measure proposed by executive management to be undertaken to improve compliance with the indicators and expected contribution to gender equality and the empowerment of women.
5. An independent assessment of effective progress towards gender mainstreaming to promote gender equality and the empowerment of women should be undertaken within each of the UN participating organizations, possibly using UN-SWAP as a benchmark.

In response to the JIU Review recommendations, UN Women is publishing individual UN entity performance results against the UN-SWAP 2.0 framework on its website annually.⁷ For a stronger evidence base in the UN-SWAP 2.0 reporting, entities are required to upload the necessary documents to substantiate the self-assessment outlined for each Performance Indicator. In the same vein, entities are also encouraged to conduct UN-SWAP peer reviews included among the requirements for the Performance Indicator 17 on Coherence.

Additional

This updated version of the Technical Guidance also includes an Annex which clarifies the reporting requirements for Secretariat entities which have a mainly administrative focus and Training and Research Institutes. This is accompanied by additional sections containing a step-by-step checklist for each indicator to support you to determine your entity's rating. The checklist includes information on the reporting questions for each rating you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the types of documents that can be uploaded to support your rating.⁸

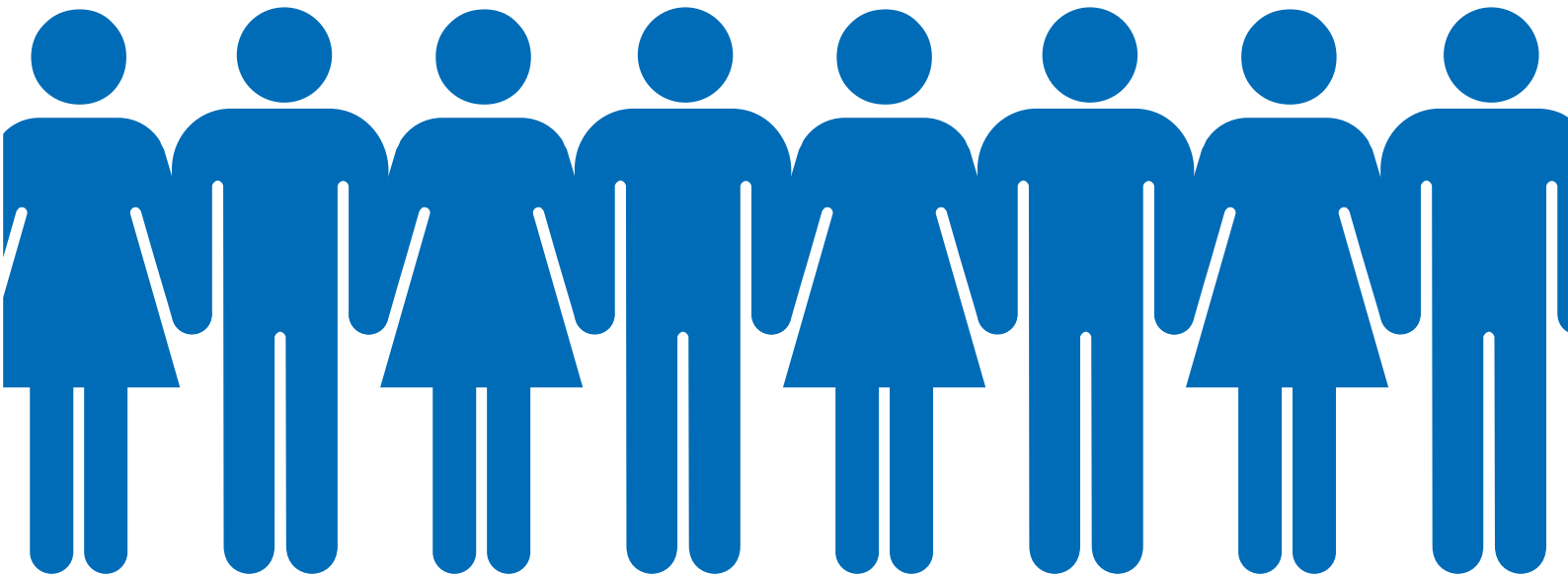
***NOTE:** Please do not include acronyms in reporting. It is important to include full titles and office/department names.

For technical support or any clarifications, please contact the UN-SWAP Help Desk: unswap.helpdesk@unwomen.org

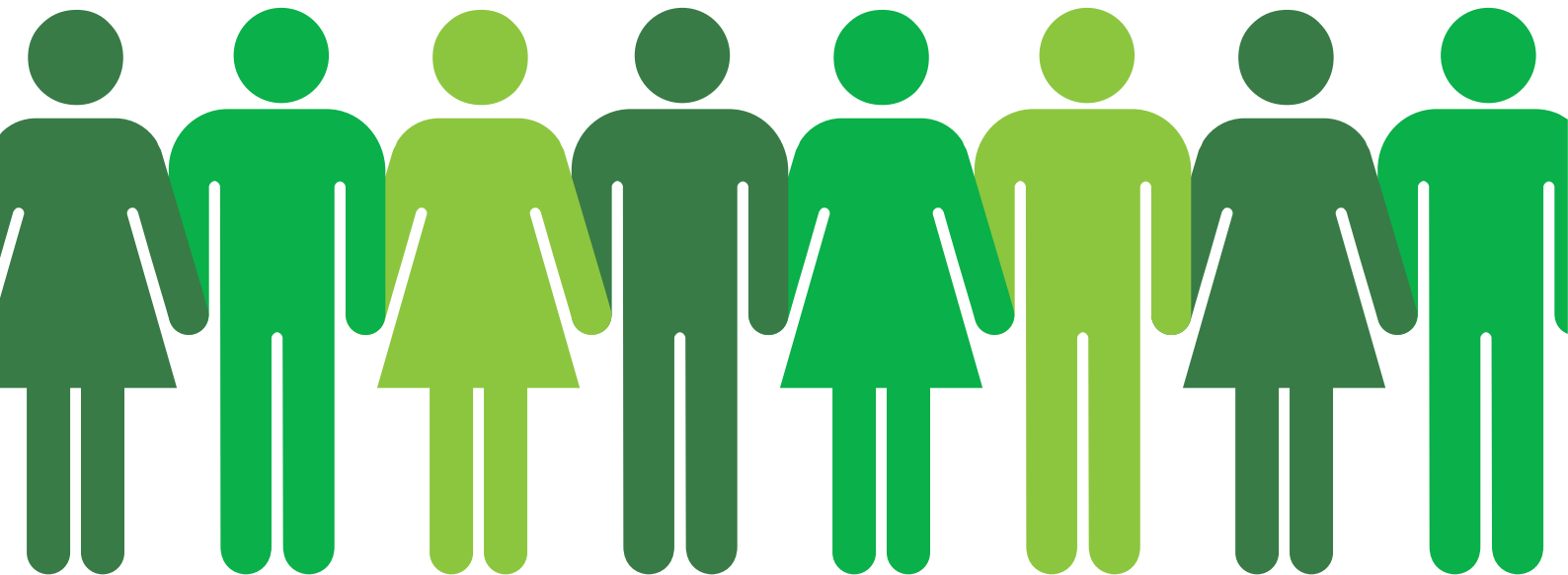
⁷ UN-SWAP results by entity: <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability/un-swap-results>

⁸ Checklists are not included for PI 4: Audit, PI5: Evaluation, PI 14: PSEA & SH, PI 15: Equal Representation for Women and PI16: Knowledge Management and Communication

I. GENDER-RELATED SDG RESULTS



A. RESULTS-BASED MANAGEMENT






**PERFORMANCE INDICATOR
01**

**STRATEGIC PLANNING
GENDER-RELATED SDG RESULTS**



01. Performance Indicator: Strategic Planning Gender-related SDG results

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|--|--|
| <p>1ai. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process</p> <p>and</p> <p>1a.ii. At least one high-level result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent</p> | <p>1bi. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process</p> <p>and</p> <p>1b.ii. At least one high-level transformative result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent</p> <p>and</p> <p>1b.iii. Adequate resources, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity's budget document</p> | <p>1ci. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process</p> <p>and</p> <p>1c.ii. At least one high-level transformative result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent</p> <p>and</p> <p>1c.iii. Adequate resources, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity's budget document</p> <p>and</p> <p>1c.iv. Indicators in the strategic planning document and/or related results framework integrate a gender perspective</p> |



Strategic Planning and gender-related SDG Results

The Beijing Platform for Action promotes both mainstreaming and targeted approaches to achieve GEEW, known as a twin-track approach. The SDG outcome document retained this twin-track approach by mainstreaming gender throughout and including targeted measures through SDG 5.

Experience has also demonstrated that mainstreaming gender throughout the high-level results of UN entities' main strategic planning documents alone is insufficient to advance GEEW. Both a specific high-level result as well as mainstreaming gender across strategic planning documents is required.

By integrating at least one high-level results on GEEW in their main strategic planning documents, UN entities commit to actively pursue transformational change towards GEEW – akin to SDG 5 on gender

equality – with the expected sustained focus and adequate resourcing. This enhances accountability and transparency on GEEW-related results with external stakeholders and enhances oversight by Governing Bodies on entity’s delivery on GEEW results.

However, it also remains essential to mainstream gender across strategic planning documents – similar to the SDG framework – to ensure that all high-level results are working to advance or accelerate GEEW. This involves also ensuring that gender-related indicators are embedded throughout to ensure that data is collected for tracking effects on GEEW across all entity interventions and allows for conducting more robust intersectional gender analysis to inform strategic planning and course corrections.

Finally, the best planned results cannot be achieved without the resources needed – financial and human – to implement them. The overwhelming evidence also points to an under-investment on GEEW within the SDG framework which is replicated in UN entity strategic planning. Ensuring the adequacy of resourcing for high-level GEEW results within strategic plans is essential for accelerating GEEW and this is supported by Performance Indicator 9 and 10.

The [Guidance on mainstreaming gender considerations into strategic plans](#) aims to support entities in reflecting GEEW in the most appropriate way into their main strategic planning document



Who is the business owner for this indicator?

Strategic Planning Units would act as the business owners for this indicator. For entities that do not have such units or focal points, the UN-SWAP Focal Point should identify the most appropriate business owner within the entity.



What are the requirements for this indicator?

There are **four key requirements** for this indicator that entities are asked to progressively achieve progress on during the UN-SWAP 3.0 period.

Requirement 1: Entities should carry out an ***intersectional gender analysis***, incorporating sex-disaggregated data, throughout strategic planning processes.

Requirement 2: At least ***one high-level (transformative) result on gender equality and the empowerment of women that is directly linked to SDG achievement*** is included in its ***main strategic planning document or equivalent***

Requirement 3: Adequate resources, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity’s budget document

Requirement 4: Indicators in the strategic planning document and/or related results framework ***integrate a gender perspective***.

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing ***useful resources, examples*** and a ***step-by-step checklist*** to support you to determine your entity’s rating.

The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating.

Requirement 1: Intersectional Gender Analysis

| | |
|------------------------------|--|
| Approach requirements | ai, bi, ci, di. An intersectional gender analysis , incorporating sex-disaggregated data, is carried out throughout its strategic planning process |
| Meet requirements | |
| Exceed requirements | |

To *approach, meet and exceed requirements*, entities are expected to demonstrate that they have *conducted an intersectional gender analysis that has informed the development of their strategic plan*.

Intersectional analysis involves an examination of how multiple identities or forms of inequalities intersect to create unique contexts and/or different inequalities. An intersectional gendered analysis centres gender (or women and girls) at the heart of intersectional analysis – e.g., understanding the how the different identities of women and girls affect their lived experiences, inequalities and the discrimination they may face, etc.).

Entity strategic planning processes should demonstrate that they have conducted and incorporated an intersectional gender analysis to inform the development of the main strategic plan document. This involves:

- Using sex-disaggregated data collected
- Considering the varying identities of women and girls may affect inclusion or exclusion from the benefits of the planned results
- Targeted specific populations of women and girls who may have increased marginalization

The forthcoming Intersectionality Informed Gender Analysis Toolkit (IANWGE) and other entity-level guidance and tools can support your entity to conduct this analysis.

Requirement 2: High-Level Result

| | |
|------------------------------|--|
| Approach requirements | aii, At least one high-level result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent |
| Meet requirements | bii and cii. At least one high-level transformative result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent |
| Exceed requirements | |

To *approach requirements*, an entity should include **at least one high-level entity result statement in the main strategic planning document**. This result should reflect the main work of the entity on GEEW. For programmatic entities, the result should be directly linked to SDG achievement. For non-programmatic entities, the result can be indirectly linked to SDG achievement.

While the specific format of the **main strategic planning document** differs, most UN entities have a central strategic plan that **governs their overall work** (e.g., *Programme Budget for Secretariat Entities, Strategic Plans for Funds and Programmes, etc.*). Entities with multiple strategic planning documents should opt to use the most relevant for UN-SWAP reporting purposes.

A **high-level result statement on GEEW** is an impact or outcome-level result or equivalent that guides the strategic orientation of the entity that is included in the main strategic planning document. It states **what the entity expects to contribute to or achieve related to GEEW** - what it commits to be accountable for achieving. Neither a high-level result included in a **gender policy or equivalent** or **sub-outcomes, outputs or equivalent** within main strategic planning documents would not satisfy the requirement of this indicator. Similarly, results statements that **only include lists of “vulnerable” groups, including women, or which group women with others such as “women and children”**, do not meet the requirement because the focus is not GEEW.

In addition, the high-level result on GEEW should **directly contribute to the SDG achievement** – SDG 5 or any relevant SDG for the entity. A high-level result **indirectly contributing to SDG achievement** – those focused on gender mainstreaming or GEEW institutional results (e.g., gender parity within the entity) **would not meet this requirement for all but non-programmatic entities** (e.g., UNOG/V/N, DGACM, etc.).

To *meet or exceed requirements*, entities should **include at least one high-level result on GEEW that is transformative**. While entities will need to determine and make explicit what constitutes a transformative results within their context (e.g., entity-specific definitions, guidance, etc.), the standard definition according to [UN Women’s Handbook on Gender Mainstreaming for Gender Equality Results](#), has been modified for the purposes of this indicator:

- **Gender Transformative Results** - those results than have been successful in contributing to a **change in the structures and power dynamics that underlie gender-based inequalities**, discrimination, and exclusion. Such results address the systemic and structural causes of gender inequality - such as challenging gender norms, stereotypes, sociocultural attitudes and behavior and power relations at all levels that reinforce inequality, discrimination, and exclusion. Often, these are higher level results achieved through consistent implementation of policies and programmes over a longer time period - but not always. They can be gender-responsive or gender-specific.

The UN Functions **typology** developed below⁹ may help you to develop new and/or revised high-level strategic result on GEEW connected to SDG achievement (and gender mainstreaming or institutional high-level results for non-programmatic entities).

| |
|---|
| Policy Advice and Thought Leadership: Offering strategic insights and recommendations to improve UN development operations. |
| Data Collection and Analysis: Gathering and analyzing data to assess the effectiveness of UN development programs. |
| Capacity Development/Technical Assistance: Supporting countries in building their capacity to implement development initiatives. |
| Convening/Partnerships/Knowledge Sharing: Fostering collaboration among different UN agencies and stakeholders to achieve development goals. |
| Direct Support/Service Delivery: Help governments or other actors to directly deliver or implement programmes particularly in countries in special situations, such as areas affected by conflict, displacement and disasters. |
| Financing for development: Examining funding mechanisms and resource mobilization for sustainable development. |

⁹

| |
|---|
| Support Functions: Activities/sub-outputs which include but are not limited to finance, procurement, human resources, legal, facilities, ICT, and other administrative services. |
| Other (including coordination): Any function that doesn't fall into other categories, including coordination and support to the UN system |

Requirement 3: Adequate Resources

| | | |
|-----------------------|--|---|
| Approach requirements | | N/A |
| Meet requirements | | biii and ciii. Adequate resources , both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity's budget document |
| Exceed requirements | | |

To “**meet and exceed requirements**”, entities should be able to demonstrate that **adequate human and financial resources have been allocated to implement the transformative gender-related high-level result/s** included in the main strategic planning document or equivalent.

This information is normally included in the budget document accompanying the main strategic planning document or may be integrated within the planning document itself (e.g. *UN Women Results and Resources Framework*) or described elsewhere within annexes (e.g., *human resource plan, etc.*)

While determining the **adequacy of the financial and human resources** allocated to deliver the result is arguably a somewhat subjective process, planning documents nevertheless should provide some **justification or demonstrate the analysis used to arrive at the adequate level of resourcing** (e.g., **financial figures, human resources plan, etc.**). This can be done by:

- Reviewing the achievement of **past or similar high-level gender-related results** to analyse if resources allocated were sufficient to achieve what was planned. If not, would additional resourcing have made a difference?
- Conducting cost benefit and cost-efficiency analysis or **adopting standard criteria** for systematically determine resource allocations across all high-level results within the main strategic planning document.
- Determining if resource allocations are in line with **system-wide and/or entity-level benchmarks/targets** for allocating resources to advance GEEW.

Ultimately, **an assessment of the adequacy of resources allocated for achieving high-level GEEW results is connected to the delivery of results** – achievement of results or being on track to achieve results which is the focus of Performance Indicator 3 – and reporting against that indicator is useful for determining adequacy of resourcing.

Requirement 4: Indicators

| | | |
|-----------------------|--|---|
| Approach requirements | | N/A |
| Meet requirements | | civ. Indicators in the strategic planning document and/or related results framework integrate a gender perspective. |
| Exceed requirements | | |

To exceed requirements, entities should demonstrate that the **indicators across their strategic plan integrate a gender perspective**. This means that in addition to a specific high-level result on GEEW, gender is also mainstreamed across all strategic plan results frameworks. Gender-sensitive or responsive indicators allow entities to measure gender equality changes over time across the implementation of their strategic plan. For example, if there have been equal and fair benefits to both women and men, or if targeted populations (e.g., women and girls) positively benefits as intended, etc. Such indicators usually focus on:

- ensuring the collection of **sex-disaggregated data**.
- using both **qualitative and quantitative indicators**.
- adopting **gender-sensitive measures and methods** to track changes in gender equality; and
- tracking **unintended consequences** (e.g., backlash, regression, etc.).

Entities can also make use of:

- **gender statistics**, which can measure gender gaps in areas like education, health, and the labor market.
- **context indicators**, which can be used to monitor the position of women in different policy areas and any gender gaps.
- **application indicators**, which can measure the characteristics of a target population,
- **gender impact indicators**, which capture the broader gender equality results of an intervention, usually linked to transformative results.

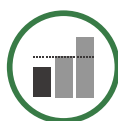
By collecting gender-related data through indicators embedded across the strategic results framework, entities will systematically collect the data needed for conducting a robust intersectional gender analyses to inform its next strategic planning document or revisions needed at mid-term.



Evidence base

Examples of documents to attach to substantiate reporting:

- Strategic Plan/Strategic Framework or equivalent
- Management Plan
- Intersectional Gender Analysis
- Demonstration of adequate resource allocation
- Sample gender-sensitive or responsive indicators



Useful resources

- [Guidance on mainstreaming gender considerations into strategic plans \(UN Women\)](#)
- Intersectionality Informed Gender Analysis Toolkit (IANWGE) – *forthcoming*
- [Intersectional Gender Analysis Toolkit \(IOM\)](#)
- [Gender responsive indicators: Gender and NDC planning for development \(UNDP\)](#)
- [Gender Transformative Accelerator Tool of the Global Programme to End Child Marriage \(UNFPA and UNICEF\)](#)



Examples

Intersectional Gender Analysis

High Level Result

Some *examples of high-level results on GEEW that are directly linked to SDG achievement* that have been included in entity strategic planning documents include:

- **ECA Subprogramme 6 (2022): GEEW:** Result 1: harnessing the demographic dividend in Africa with gender equality; Result 2: assessing the cost of achieving Sustainable Development Goal 5 in five selected countries. Result 3: enhanced capacity of member States to address gender equality in the economic and digital transformation of African countries
- **ECLAC Proposed programme budget for 2022 - Subprogramme 5 - Mainstreaming the gender perspective in regional development:** Result 1: expanding and strengthening capacity for gender statistics in Latin America and the Caribbean (result carried over from previous years); Result 2: strengthening statistical capacities from a gender perspective (result carried over from previous years); Result 3: increased capacity to formulate and develop gender equality policies (new result for 2022).
- **ESCAP Programme budget for 2023:** Result 1: Harnessing innovative technologies to enhance women's access to financial services (under Subprogramme 2 Trade, investment and innovation)
- **UNCCD Strategic Framework 2018-2030:** "Local people, especially women and youth, are empowered and participate in decision-making processes in combating DLDD"
- **FAO Updated Result framework 2022-25:** Principle "Better Life: Promote inclusive economic growth by reducing inequalities (urban/rural areas, rich/poor countries, men/women) - BL1: Gender Equality and Rural Women's Empowerment – Outcome: Women's equal rights, access to and control over resources, services, technologies, institutions, economic opportunities and decision-making ensured, and discriminatory laws and practices eliminated, through gender-responsive policies, strategies, programmes and legal frameworks.
- **ILO Programme and Budget 2022-23:** Outcome 6 "Gender equality and equal opportunities and treatment for all in the world of work."
- **WHO Programme Budget 2022-2023:** "Improved access to quality essential health services irrespective of gender, age or disability."
- **UNODC Strategy (2021-2025):** "Outcome 3. Violence against women is prevented, and increased access to gender-responsive justice for women and girl victims of violence or in vulnerable situations; Outcome 5. Comprehensive and gender-responsive penal and prison reforms implemented to reduce the overuse of imprisonment, prison overcrowding and other prison challenges, including radicalization and violent extremism in prisons"
- **OHCHR Office Management Plan 2018-21 (extended to 2023):** The Plan includes 4 high-level transformative result on gender equality and the empowerment of women which will contribute to meeting SDG targets:




- Accountability pillar: • A.3 International, regional and national justice systems respond more effectively and without discrimination to gender-related crimes. (SDGs 5 and 16)
- Non-discrimination pillar: • ND.3 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) • ND.4 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. – (SDGs 5)
- Development pillar: • D.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. – (SDGs 3, 5)
- Organizational Effectiveness Action Plan on Diversity and Inclusion: • OEAP result: OHCHR culture and workforce is more diverse and inclusive, staff are treated with equality, dignity and respect; and greater data usage informs decision making with accountability measures established.
- **UNFPA Strategic Plan 2022-2025:** “Outcome 3: Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings.”

**PERFORMANCE INDICATOR
02**

**REPORTING AND USE OF DATA ON
GENDER-RELATED SDG RESULTS**



02. Performance Indicator: Reporting and Use of Data on Gender-related SDG results

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|---|
| <p>2a. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent.</p> | <p>2bi. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent.</p> <p>and</p> <p>2bii. High-level transformative result(s) on gender equality and the empowerment of women that are directly linked to SDG achievement reported to its Governing Body or equivalent by systematically utilizing sex-disaggregated data in its strategic plan monitoring and reporting.</p> | <p>2ci. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent.</p> <p>and</p> <p>2cii. High-level transformative result(s) on gender equality and the empowerment of women that are directly linked to SDG achievement reported to its Governing Body or equivalent by systematically utilizing sex-disaggregated data in its strategic plan monitoring and reporting.</p> <p>and</p> <p>2ciii. Gender analysis informs the allocation of adequate resources for gender equality and the empowerment of women.</p> |



Reporting on and using gender-related SDG Results

As part of the RBM process, entities are expected to establish **monitoring and reporting systems** to track and measure the progress made against planned results. This holds true of gender-related SDG results as well.

Planning and incorporating gender-related results within strategic plans or key programming documents is meaningless if entities are not able to **demonstrate to what extent progress is being made** and when course corrections or changes may be needed. The use of the data to inform entity **decision making on prioritization and allocation of resources** is a crucial lever to accelerate progress when it is lagging expectations. Monitoring and reporting on results is also a key aspect of entity **accountability and transparency** to Governing Bodies or equivalent on their progress in supporting gender-related SDG results.

This indicator is meant to ensure that entities monitoring and reporting systems provide robust and meaningful gender-related results data, as well as systematic sex-disaggregated and intersectional

data is collected across the entity. Finally, it encourages entities to conduct gender analyses of the data collected to support more adequate resource allocations to accelerate progress on GEEW.



Who is the business owner for this indicator?

Strategic Planning Units would act as the business owners for this indicator. For entities that do not have such units or focal points, the UN-SWAP Focal Point should identify the most appropriate business owner within the entity.



What are the requirements for this indicator?

There are **three key requirements** for this indicator that entities are asked to progressively achieve progress on during the UN-SWAP 3.0 period.

Requirement 1: Entities should have *guidance on how to measure and report gender-related SDG results that includes utilizing an intersectional approach and sex-disaggregated data* developed and provided by the Strategic Planning Unit or equivalent.

Requirement 2: Entities should *report its high-level transformative result(s)* on gender equality and the empowerment of women that are directly linked to SDG achievement to *its Governing Body or equivalent* by systematically utilizing sex-disaggregated data in its strategic plan monitoring and reporting.

Requirement 3: *Gender analysis informs the allocation of adequate resources* for gender equality and the empowerment of women.

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources, examples** and a **step-by-step checklist** to support you to determine your entity's rating. The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating.

Requirement 1: Guidance on measuring and reporting gender-related results

| | |
|-----------------------|---|
| Approach requirements | ai, bi and ci. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent. |
| Meet requirements | |
| Exceed requirements | |

To *approach, meet and exceed requirements* for this indicator, an entity should have **developed and/or updated guidance available on how to measure and report on gender-related SDG results at the strategic plan programmatic level**. This can be incorporated within RBM guidance or developed as a stand-alone guide. Regardless of the format that works best for your entity, the guidance should provide clear information on:

- developing **results statements** that are aligned with the entity’s expected contributions to support SDG achievement and/or gender-responsive or transformative.
- developing **quantitative and qualitative indicators** that will effectively measure change on GEEW and gender indicators overall to collect sex-disaggregated and intersectional data systematically.
 - Systematic disaggregation by sex should be carried out along with disaggregation by other key social variables such as disability, age, and ethnic status. Combining sex-disaggregation with other forms of disaggregation provides entities with more complete data from which to make decisions on who to support and how.
- monitoring or other data collection **tools and templates** to capture social change processes (e.g., surveys, etc.)
- use of the **monitoring and reporting platform** to input sex-disaggregated and intersectional data and conduct analysis
- quality assurance of data for reporting.

Finally, the guidance should be **available and easily accessible** to all staff within the organization. Ideally, **training** is also provided on its use.

Requirement 2: Reporting results to Governing Bodies (or equivalent)

| | |
|------------------------------|---|
| Approach requirements | N/A |
| Meet requirements | bii. and cii. High-level transformative result(s) on gender equality and the empowerment of women that are directly linked to SDG achievement reported to its Governing Body or equivalent by systematically utilizing sex-disaggregated data in its strategic plan monitoring and reporting. |
| Exceed requirements | |

To *meet and exceed requirements* for this indicator, entities should demonstrate that:

- they **systematically collected sex-disaggregated data** through the strategic plan monitoring and reporting process
- and**
- that they **used this data to report on the high-level transformative gender-related result(s)** directly linked to SDG achievement to **Governing Bodies or equivalent**.

This implies **quality implementation of the guidance to measure and collect information not only on gender-related results, but also sex-disaggregated data across strategic plan results**. Entities should be able to demonstrate the collection of sex-disaggregated data across their main strategic planning document. Intersectional sex-disaggregated data can also be demonstrated as relevant to the entity mandate. Where sex-disaggregated data is less available, e.g. in some conflict situations or countries with relatively weak statistical systems, this should be acknowledged as a key information gap.

Entities should also include in the narrative the ways in which sex-disaggregated data has been used to impact policy and programming. For example, counting the numbers of women and men participants and noting disparities will have limited use unless this data feeds into processes that reduce these disparities. This requirement (and requirement 3 below) call for not only systematic disaggregation of data by sex but also demonstrated use of that data.

Ideally, the sex-disaggregated and intersectional data is incorporated in reporting to Governing Bodies or equivalent to provide a more complete picture of the results achieved (or not), but particularly in reporting on high-level transformative gender-related results that support SDG achievement. Some additional guidance includes:

- Results can be reported as **part of overall reporting on strategic plans or organized as a special session or informal session** on gender-related results could be organized to highlight the issue for attention.
- Reporting may be annual, biannual or another periodicity in line with entity reporting requirements, but to allow for accountability and oversight by Governing Bodies **reporting every two years is recommended**.
- Reporting should include information available since the last report to Governing Bodies and ideally **specify links and contributions to SDGs**, with particular attention to SDG 5 when relevant.
- Reporting should highlight **intersectional gender-related results** when possible.

Note: Entities may report with a time lag of one year if their planning cycle requires this (e.g., when a strategic plan report is not available until after UN-SWAP reporting is finalized).

Requirement 3: Using gender analysis of reporting to inform resource allocation

| | |
|-----------------------|--|
| Approach requirements | N/A |
| Meet requirements | |
| Exceed requirements | ciii. Gender analysis is used to inform the allocation of adequate resources for gender equality and the empowerment of women. |

To *exceed requirements* for this indicator, entities are called on to **conduct a gender analysis of monitoring and reporting data** collected at the strategic level and **use this data to ensure that adequate resources are allocated to GEEW**, e.g., to address the scale of gender inequality that the analysis reveals.

According to the [UN Handbook on Gender Mainstreaming for Gender Equality Results](#), gender analysis is a tool to:

- Identify major areas of gender-based inequality, discrimination, and exclusion and specific challenges and constraints, as well as the actions needed to address them; and
- Reveal opportunities for building on the knowledge, experience, contributions, and leadership of women, men and gender-diverse persons, and for meeting their self-expressed needs, priorities, and aspirations.

Gender analysis often addresses issues of gender roles, time-use and the division of labor and responsibilities; access to and control over resources, both natural and productive; access to essential services, infrastructure, and labor-saving technologies; participation in decision-making and access to information; and time use and the care economy. At the strategic level, it also addresses issues of gender relations (including power relations between women and men, as well as persons from marginalized groups, such as LGBTQI+ and persons living with a disability); underlying causes of gender- and socially based inequality, discrimination, and exclusion/ intersectionality and **potential for transformative change, results, rights, and inclusion in line with Agenda 2030**.

The gender analysis of strategic plan monitoring data that is intersectional and sex-disaggregated can provide useful insights, uncover blind spots and provide needed evidence to support decision-making on resource allocations. Demonstrating the potential for transformative change through gender analysis can support advocacy to enhance strategic planning and resource allocations to achieve gender-related SDG results.



Evidence base

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

- Guidance on measuring and reporting gender-related SDG results
- Report to the Governing Body on the entity strategic plan using systematic sex-disaggregated data
- Using reporting data to inform resource allocations

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



Useful resources

- [Framework to measure and report on gender-related SDG results](#) (UNODC)
- [Gender-Responsive Results Based Management](#) (UNHCR)
- [UNICEF Global Annual Results Report: Gender Equality](#) (UNICEF)
- [Guidance on core indicators for entity reporting on contribution towards implementation of the Sustainable Development Goals](#) (UNCTAD)
- [Handbook on Gender Mainstreaming for Gender Equality Results](#) (UN Women)



Examples

Developing guidance for measuring and reporting gender-related results (forthcoming).

Reporting to Governing Bodies

The **United Nations Office on Drugs and Crime (UNODC)** reports on the high-level result on GEEW through several regular reports. For the past years, UNODC has been reporting on GEEW in the strategic plan reporting of the UN Secretariat – the Annual Programme Plan and Performance report, reviewed by Governing Bodies, comprising the Commission on Narcotic Drugs (CND) and the Commission on Crime Prevention and Criminal Justice (CCPCJ), and has been providing regular

reports to the Governing Bodies on implementation of the UNODC Strategy Gender Equality and the Empowerment of Women 2018-2021, as well as its successor the UNODC Strategy Gender Equality and the Empowerment of Women 2022-2026. Among other things UNODC's contributions towards the achievement of the 2030 Agenda were presented during the Session 65 of the Commission on Narcotic Drugs, which was held between 8 and 9 December 2022 and the CCPCJ considered a gender perspective and vulnerabilities of children and youth in contact with the criminal justice system during its second thematic discussion of the implementation of the Kyoto Declaration from 5 to 7 December 2022.

Furthermore, the UNODC annual results-based report, shared with Member States in UNODC's Governing Bodies, includes gender reporting throughout all thematic areas at the global, regional, and national level, encouraging projects and programmes to report significant achievements and challenges related to gender and linking these to relevant SDG targets. The reporting template for the Annual Programme and Project Progress Reports also contains a section on cross-cutting issues which includes how projects mainstreamed or promoted gender equality across their interventions.

Also, in 2022 formal and informal briefings sessions for Member States and staff on the gender-related aspects of UNODC's mandate and areas of work were organized. Since 2017, "Mainstreaming a gender perspective into the practices, policies and programmes of the UNODC" has been a standing agenda item of the Standing Open-Ended Intergovernmental Working Group on Improving the Governance and Financial Situation of the UNODC (FINGOV), which submits its recommendations to the decision-making bodies of the Offices. The Gender Team together with HRMS provides regular updates on the implementation of its Strategy for Gender Equality and the Empowerment of Women, at these meetings.

Using reporting data to inform resource allocations

The **United Nations Population Fund (UNFPA)** strives to systematically use sex-disaggregated data in its Strategic Plan 2022-2025. Almost all the outcome indicators are disaggregated by sex and by one or more of the UNFPA 'left furthest behind' factors and characteristics: (a) gender; (b) age; (c) culture, ethnicity, race, language and religion; (d) disability; (e) location; (f) migration, asylum, refuge and displacement status; (g) key populations; (h) socioeconomic status and related factors; and (i) other factors such as HIV and AIDS.

Reporting every two years to the Governing Body or equivalent on implementation of the entity's gender equality and empowerment of women policy.




The **United Nations Population Fund (UNFPA)** reports annually to the Executive Board (Governing Body) on implementation of the SP including UNFPA's contribution to gender equality and empowerment of women, as well as on its SWAP performance. This reporting includes on UNFPA's Gender Equality Strategy entitled Agency, Choice and Access: UNFPA's Strategy to Promote Gender Equality and the Rights of Women and Adolescent Girls.

United Nations Development Programme (UNDP): The Administrator every year reports to the Executive Board on the implementation of the Gender Equality Strategy. The Administrator presented the annual report on the implementation of the UNDP's Gender Equality Strategy, 2018-2021 in the Report of the annual session of 2022 (see attached) and he will present the first report of UNDP's Gender Equality Strategy 2022-2025 in June of the present year.

**PERFORMANCE INDICATOR
03
ACHIEVEMENT OF GENDER-RELATED
SDG RESULTS**



03. Performance Indicator: Achievement of Gender-related SDG results¹

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|--|--|
| <p>3a. Entity has achieved or is on track to achieve its planned gender-related results which will contribute to SDG achievement.</p> | <p>3bi. Entity has achieved or is on track to achieve its planned gender-related results which will contribute to SDG achievement.</p> <p>and</p> <p>3bii. Entity contributes to gender-related results through joint initiatives and/ or joint programmes or equivalent.</p> | <p>3ci. Entity has achieved or is on track to achieve its planned transformative results on gender equality and the empowerment of women which will contribute to SDG achievements.</p> <p>and</p> <p>3cii. Entity contributes to transformative gender-related results through joint initiatives and/ or joint programmes or equivalent.</p> |



What are gender-related results that contribute to SDG achievement?

The ultimate goal of gender mainstreaming by UN system entities is to create the conditions for achieving results towards gender equality and the empowerment of women (GEEW). In fact, the potential of gender mainstreaming to lead to a transformation in gender relations with positive results for gender equality was first identified in the Beijing Platform for Action. This transformative potential has sometimes been referred to as the ‘revolutionary aspect’ of gender mainstreaming. ***The assumption is that institutionally robust gender mainstreaming will lead to enhanced gender-related results through humanitarian, development and peace and security interventions or assistance.***

All UN entities are asked to outline how expect to contribute to SDG achievement, with ***each entity contributing to a different mix of SDGs based on mandate area and size.*** Within their overall work, all entities are also expected to pursue ***specific gender-related results as part of their overall contribution to SDG achievement.*** This includes results that contribute not only towards SDG 5 (Gender Equality), but across all 17 SDGs.

The expected contributions are ***planned*** (e.g., *Performance Indicator 1 which focuses on strategic planning for gender-related SDG results*) and ***progress towards their achievement is monitored and reported*** on as part of the results-based management approach adopted system-wide. Results are defined as the ***output, outcome, or impact of an intervention or provision of assistance.*** These results can be ***intended or unintended, positive or negative.***

This indicator asks entities to report on the achievement (or progress towards achieving) their planned gender-related results that are expected to contribute to achieving the SDGs. Although Performance Indicator 1 focuses on planning at the strategic level, ***this indicator includes results planned at any level*** – corporate, regional, country, community, programme or project. It excludes institutional results (e.g., results on gender parity) which are captured under separate indicators of this framework. The

results to be reported here are those results which in some way support Member States and other stakeholders – either directly or indirectly – to achieve the SDGs at the national level.

Finally, **entities pursue gender-related results both individually and increasingly jointly with other agencies in line with UN reform efforts** to avoid duplication of efforts, enhance efficiencies and leverage comparative advantages to deliver enhanced and coordinated results. Both types of results will be reported under this indicator.

The goal is for the reporting against this indicator to provide **useful system-wide reporting on gender-related results achieved across the UN system** to enhance accountability and support the identification of gaps and areas for better collaboration. This requires some **prioritization of which results will be reported by mandate and sector/thematic area** based on what will provide the most value and would address existing information gaps.

Quadrennial Comprehensive Policy Review 2020 and 2024

The work of the United Nations system in partnership with governments at national level should “... ensure that the focus is on results and impact as opposed to processes alone”

The United Nations system should be “fully capable of delivering gender equality results”; and ensure “alignment of resources with expected outcomes.”

“Emphasizes that realizing gender equality and the empowerment of women and girls will make a crucial contribution to progress across all the goals and targets of the 2030 Agenda, and reiterates the calls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-Wide Action Plan on Gender Equality and the Empowerment of Women..”



Who is the business owner for this indicator?

Strategic Planning and Reporting Units would act as the business owners for this indicator. For entities that do not have such units or focal points, the UN-SWAP Focal Point should identify the most appropriate business owner within the entity.



What are the requirements for this indicator?

There are **two key requirements** for this indicator that entities are asked to progressively achieve progress on during the UN-SWAP 3.0 period. As you can see, entities are asked to clarify what they achieve individually, as well as through collaboration with other UN entities.

Requirement 1: Entities should **achieve or be on track to achieve planned gender-related results** which will contribute to SDG achievement.

Requirement 2: Entities should contribute to the **achievement of results on GEEW through joint initiatives and/or joint programmes.**

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources, examples** and a **step-by-step checklist** to support you to determine your entity's rating. The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating.

Requirement 1: Achievement of entity specific gender-related results

| | |
|-----------------------|--|
| Approach requirements | 3a. and 3bi. Entity has achieved or is on track to achieve its planned gender-related results which will contribute to SDG achievement. |
| Meet requirements | |
| Exceed requirements | 3ci. Entity has achieved or is on track to achieve its planned transformative results on gender equality and the empowerment of women which will contribute to SDG achievement. |

To *approach and/or meet this requirement*, entities are asked to demonstrate that they have achieved or are **on track to achieve planned gender-related results that will contribute to SDG achievement**.

Again, **this indicator includes results planned at any level** – corporate, regional, country, community, programme or project. It excludes institutional results (e.g., results on gender parity) which are captured under separate indicators of this framework.

Examples of programmatic results include implementation of an international convention; implementation of regional agreements on gender equality and trade; the capacity of counterparts developed; working and living conditions of informal economy workers improved; and implementation of community programmes to halt gender-based violence. These may be single year or less, or multi-year initiatives. Results from emergency and humanitarian programming can also be captured under this Performance Indicator.

According to [UN Women's Handbook on Gender Mainstreaming for Gender Equality Results](#), these are defined as:

Gender-Related Results refer to gender responsive or gender specific results that have not reached a level of transformation – but have the potential to do so if pursued over time. They include:

- **Gender-responsive results** are those attained in the context of interventions focused on other objectives, Gender-responsive results must be:
 - Based on clear gender-equality objectives established through a gender-responsive baseline.
 - Identified and prioritized collaboratively with stakeholders.
 - Included from the design and planning stage and based on a sound and explicit gender-responsive analysis which impacts all subsequent phases of planning and implementation.
 - Explicitly incorporated into the monitoring and evaluation system and assessed at multiple points across the implementation cycle and supported by gender-responsive baselines, targets, and indicators, as well as sex- and age-disaggregated data and gender equality statistics; and
 - Given explicit attention in all capacity- building for results management carried out within organizations and provided to partners.

- **Gender-specific results** are targeted efforts that “focus on gender equality and empowerment of women as the primary objective.” A focus on gender-specific results is important for bringing attention to critical challenges and constraints to gender equality and women’s rights and empowerment.

Entities will be asked to **segregate their results overall by nexus areas –humanitarian, development and/or peace and security** and within each nexus area, **specific results have been prioritized for reporting**. This is meant to make reporting more manageable for entities, but please note that entities will still report if they have achieved or on track to achieve planned gender-related results and provide supporting evidence, **even if they do not have specific results related to the selected priority areas**.

| Gender-Related Results for SDG Achievement | |
|--|---|
| Nexus | Results to Report (<i>preliminary proposal</i>) |
| <i>Humanitarian</i> | <ul style="list-style-type: none"> ○ Building capacities ○ Financing |
| <i>Development</i> | <ul style="list-style-type: none"> ○ Climate change, biodiversity loss and pollution ○ Affordable and clean energy (SDG 7) ○ Clean water and sanitation (SDG 6) ○ Industry, Innovation and Infrastructure (SDG 9) – e.g., inclusive digital technologies ○ Partnerships (SDG 17) <p><i>(Bullets 2 – 5 are SDGs which have zero gender-specific indicators)</i></p> |
| <i>Peace and Security</i> | ○ TBD, in consultation with P&S colleagues regarding information gaps. |
| <i>HDP Nexus</i> | ○ Results reported under this section should demonstrate nexus results. |

Further guidance for results reporting under this indicator:

- Results reported can be of a **normative** (inter-governmental, laws, policies, etc.) or **operational** (programmatic and non-programmatic initiatives) nature.
 - For example, support to Member States and other counterparts, such as civil society, in achieving national, regional and international priorities, for example as set out in the SDGs. This can be through support to development and implementation of policies (i.e. normative results), capacity development, and technical cooperation.
 - Directly achieving results, in some cases working in partnership with non-state actors
 -
- Entities are **encouraged to report results that have been validated by an external assessment** (e.g., evaluation, review, etc.), but it is not strictly required.
- Entities should **aim to report achievement on the highest level of results planned** within their organization – e.g. corporate or country level, as opposed to community level – to demonstrate achievement or on track to achieve results.
- Entities are considered “**on track” to achieved results** if these are reasonably expected to be achieved by the planned completion date.
- Where entities have not had specific results on priority areas, they may **report specific noteworthy results**.

In order to *exceed requirements* for this indicator, entities are expected to demonstrate that they have achieved **transformative gender-related results**. While entities will need to determine and make explicit what constitutes a transformative results within their context (e.g., entity-specific definitions, guidance, etc.), the standard definition according to [UN Women’s Handbook on Gender Mainstreaming for Gender Equality Results](#), has been modified for the purposes of this indicator:

- **Gender Transformative Results** - those results than have been successful in contributing to a **change in the structures and power dynamics that underlie gender-based inequalities**, discrimination, and exclusion. Such results address the systemic and structural causes of gender inequality - such as challenging gender norms, stereotypes, sociocultural attitudes and behavior and power relations at all levels that reinforce inequality, discrimination, and exclusion. Often, these are higher level results achieved through consistent implementation of policies and programmes over a longer time period - but not always. They can be gender-responsive or gender-specific.

Entities may **report on transformative results that meet this definition within or outside of the priority areas**.

Requirement 2: Achievement of joint gender-related results

| | |
|------------------------------|--|
| Approach requirements | N/A |
| Meet requirements | 3bii. Entity contributes to gender-related results through joint initiatives and/ or joint programmes or equivalent . |
| Exceed requirements | 3cii. Entity contributes to transformative gender-related results through joint initiatives and/ or joint programmes or equivalent . |

To **meet** this indicator, entities should demonstrate that they have achieved gender-related results that contribute to SDG achievement through their **participation in joint initiatives and joint programmes**. The UN SDG defines these as:

- **Joint initiatives** are those initiatives where **two or more UN entities work together** from start to finish, on design, planning, and implementation of an intervention that is agreed as part of the inter-agency workplan, without formal agreement (project document) or inter-agency agreement. For example, when three entities join forces to work on improved adolescents' mental health, they plan the activities together, but they implement the activities under their ongoing entity-owned projects or programmes. A joint initiative **does not include** when one agency engages another entity (e.g. through UN2N agreement) as an implementing partner to carry out specific activities or when an agency requests support from another agency to deliver training in a specific area.
- **Joint programmes** are defined as a cooperation strategy that **involves achieving a catalytic development result that depends upon the comparative advantage of two or more participating UN organizations working together** as a team in a highly coordinated and integrated manner – e.g. through a formalized joint programme document that includes a results framework, workplan and budget. There is a clear strategic intent and strong programmatic rationale: (a) contribute to one or more outcomes, national development priorities and related SDGs and b) focus on one or more policy levers, with the potential to catalyze systemic change. Accountabilities, responsibilities and quality standards are clearly defined, and one of three funding modalities is utilized (parallel, consolidated or pass-through).

To exceed this indicator, entities should demonstrate that they have achieved **transformative** gender-related results that contribute to SDG achievement through their **participation in joint initiatives and joint programmes**.

Note: If the joint initiative or joint programme involves UN-SWAP entities, **when possible and beneficial, you can liaise to develop the reporting for this performance indicator**. This can

include developing one narrative that all entities upload and include or developing separate narratives focused on the achievement of results for different SDG targets through the joint initiative/programme.

Again, entities should aim to report against the priority areas but should report if they have engaged in joint initiatives and/pr programmes that have achieved gender-related results in any area.

THEMATIC RESULTS (under testing)

Three dedicated thematic results tabs have been introduced to the platform to collect qualitative data on the following focus areas:

Normative Results: A specific tab serves the purpose to collect additional information about the specific ways in which UN entities engage with Member States on gender-related issues in intergovernmental fora that contributed to a tangible outcome.

- Please indicate the intergovernmental fora in which your entity participated last year (e.g.: CSW, HLPF, UNGA, COP, Human Rights Council, UN Security Council, Peace Building Commission, G7, G20, International Labour Conference, World Health Assembly, ECOSOC, Regional fora (i.e. African Union, ASEAN, etc.))?
- Can you provide an example of how your entity's specific engagement contributed to the result (e.g.: policy advisory support, capacity-building, or advocacy, technical support (drafting resolutions/agreed conclusions), logistical support, staffing support, other)? Please share your observations on the effectiveness of the support provided.
- Please share the main concrete outcomes in gender equality and the rights and empowerment of women and girls that resulted from your technical assistance to these fora (e.g: the adoption of a gender-responsive policy, agreement on a resolution, increased capacity of Member States to advance gender equality, etc.)?

Humanitarian Action: A specific tab serves the purpose to collect additional information about the specific ways in which UN entities engage with Member States and humanitarian actors on gender-related issues in humanitarian contexts that contributed to a tangible outcome.

- Please indicate whether your entity has the means to monitor level of humanitarian financing to Women-Led Organizations (WLOs), whether it has established a percentage target of overall humanitarian financing that goes to WLOs which they are working towards meeting and whether that target has been met or exceeded
- Please explain whether the entity has a methodological note for the established target and any plans to move existing benchmark to a higher level.
- *In what ways has increasing funding to LWOs expanded your entities reach in delivering humanitarian assistance?*
- Please provide an example of an engagement (e.g., policy advice, capacity-building, technical support, logistical support, staffing support) with Member States and humanitarian actors on gender-related issues in humanitarian contexts in 2024 and the resulting humanitarian outcome (e.g., improved access to services for women and girls, shifts in gender-responsive humanitarian policies, enhanced protection mechanisms for women and girls, or measurable improvements in access to life-saving services and resources for affected populations)

GEAP additional questions: A specific tab serves the purpose to collect additional information about the GEAP implementation.

1. Has your entity developed its own specific GEAP action plan?
2. How many staff member(s) at USG and ASG level does your entity have and how many participated in a Gender Responsive Leadership training in 2024?
3. What type of resources has your entity allocated specifically for the implementation of the GEAP: Financial Resources, Human Resources, none?
For which GEAP pillars has your entity allocated funding: Clarion call, Gender

Responsive Leadership, Accountability for Gender Equality, Resources, Working with all stakeholders?

4. How much funding [USD] has your entity provided directly to local (country-level) women's organizations in Women, Peace and Security - Humanitarian Action? In which regions?
5. What specific types of support does your entity require to accelerate the implementation of the GEAP: technical assistance, capacity building, additional funding, policy guidance, Other (please describe)?
6. Can you highlight one good practice or successful initiative your entity has implemented in 2024 that significantly contributes to accelerating gender equality under the GEAP framework?

These tabs aim to provide a structured approach for capturing detailed, narrative insights on outcomes and progress related to these thematic areas.



Evidence base

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

- Annual reports and/or donor reports demonstrating that results have been met
- Joint Programme / Programme documents or URLs
- Joint Initiative reports or URLs

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



Useful resources

- [The Gender Snapshot 2024 \(UN Women\)](#)
- [Results-Based Management Handbook \(UN SDG\)](#)
- [Handbook on Gender Mainstreaming for Gender Equality Results \(UN Women\)](#)
- [Gender-Transformative Programming: Selected Case Studies \(UNICEF\)](#)



Examples

Entity Results Achieved

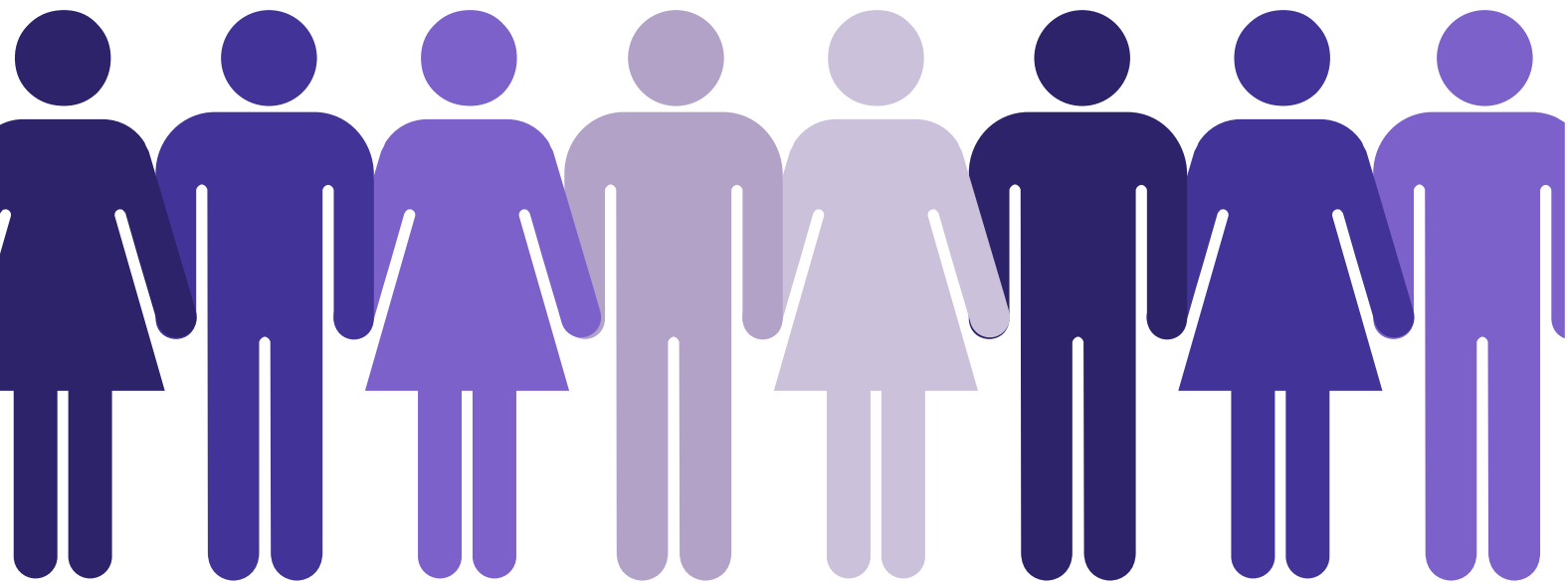
United Nations Children's Fund (UNICEF): The Global Programme's Phase II applies an intersectional, gender-transformative approach to accelerate actions to end child marriage, contributing to SDG 5 on gender equality and the empowerment of all women and girls, and specifically to SDG target 5.3 to eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation. Focus on when and whom to marry; increasing political support, resources, gender-responsive policies and frameworks; engendering respect for laws, including international humanitarian law; and by improving data and evidence on what works. Results of the programme are showing to be transformative as they are contributing to changes in social norms, cultural values, power structures and the root causes of gender inequalities and discrimination. Given the longer-term nature of gender-

transformative change, UNICEF prioritizes the continuous monitoring of norms change across our work at community, systems and other levels.

In 2021, amidst the ongoing impact of the COVID-19 pandemic, innovative adjustments in implementation modalities (e.g. combination of in-person and virtual engagement) helped to mitigate the potential backslide in progress in ending child marriage. A gender-transformative accelerator tool was launched that assesses structural barriers to gender equality, leading to the development of actions across the gender continuum. It was field-tested in Ethiopia, India, Mozambique and the Niger in 2021 and scaled up in 2022.

Joint Results Achieved (forthcoming).

B. OVERSIGHT






PERFORMANCE INDICATOR 04

EVALUATION



04. Performance Indicator: Evaluation

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|--|
| <p>4a. Meets some of the UNEG gender-related norms and applies some of the standards in the 2024 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 2024 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</p> <p>and</p> <p>4cii. Applies the 2024 UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation during all phases of the evaluation.</p> <p>and</p> <p>4ciii. Conducts at least one evaluation to assess the entity's corporate performance on gender mainstreaming or equivalent every 5years</p> |



What is the Evaluation indicator?

The UN-SWAP Evaluation Performance Indicator assesses the extent to which the evaluation reports of an entity meet the gender-related UNEG Norms and apply the Standards and demonstrate effective use of the 2024 [UNEG Guidance on integrating human rights and gender equality](#) during all phases of the evaluation. It also calls on all reporting UN system entities to conduct at least one evaluation to assess the entity's corporate performance on gender mainstreaming every 5 years. This might constitute, but not be limited to, corporate evaluation of gender policy, mainstreaming, and strategy or equivalent".

A well-functioning evaluation system is intrinsic to good project/programme management, in terms of ensuring both accountability and success for the achievement of the 2030 agenda for sustainable development by 2030.

In addition, evaluation is a relevant tool for learning and accountability. Evaluations generate lessons learned and knowledge for future decisions and timely corrections on projects/programme implementation.

UNEG gender-related Norms, Standards and Guidance

[The UNEG Norms and Standards for Evaluation](#) were updated in 2016 and for the first time, included a stand-alone Norm on human rights and gender equality. The new Norm on human rights and gender equality calls on evaluators and evaluation managers to ensure that these values are respected, addressed and promoted, underpinning the commitment to the principle of 'No-one left behind'. Taking into consideration that the UNEG Norms and Standards are the normative framework that guided evaluation policies and guidance of UN entities, the adoption of the stand-alone Norm on Human Rights and Gender Equality is paramount for ensuring it is institutionalized across the UN system.

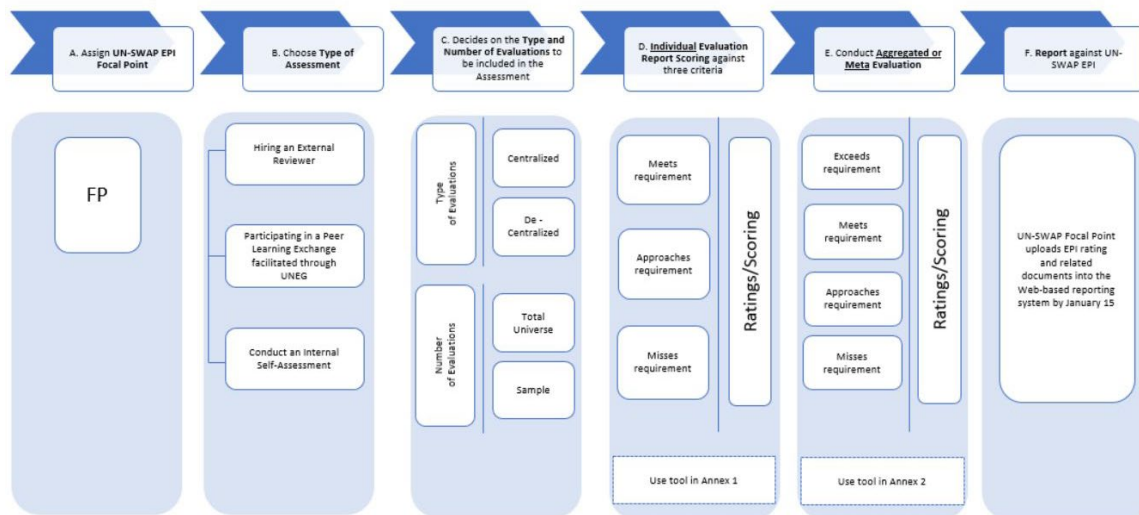


How to use this performance indicator

The use of the UNEG endorsed [UN-SWAP Evaluation Scorecard](#) provides a basis for harmonization across entities by assigning an overall aggregate score for reporting against the UN-SWAP Evaluation Performance Indicator's scaled rating system: missing, approaching requirements, meeting requirements, or exceeding requirements.

An entity should only report 'not applicable' if there is no evaluation unit or evaluations conducted by the entity. However, if no evaluations were conducted in the previous year, the last rating completed should be used with a clear note indicating the year upon which the rating is based. This approach is being used to avoid confusion with those entities that do not have an evaluation unit/conduct evaluation and thus the indicator is 'not applicable'.

Essential steps of the UN-SWAP EPI reporting cycle



What should be included in the UN-SWAP meta-review/evaluation?

For the purpose of reporting against this indicator, UN entities should include in their UN-SWAP meta-review/evaluation only those reports that meet the UNEG definition for evaluation. Although there are some exceptions, the evaluations included should have been finalized in the period being reported: annual reporting cycle January – December.

How many evaluation reports should be assessed for the UN-SWAP EPI reporting?

Evaluations conducted or managed by central evaluation offices and decentralized evaluations can be included. The general recommendation is to include all centralized/corporate evaluation reports. Entities with a decentralized evaluation function can either include the total universe of decentralized evaluations or a sample of evaluations, accurately reflecting the different types of evaluations. Those entities with established quality assessment and meta-evaluation systems are encouraged to include the total universe of evaluations for the year under review.

Those entities selecting a sample of evaluations for meta-review/evaluation should aim to select a representative sample so as to minimize sample bias.

The UN-SWAP Evaluation Scorecard

The UNEG endorsed [scorecard](#) is a tool aimed at assessing [evaluation reports](#) of an entity against three criteria. Through its fourth criterion, the scorecard also calls on all reporting UN system entities to conduct at least one evaluation to assess corporate performance on gender mainstreaming every 5-8 years¹⁰.

The first two criteria look at whether gender equality concerns were integrated in the evaluation scope of analysis and methods and tools for data collection and analysis.

- GEEW is integrated in the evaluation scope of analysis and evaluation criteria and questions are designed in a way that ensures GEEW related data will be collected.
- A gender-responsive methodology, methods and tools, and data analysis techniques are selected.

The third criterion is focused on whether the evaluation report reflects a gender analysis as captured in the findings, conclusions and recommendations – this could be captured in various ways throughout the evaluation report.

- The evaluation findings, conclusions and recommendations reflect a gender analysis.

The fourth criterion is focused on whether the entity has commissioned:

- At least one evaluation to assess corporate performance on gender mainstreaming or equivalent every 5 years.

The scope and title of evaluations to assess corporate performance on gender mainstreaming differs from entity to entity. This might constitute, but not be limited to, corporate evaluation of gender policy, mainstreaming, and strategy or equivalent”.

How to score each evaluation criteria?

UN entities will use the UNEG endorsed UN-SWAP EPI Scorecard to assess each evaluation report using a four-point scale (0-3) rating system for each criterion ([tools are provided in the UNEG endorsed Technical Note and Scorecard](#)). Each of the scoring levels below corresponds to a numbered score:

- 0 = Not at all integrated. Applies when none of the elements under a criterion are met.
- 1 = Partially integrated. Applies when some minimal elements are met but further progress is needed and remedial action to meet the standard is required.
- 2 = Satisfactorily integrated. Applies when a satisfactory level has been reached and many of the elements are met but still improvement could be done.
- 3 = Fully integrated. Applies when all of the elements under a criterion are met, used and fully integrated in the evaluation and no remedial action is required.

It is important to note that decimals should not be used in the scoring of criteria; use only whole numbers.

How to score individual evaluation reports?

After reviewing the [individual evaluation report for each criterion](#), a score is assigned as follows:

¹⁰ The scope and title of evaluations to assess corporate performance on gender mainstreaming or an evaluation of gender equality policy/strategy differs from entity to entity. This might constitute but not limited to corporate evaluation of gender policy, gender mainstreaming strategy, plan or equivalent.

- 0-3 points = Misses requirement
- 4-6 points = Approaches requirement
- 7-9 points= Meets requirement

Since each evaluation report is assessed against three criteria, the maximum number of points that a report can obtain is 9 (3 points for each criteria). For example, if the score is 7 or above, the rating for the evaluation report would be “Meets Requirement”. Use Tool provided in Annex 1 of the [UN-SWAP EPI Technical Note](#).

How to calculate the meta-score?

Once you have filled in the scorecard for each individual evaluation (which requires a new worksheet in the excel spreadsheet) you are ready to calculate the aggregate score in the meta-evaluation scoring sheet. Scores for each individual evaluation are added up and divided by the total number of evaluation reports reviewed (see Annexes 2 and 3).

- 0-3,49 points = Misses requirement
- 3,50-6,49 points = Approaches requirement
- 6,50-9,0 points= Meets requirement
- 9,01-12 = Exceeds Requirement

Please note that when using the UNEG UN-SWAP Scorecard and the Meta-Score Calculation Tool, the additional 3 points for conducting a corporate gender evaluation are to be added only if the average score for evaluations is 6.5 or higher, i.e. in cases where an entity is “meeting requirements” based on the average evaluation score. The additional 3 points cannot, for example, be added to an average score for evaluations that falls between 3.5-6.49 or “approaches requirements” to bring the score up to “meets requirements.”

As mentioned in Annex 3 of the EPI Technical Note, **the requirement of conducting a corporate evaluation on gender mainstreaming is to be considered under the category “exceeds” only.**

A substantive revision of the UN-SWAP technical note and accompanying scorecard will be undertaken in 2025. The revision will include alignment with relevant frameworks and guidance documents, including the UN-SWAP 3.0 framework, the [2024 UNEG guidance on Human Rights & Gender Equality](#), the [2020 UNEG Ethical Guidelines for Evaluation](#), and other key documents.



Evidence base

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

- Aggregated/meta-evaluations
- Completed UN-SWAP Evaluation Scorecards
- Report of corporate gender mainstreaming evaluation
- Management response to the corporate gender mainstreaming evaluation

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

Who is the Business Owner for this indicator?

The adequate establishment and reporting on gender-responsive evaluations would be the primary responsibility of an entity's evaluation unit. Generally speaking, the entity's evaluation unit is expected to be a member of the United Nations Evaluation Group (UNEG) and adhere to the UN norms and standards for evaluation.

Elements derived from the Gender Equality Acceleration Plan (GEAP)

- ✓ The Secretary General will request OIOS to include gender equality indicators emerging from this Gender Equality Acceleration Plan in its standard operating procedures to assess entities' capacity, leadership performance and impact when conducting independent assessments UN of entity/ departments.
- ✓ The Secretary General will further request the UN Evaluation Group to review its evaluation standards in light of this Acceleration Plan.
- ✓ All other entity heads will engage their evaluation and audit departments to ensure that measuring progress against entity gender equality acceleration plans are reviewed and reported on to their governing bodies.

What are the specific requirements for this indicator?



How to approach requirements

To approach the requirement for this Performance Indicator, at least one of the three criteria needs to be assessed at "Satisfactorily Integrated (2)".



How to meet requirements

For an evaluation to "meet requirements" at least one of the criteria needs to be assessed at "fully integrated (3)". For example, if there are three evaluations in the meta-evaluation that have individual scores of 9, 8, and 6 respectively, the sum of the three scores would be 23, which divided by 3 (the number of evaluations under review) would give a mean score of 7.6 points. This would give an aggregate rating of "Meets Requirement".

At a minimum, each UN system entity should aim to "meets requirement" related to this Performance Indicator in terms of integrating gender equality and empowerment of women (GEEW) in their respective evaluations. However, achieving this is only considered a starting point to fully integrating gender dimensions in evaluation processes, rather than an end in and of itself. UN entities should continually strive to "exceeds requirement" if the UN system is to truly benefit from gender-responsive evaluation practice.

Examples of completed Scorecards on how to report against this performance indicator can be found UNEG endorsed [UN SWAP EPI Technical Note](#) - Annex 1 and 2.



How to exceed requirements

In order to exceed requirements, an entity's evaluation reports must 'meet requirements' and that entity must also conduct an evaluation of its corporate gender policies. In other words, for an entity to “exceed requirements,” the aggregate score of its evaluation reports must “meet requirements” by achieving a score of 6,5 points or higher AND it must have conducted a corporate evaluation of its corporate performance on gender mainstreaming. Otherwise, even though an entity conducts a corporate evaluation, but its reports don't meet requirements, its overall score cannot be in the exceed category. Or else, the maximum score for review of evaluation report/s would remain 9, achieving a rating of “meets requirement”.

The [Guidance on Evaluating Institutional Gender Mainstreaming](#) is a practical guide designed for UNEG members, policy and programme evaluators and others who advocate for a common approach to assessing progress of institutional gender mainstreaming (GM) in the United Nations system. This guide responds to recommendations from the UN Women “Review of Corporate Gender Equality Evaluations in the United Nations System”, which was drafted in consultation with UNEG, EvalPartners, and EvalGender, and the revised Evaluation Performance Indicator for the United Nations System-wide Action Plan (UN-SWAP), which identifies a gender equality evaluation as necessary for “exceeding requirements.” The aim of the guidance is to encourage UN entities to conduct more evaluations of their respective institution's GM approach to improve results, and to enhance coherence of information across the UN system on progress made towards gender equality and empowerment of women (GEWE).

Important considerations for the exceed requirement

Please note that any corporate gender mainstreaming/strategy/policy or equivalent evaluation conducted within the five years preceding the period being reported is eligible for consideration. If the corporate evaluation was conducted more than five years prior to the reporting period, then it is ineligible for consideration. This means that an entity must have conducted a corporate evaluation within the preceding five years to achieve “exceeds requirement.”

For example, the **World Food Programme (WFP)** Office of Evaluation completed an evaluation of WFP's Gender Policy in 2014. This means that conditional on the aggregate score of its evaluation reports “meeting requirements”, WFP can add the additional 3 points for the UN-SWAP 2.0 cycle for eight consecutive years, i.e. until the 2021 annual reporting. An entity that completed a corporate evaluation on gender mainstreaming/policy/strategy in 2010, however, would not be entitled to the additional 3 points for its annual UN-SWAP EPI reporting in 2018 and beyond as the entity is due to undertake a new corporate evaluation.

Cognizant of the resource constraints by smaller entities to commission external evaluation of their respective gender policy/strategy, evaluations by internal parties could be considered as adequate to get the additional three points. This is to give those entities that are committed to improve their gender equality policy/strategy the opportunity to reach “exceed requirement”.

The addition of the “exceed category” of evaluations on gender mainstreaming or evaluation of gender equality policy/strategy provides an excellent opportunity for validating institutional progress, particularly given that UN-SWAP annual reports are based on self-assessment.

As a way to demonstrate compliance with the “exceeds requirement” criterion of the UN-SWAP EPI and whether the evaluation is still valid (i.e. less than 5 years old), the evaluation report of corporate performance on gender mainstreaming should be uploaded to the UN-SWAP online Reporting System annually.

Examples of a completed Scorecard on how to report against this performance indicator can be found in [UNEG endorsed UN SWAP EPI Technical Note - Annex 2](#).

Online reporting platform and qualitative feedback

During annual UN-SWAP reporting, Evaluation Offices are responsible for conducting and sharing their aggregated/meta-evaluations and/or completed Scorecards with their organizational UN-SWAP Focal Point¹¹, who is responsible for uploading these to the [web-based reporting system](#). Evaluation Offices are also encouraged to include examples of evaluations that demonstrate how entities are approaching, meeting or exceeding requirements for this indicator overall or for specific dimensions for upload to the web-based system.

The evaluation report of the corporate gender mainstreaming/strategy/policy or equivalent should be uploaded to the UN-SWAP online reporting platform annually as proof of achieving “exceed requirement.”



Example: Meeting Requirements

The **United Nations Population Fund (UNFPA)** Evaluation Office commissioned an independent quality assessment of 22 evaluations covered in the 2017 UN SWAP EPI reporting cycle: 2 corporate evaluations and 20 decentralized programme-level evaluations (including 19 country programme evaluations and one regional programme level evaluation) were included.

The assessment used the UNEG endorsed Technical Note and Scorecard, which specifies the overall score as well as the score by evaluation (vis-à-vis the four criteria comprising the EPI), providing a detailed explanation of why a particular rating was given. In 2017, on aggregate, UNFPA evaluation reports “met the requirements” of the EPI, with an overall score of 9.45, reflecting a year on year improvement from 2015 to 2017 in the quality of evaluation reports, including the integration of GEEW. Twenty of the 22 evaluation reports “met the requirements”, while one “exceeded requirements”. One report (a corporate evaluation), “approached requirements”.

The evaluation quality assurance and assessment (EQAA) system expands and strengthens assurance and assessment processes. The evaluation quality assessment grid against which all evaluations are assessed – includes a criteria on gender which directly mirrors the language of the EPI. In 2017, the grid (and its use) was further strengthened: a guidance note was developed and the approach to addressing the sub-criteria (under each criterion in the grid) was made explicit, ensuring consistency in and transparency of the assessment.

However, challenges to integration continued to be faced, including in ensuring adequate resources are directed toward integration (which often requires a radical re-think in the methodological approach to evaluation), including ongoing practical training on integrated gender equality in evaluation.

¹¹ All UN entities have designated UN-SWAP Focal Points who consolidate reporting against all UN-SWAP performance indicators and that enter the data in the online reporting system on behalf of their respective organizations. These colleagues are generally staff of the Gender Units/Gender Divisions of the entities.



Example: Exceeding Requirements

The **International Fund for Agricultural Development (IFAD)** Independent Office of Evaluation (IOE) undertook a meta-evaluation of 17 evaluations (completed in 2016-2017), comprising of 9 project performance evaluations (PPEs), 1 impact evaluation (IE), 5 country strategy programme evaluations (CSPEs) and 2 evaluation syntheses against the criteria set out in the UN SWAP EPI scorecard. The individual meta-scores across different types of evaluation vary. 12 out of 17 (70%) evaluations exceed requirements, 4 (24%) meet requirements, 1 (6%) approaches requirements, resulting in a meta-score of 10.7. IOE has thus "exceeded requirements".




The highest average score (2.88 out of 3) was on performance criteria 1 (scope of analysis and indicators designed ensuring that GEEW related data be collected) and criteria 2 (2.82 out of 3) (evaluation criteria and evaluation question specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved). The criterion scoring the lowest was criterion 4 (findings, conclusions and recommendations reflect a gender analysis) with an average scoring of 2.41 out of 3. This indicates that integrating GEEW into the scope and evaluation design have improved, more is required to ensure that important findings are also reflected in the conclusions and recommendations.

PERFORMANCE INDICATOR 05

AUDIT



05. Performance Indicator: Audit

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|---|---|
| <p>5ai. The internal audit risk universe considers risks and challenges related to gender equality and empowerment of women, identified in consultation with the gender units/focal point</p> <p>and</p> <p>5aai. The internal audit function regularly considers gender equality and the empowerment of women risks in individual engagements</p> | <p>5bi. The internal audit risk universe considers risks and challenges related to gender equality and empowerment of women, identified in consultation with the gender units/focal point</p> <p>and</p> <p>5bii. The internal audit function regularly considers gender equality and the empowerment of women risks in individual engagements</p> <p>and</p> <p>5biii. Periodically (within its risk-based audit cycle or every 5 years) conducts dedicated engagements connected to the implementation of the entity's gender equality policy/strategy, which might include a validation of the UN-SWAP reports</p> | <p>5ci. The internal audit risk universe considers risks and challenges related to gender equality and empowerment of women, identified in consultation with the gender units/focal point</p> <p>and</p> <p>5cii. The internal audit function regularly considers gender equality and the empowerment of women risks in individual engagements</p> <p>and</p> <p>5ciii. Periodically (within its risk-based audit cycle or every 5 years) conducts dedicated engagements connected to the implementation of the entity's gender equality policy/strategy, which might include a validation of the UN-SWAP reports</p> <p>and</p> <p>5civ. If gender equality and empowerment of women findings are recurrent and high-risk in nature, the internal audit function regularly reports on these findings and challenges in its annual reports to the governing bodies</p> |



What is the Audit indicator?

Auditor commitment to assessing gender mainstreaming is essential for a balanced judgement of risks related to gender equality in the Organization's work. Current experience is that gender-mainstreaming issues are not well understood but can be addressed through awareness raising and capacity-building. However, the dearth of audit community information on how to 'genderize' audits is a constraint to developing meaningful assessments of how well the Organization is managing risks to its gender mandate. Where there is a clear gender link e.g. in input distribution, the auditor can evaluate how well the internal controls are functioning and identify residual risks. Where the gender link is not so apparent e.g. procurement, or internal controls are difficult to decipher e.g. advocacy, there are limited tools available to provide guidance to the auditor.

Internal audit can play a critical role in assuring stakeholders are aware not just of how gender equality and the empowerment of women can benefit an organization, but how lacking them can be a risk to the organization's long-term goals. As an identified value of the UN system, failure to progress/ meet gender-related objectives and outcomes poses a risk to the UN both strategic priorities and reputation. As such, UN entities are called upon to regularly audit and report on the extent in which they are mainstreaming GEEW in their policies, procedures, programmes, projects, and practices.



How to use this performance indicator

Audit work plans are primarily risk-based to conform to the International Standards for Professional Practice of Internal Auditing, adopted by the Internal Audit Services of the UN Organizations. This requires that the internal audit services consider all significant entity risks in prioritizing their annual or multi-year audit work programmes.

Documentation supporting the preparation of annual or multi-year audit work plans records the extent to which the risks identification and management related to the achievement of gender equality and the empowerment of women in the organization's programmes are being assessed by internal audit service. This preparatory analysis may indicate the need for including (in the audit work programmes) stand-alone audits of how the risks are managed across the organization, or the incorporation of coverage in broader scoped programme or project audits. Alternatively, the analysis may indicate, without the need for additional audit testing, that the risks are adequately managed.

A substantive revision of the UN-SWAP technical note and accompanying UN RIAS Guidance on gender-focused audits will be undertaken in 2025. The revision will include alignment with relevant frameworks and guidance documents, including the UN-SWAP 3.0 framework, the Secretary-General Gender Equality Acceleration Plan (GEAP) and other key documents.

Audit is a centralized function in the Secretariat and entities should report according to the data provided by OIOS. UN Women will share the OIOS input with all UN-SWAP Focal Points in the Secretariat before the reporting deadline.

Who is the Business Owner for this indicator?

The adequate establishment and reporting on gender-related audits would be the primary responsibility of an entity's audit function. Generally speaking, the entity's audit function is expected to be a member of the United Nations Representatives of Internal Audit Services (UN RIAS).

Elements derived from the Gender Equality Acceleration Plan (GEAP)

3.4. We invite our independent internal auditors and evaluators to regularly review our progress on the Gender Equality Acceleration Plan and report to our governing bodies thereon.

What are the specific requirements for this indicator?



Evidence base

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

- Tools used for auditing GEEW-related issues
- Annual audit reports
- Report of targeted audit

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



How to approach requirements

To approach the requirements, organizations should organize consultation with the gender focal point/department to identify risks and challenges related to gender equality and empowerment of women. In addition, the internal audit function should regularly consider gender equality and the empowerment of women risks in individual engagements.



How to meet requirements

To meet the requirements, organizations should periodically conduct dedicated engagements connected to the implementation of the entity's gender equality policy/strategy, which might include a validation of the UN-SWAP reports. This periodicity is understood within its risk-based audit cycle or every 5 years.



How to exceed requirements

To exceed requirements, the internal audit function of the organization should regularly report on recurrent and high-risk findings and challenges on gender equality and the empowerment of women to the entity's governing body.



Example: Meeting Requirements

At the **World Health Organisation (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. "Gender, Equity and Human Rights" budget centre is included as a separate auditable unit in the audit universe.

It is standard procedure to include specific audit tests on Gender, Equity and Human Rights related issues as part of the performance area in integrated audits. In 2017, the IOS methodology for GER

review was revised in consultation with the GER team. In 2017, the GER tests were expanded from three to five areas covering seven data sets (policies/strategies, guidelines/tools, workplans, health information systems, publications, communication materials, and donor reports). In 2017 an audit step was added in the operational audits to specifically mention the review of “gender” in the recruitment process. The Office of Internal Oversight Services had discussions with staff / gender focal points at different levels of the organization (Headquarters, Regional Offices and a selection of Country Offices) in relation to gender equality and the empowerment of women and discussions on risks related to gender equality and the empowerment of women.



Example: Exceeding Requirements

Gender equality is included as a key component of the **World Food Programme (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 WFP Office of Internal Audit, in collaboration with the Gender Division, conducted a participatory gender audit in 2016. The PGA engaged one Headquarters division (Human Resources), one Regional Bureau (Cairo), one Liaison Office (Amman) and two country offices (Sudan and Jordan). The audit report was published in March 2017, with the audited entities implementing the resulting agreed actions.

The Office of the Inspector General (OIG) of the **Food and Agricultural Organization (FAO)** has a gender focal point responsible for ensuring that gender-related risks are duly considered in all its internal audit activities. Consultation with FAO’s Gender Team takes place every year as part of OIG’s annual planning process, and to update country office standard audit programmes as necessary. These audit programmes include a standard section related to gender mainstreaming. The findings of each audit are included in individual country reports. In addition, a summary of issues is included in a periodic capping report and presented to senior management. For corporate performance audits, gender related risks are identified and assessed in all engagements at audit planning stage and, where considered relevant, included in the audit scope. Moreover, OIG’s annual activity report includes a section that summarizes all OIG’s gender-related activities in the year. OIG also ensures that all of its staff receive sufficient trainings and sensitization in the area of gender and are kept aware of relevant corporate initiatives. Specifically, all OIG staff must complete UN WOMEN’s basic gender training for UN staff. In addition, workshops with FAO’s Gender Team are organized periodically. Furthermore, a divisional newsletter which is disseminated to OIG staff on a quarterly basis includes regular articles on gender.

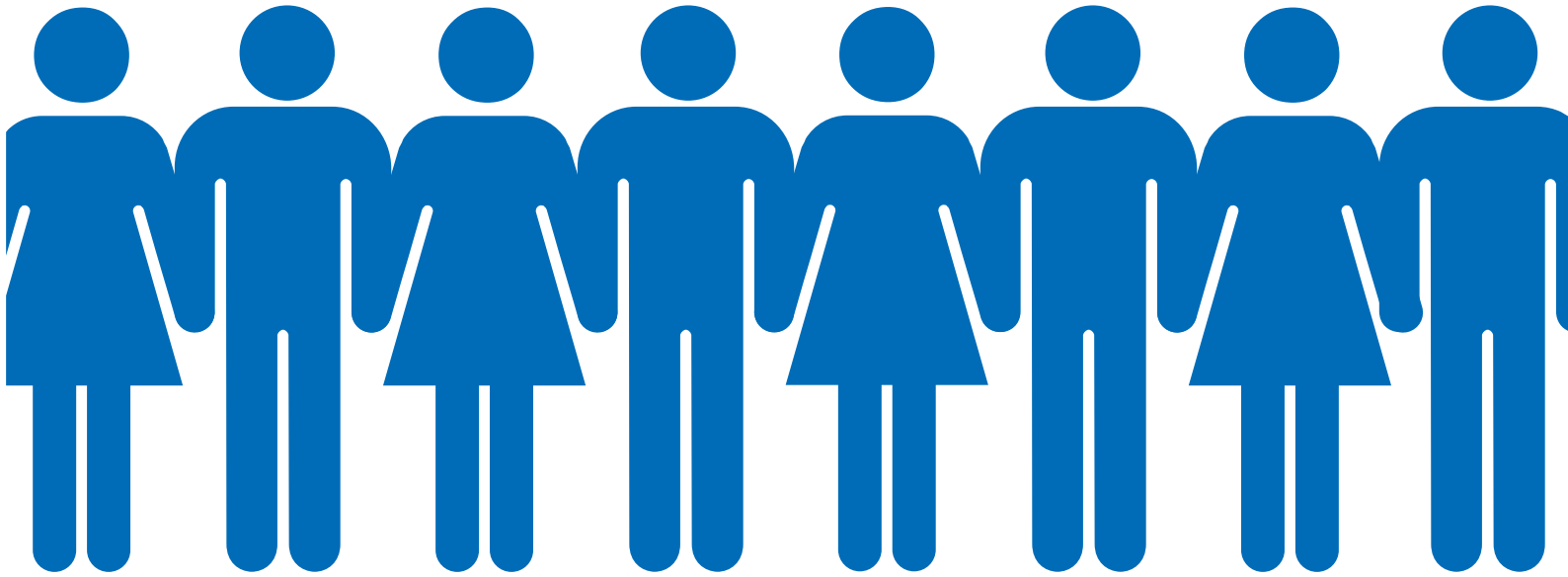


Additional Points

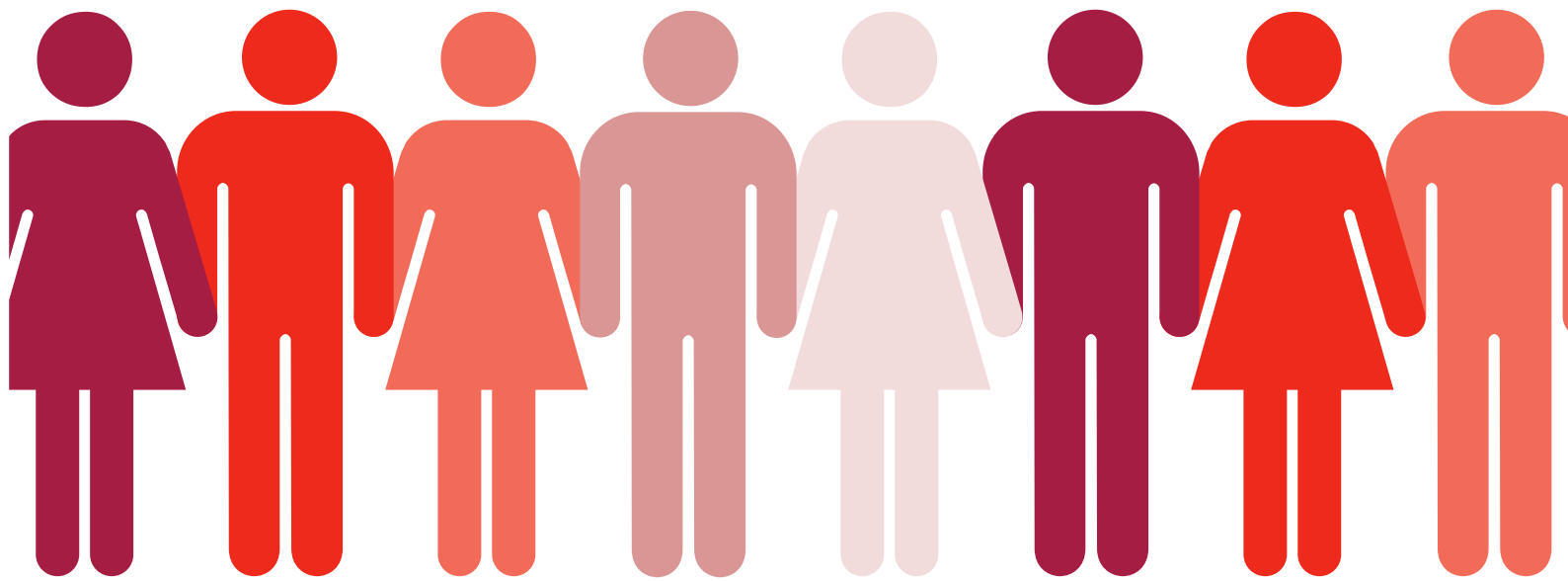
Recognizing the lack of tools available to provide guidance to auditors in the area of gender mainstreaming, the United Nations Representatives of Internal Audit Services (UNRIAS) has set up a Gender Interest Group. The Gender Interest Group is currently developing tools and methodologies to assist UN entities and partners incorporate gender components into all phases of the audit cycle, including through an online course.

In April 2020, UN Women produced a guidance document entitled [“Gender, COVID-19 and Audit”](#). The guide aims to identify key risks affecting women and girls in the COVID-19 pandemic as well as thoughts on how to include gender perspectives in audits in the emerging global emergency context.

II. INSTITUTIONAL STENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS



C. ACCOUNTABILITY






**PERFORMANCE INDICATOR
06**

POLICY



06. Performance Indicator: Policy

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|---|---|
| <p>6ai. Up to date gender equality policy/policies or equivalent</p> <p>and</p> <p>6a.ii. A costed action plan in place.</p> | <p>6bi. Up to date gender equality policy/policies or equivalent</p> <p>and</p> <p>6b.ii. Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation.</p> <p>and</p> <p>6b.iii. Adequate resources disbursed for implementation of the gender equality policy/policies or equivalent.</p> | <p>6ci. Up to date gender equality policy/policies or equivalent</p> <p>and</p> <p>6c.ii. Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation</p> <p>and</p> <p>6c.iii. Adequate resources disbursed for implementation of the gender equality policy/policies or equivalent</p> <p>and</p> <p>6c.iv. Entity reports at least every two years / regularly to the Governing Body or its equivalent on progress of the gender equality policies or equivalent</p> |



Why are gender equality policies important?

The importance of gender policies cannot be overstated. Gender equality and the empowerment of women policies constitute a key driver of institutional change that strengthen accountability and provide direction for the achievement of all UN-SWAP Performance Indicators. Entities with policies were, on average, "meeting" or "exceeding" double the number of UN-SWAP 2.0 Performance Indicators compared to those without policies in place. This technical note provides guidance to support entities to develop and update their gender equality policies and action plans that are aligned with UN-SWAP 3.0 requirements. The development of gender equality policies are considered the first step in ensuring an entity complies with the system wide policies and action plans on GEEW. Each entity is also required to develop a GEAP-related during the UN-SWAP 3.0 period and these acceleration plans should be visible within the gender policies and action plans of entities.



Who is the business owner for this indicator?

Gender Units or Focal Points are the key business owner for this indicator. They are normally tasked with leading the development of overall gender policies and action plans aligned to UN-SWAP

standards. Human Resources departments are often the primary business owner for policies related to gender parity, prevention of sexual exploitation and abuse and sexual harassment.



What are the requirements for this indicator?

There are **four key requirements** for this indicator that entities are asked to progressively achieve progress on during the UN-SWAP 3.0 period:

Requirement 1: Entities should have ***up-to-date gender equality policy/policies*** or their equivalent.

Requirement 2: Entities should have a ***costed action plan*** that accompanies its gender equality policy/policies or equivalent outlining how it will be implemented and what resources are required.

Requirement 3: Entities should demonstrate that they have ***disbursed adequate resources for successful implementation of gender equality policy/policies***.

Requirement 4: Entities should ***regularly report progress on results*** for gender equality policy/policies to Governing Bodies (or equivalent) to increase accountability and transparency.

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing ***useful resources, examples*** and a ***step-by-step checklist*** to support you to determine your entity's rating. The checklist includes information on the ***reporting questions for each rating*** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the ***types of documents that can be uploaded*** to support your rating.

Requirement 1: Up-to-date gender equality policies or equivalent.

| | |
|-----------------------|--|
| Approach requirements | 6ai, bi, and ci. Entity has an <i>up-to-date gender equality policy/policies</i> or equivalent. |
| Meet requirements | |
| Exceed requirements | |

Each entity is required to have up-to-date gender equality policies or their equivalent in place, ideally endorsed by Governing Bodies or Senior Management. An ***up-to-date policy*** is defined as one that has been ***endorsed within the last five years***. It can be newly developed, reauthorized or revised. Entities may decide to update policies or their equivalent sooner than five years to incorporate new developments. For example, to align with the new GEAP.

There are ***no one-size fits all approach*** to gender equality policies:

- Entities are expected to address each of the ***eighteen indicators*** and the ***SDG-related GEEW results*** to be achieved within gender equality policies or equivalent in ways appropriate to their mandate. Entities are encouraged to use the [Guidance on the preparation of a UN-SWAP 2.0-aligned gender equality and the empowerment of women policy](#) (2021) to develop or update

policies to strengthen system-wide coherence. This guidance will be updated to align further with UN-SWAP 3.0 in the future.

- Entities may not have a **policy document** per se, but a gender equality strategy, framework, action plan, etc. which will meet the requirement.
- Some entities may have **one overarching gender equality policy** while others may have several **different policies** (e.g., *gender parity strategy, PSEA action plan, SH action plan, etc.*) that address specific GEEW issues. Some entities may have a **combination of both**. Still other entities have **mainstreamed gender policies within their strategic frameworks** or within other **non-GEEW specific policies**. Regardless of which model is right for your entity’s context, it is still recommended to have one overarching policy document or to **ensure that different policies are combined and/or connected** to provide a clear snapshot of all GEEW commitments.
- Gender equality policies may also be **embedded within a broader policy addressing other intersectional dimensions** (e.g., age, disability, etc.).

UN-SWAP 3.0 Performance Indicators related to Organizational Culture and Human Resources (PI 13, 14 and 15) provide more detail on the specific requirements of the related gender policies or equivalent. Progress against those policies or equivalent should be reported under those indicators, but they should be reflected as existing policies under this indicator.

Requirement 2: Costed Action Plan

| | |
|------------------------------|---|
| Approach requirements | 6a ii. Entity has a costed action plan in place to implement its gender equality policy/policies or equivalent. |
| Meet requirements | 6b ii and 6 cii. Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation. |
| Exceed requirements | |

The endorsement of gender equality policies or their equivalent by entities can be meaningless unless the policy is accompanied by **an action plan to ensure that commitments made are translated into actionable results** that can be planned, implemented, monitored and evaluated.

Take for example, the **CEB System-Wide Policy on Gender Equality and the Empowerment of Women (2006)** which did not gain much traction within the system, nor was progress being effectively tracked. The creation of **UN-SWAP 1.0** to operationalize its implementation and provided an accountability framework that had a significant influence on entity engagement with the policy. It not only raised awareness of the system-wide commitments in place, but as an action plan it created specific deliverables that each entity was to strive to achieve within a timeframe. It also increased coherence in implementation across the UN system and cross-entity learning. It has been meaningful for generating change on GEEW because it required monitoring and reporting on progress annually. The **UN-SWAP 1.0** and **UN-SWAP 2.0** reporting is a testament to how the action plan worked as an **operational and accountability framework** to generate progress against policy commitments.

Similarly, to make entity gender equality policies or their equivalent meaningful and operational across the organization, these **entity-level policies also need to be accompanied by an action plan with specific deliverables that is explicit about costing** – the resources required to deliver the envisioned results of the plan. This requirement asks entities to ensure that a costed action plan is in place and

that it is monitoring the implementation of its deliverables to ensure that these are **achieved or on track to be achieved by the timeline indicated in the plan**. Entities are again encouraged to use the [Guidance on the preparation of a UN-SWAP 2.0- aligned gender equality and the empowerment of women policy](#) (2021) which also provides some guidance on development of implementation or action plans and includes an example in **Annex 7**. Again, this guidance will be updated to align further with UN-SWAP 3.0 in the future. A few points regarding costed action plans:

- As with the policies or equivalent, these can be **named differently** (implementation plan, etc.) as long as they provide the relevant information required.
- The plan should include **clear deliverables with a timeline and date for initiation and completion**.
- **Responsible parties** for each deliverable should be made explicit to clarify accountability.
- **Costing for each deliverable** which indicates the level of **financial and/or human resources** needed to achieve the deliverable. Entities are not required to convert staff time into financial figures.
- Outline **how the plan will be monitored, by whom and the periodicity of monitoring and reporting**. Note that entities expecting to meet UN-SWAP 3.0 requirements will have to report on progress of action plan deliverables annually.

The development of the costed action plan supports entities to approach requirements. To progress towards meeting and exceeding requirements, **entities should demonstrate that the deliverables within the action plan have been achieved or on track to be achieved**. This is defined as achieving or on track to achieve at least fifty percent of deliverables in accordance with the initiation and completion dates.

Requirement 3: Adequate Resourcing

| | |
|------------------------------|--|
| Approach requirements | N/A |
| Meet requirements | 6biii. Entity disburses adequate resources for implementation of the gender equality policy/policies or equivalent |
| Exceed requirements | 6ciii. Entity disburses adequate resources for implementation of the gender equality policy/policies or equivalent |

The GEAP has emphasized the need to increase the resources available for advancing gender equality within the UN system to address the **history of under resourcing for GEEW**. This includes the implementation of gender equality policies or their equivalent – which are not a cost-neutral exercises. As with any other entity policy and action plan, **there is a cost related to ensuring implementation of deliverables and achieving results**. This requirement has been included to support entities to better estimate and ensure the adequacy of the resourcing provided for the deliverables of costed action plans.

Elements derived from the Gender Equality Acceleration Plan (GEAP)

All UN entity heads lead the adoption and announcement of entity plans to operationalize the Gender Equality Acceleration Plan.

- ✓ *Accountability for delivering for women and girls is foremost an entity-level responsibility.*
- ✓ *Most entities need to elevate the strategic significance of delivering for women and girls and traceably resource the efforts as no entity can fully achieve its mandate without it. **Most entities spend 5% or less of their budget on gender equality. This is not commensurate with the responsibility to serve all of humanity.** Only when entity planning and resourcing frameworks incorporate all elements of the Gender Equality Acceleration plan can it be fully realized. Shifting entity resources to deliver for all – including women and girls - is a significant measure of leaderships commitment the overall goals of the UN.*

To approach requirements, each entity is required to develop a costed action plan to accompany its gender equality policies or equivalent (see above). To meet and exceed requirements, entities are asked to demonstrate:

- the **adequacy of the costing** provided for in the action plan to achieve the deliverables in the timeframe indicated.
- that the **resources committed are allocated and made available for use** in the timeframe needed; and
- that the **resources allocated have been disbursed for implementation** of the deliverables.

Entities are encouraged to utilize the [Handbook on costing gender equality \(2020\)](#) to support them in adequately costing action plan deliverables or look to outside sources, some of which are included in the “useful resources” section. If the estimation of the level of human or financial resources needed to implement an action plan is not accurate, it will affect the ability to deliver the results expected and the effectiveness of the gender equality policies or their equivalent. Entities are encouraged to:

- use of more **robust methods or strategies for determining the cost of implementation**;
- ensure that **costing decisions and the final costed action plan is in line with the implementation cost analysis**;
- **prioritizing allocations** for implementing gender equality policies or their equivalent and/or **mobilizing new resources** to address resourcing gaps;
- **confirm that funds committed were allocated and disbursed** as planned; and
- regularly **monitor implementation** and make efforts to **address costing gaps identified** through the allocation of additional resources as required.
- Conduct **cost-efficiency or effectiveness audits** of action plans.

Although there are many factors that may affect the ability to implement deliverables within the timeframe indicated, it is also an indicator that an entity’s costed action plan may not have allocated adequate resources for its implementation. **Entities whose action plans are not on track are encouraged to demonstrate that additional resourcing would not have made a difference to implementation.**

Requirement 4: Reporting Results

| | |
|------------------------------|-----|
| Approach requirements | N/A |
| Meet requirements | |

| | |
|----------------------------|---|
| Exceed requirements | 6civ. Entity <i>reports to the Governing Body or its equivalent every two years or regularly</i> on progress on the gender equality policy/policies or equivalent. |
|----------------------------|---|

Each entity is encouraged to report its progress in implementing its gender equality policies or equivalent to **Governing Bodies** (e.g. Executive Boards, etc.) at least once every two years to exceed requirements. Doing so is an important part of **accountability** and **transparency to Member States** on an entity’s progress towards commitments made in its gender equality policies or their equivalent.

Reporting can cover progress or results related to:

- development of or updates/revisions to gender policies and costed action plans;
- allocation and disbursement of resources committed in costed action plans and any adjustments needed;
- implementation of costed action plans deliverables per the timeline and challenges encountered; and
- key results achieved and actions to be taken to ensure future implementation is on track.

Regular periodic reporting to Governing Bodies supports oversight and adaptive management to ensure that planned results will be achieved on time. It can also provide an opportunity to revise resource allocation estimates or staffing needs within costed action plans where original estimates have proven to be insufficient or are affecting the ability to deliver.

Entities who may not be able to report directly to Governing Bodies are encouraged to identify other opportunities to inform Member States of progress on gender policies or their equivalent, including through GEAP Steering Committees.

Additional questions

For all entities except “Not applicable”

Does your entity have a strategy/policy that focuses on advancing the entity’s commitments to gender equality in humanitarian settings? Please provide some additional information.



Evidence base

Examples of documents to attach to substantiate reporting:

- Gender policy/strategy or equivalent
- Costed Action /Implementation plan
- Adequacy of resources
- Governing body report
- Gender parity strategy

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



Examples

Gender Equality Policies or Equivalent

The **Economic Commission for Europe (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 costed 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.

The Policy strengthens the accountability and capacity of the Organization through concrete actions at cross-sectoral and sectoral levels in the GAP and has the following objectives:

- To advance women's equal participation with men as decision makers in the Organization and in all areas of work;
- To mainstream a gender perspective in the substantive work of the Sectoral Committees;
- To contribute to reducing gender inequalities in its member States, including in access to and sustainable management of resources and benefits of development in the pertinent areas of UNECE's work.

To strengthen the implementation of the first objective and accelerate the achievement of gender parity in staff, UNECE has developed its Gender Parity Strategy. This Strategy includes an implementation plan with actions following the System-Wide Strategy for Gender Parity, launched by the UN Secretary-General in September 2017.

The **Economic and Social Commission for Asia and the Pacific (ESCAP)** launched the ESCAP Gender Equality Policy (2019-2023) and Gender Equality Policy Implementation Plan (2019-2023) in November 2019. The Policy sets out the overarching architecture to promote targeted and mainstreaming efforts to integrate gender equality in the work programme and administrative operations of the organisation. The Implementation Plan identifies three key goals and strategic areas in terms of a) strengthened delivery of gender-related SDG results b) tracking financial resources for gender equality and c) strengthened institutional framework. ESCAP continues to implement its ESCAP Strategy on Gender Parity Implementation Plan (2018-2021), which includes a detailed action plan and dashboard to monitor its implementation. An annual review will take place to monitor progress on the implementation of the Policy and Plan.

The **United Nations Industrial Development Organization (UNIDO)**'s Policy on Gender Equality and the Empowerment of Women includes performance requirements that align with the six pillars of the UN-SWAP (Accountability, Results-based Management, Oversight, Human and Financial Resources, Capacity Development, and Coherence and Knowledge, and Information Management) and respond to the respective performance indicators within each pillar.

The gender policy highlights gender mainstreaming and the equal representation of women as key priorities for the Organization. In addition, the gender policy outlines the Organization's gender architecture, which introduced more senior accountability mechanisms to ensure the full and meaningful mainstreaming of gender at all levels and within all areas of work.

In addition, UNIDO has a Gender Strategy 2020-2023 that provides a clear results-oriented framework and plan of action. The gender strategy is fully aligned with the Organization's strategic planning documents. Like its gender policy, UNIDO's gender strategy aligns its focus areas with the six pillars of the UN-SWAP, including a road map to comply with UN-SWAP standards. During 2022 UNIDO undertook the mid-term review of the 2020-2023 Gender Strategy and began the planning to develop the 2024-2027 strategy in 2023.

Costed Action Plan (forthcoming)

Adequacy of Resources (forthcoming)

Governing Body Report / Reporting Progress

The **UN Office of Counter-Terrorism (UNOCT)**'s Gender Mainstreaming Policy and Action Plan includes the establishment of a specific senior-level mechanism for ensuring accountability for its implementation, and in consequence, for the promotion of GEEW in the prevention and countering of violent extremism and terrorism. The Under-Secretary-General and the Deputy to the Under-Secretary-General are designated as holding the ultimate responsibility for the implementation of the Policy. The Senior Management Team (SMT) meeting will serve as the steering committee on gender equality and the empowerment of women responsible for ensuring the implementation of the Gender Mainstreaming Policy. The SMT is to hold quarterly reviews on the progress of implementing the Policy's Action Plan,

**PERFORMANCE INDICATOR
07**

LEADERSHIP



07. Performance Indicator: Leadership

| Approaches requirements | Meets requirements | Exceeds requirements |
|--|--|--|
| 7ai. Gender equality and the empowerment of women is proactively promoted and pushed forward by senior leadership both internally and publicly | 7bi. Gender equality and the empowerment of women is proactively promoted and pushed forward by senior leadership both internally and publicly | 7ci. Gender equality and the empowerment of women is proactively promoted and pushed forward by senior leadership both internally and publicly |
| and | and | and |
| 7aii. Entity's progress, learning and accountability for achieving results in the gender equality policies is enhanced through a senior level Gender Steering and Implementation Committee or equivalent | 7bii. Entity's progress, learning and accountability for achieving results in the gender equality policies is enhanced through a senior level Gender Steering and Implementation Committee or equivalent | 7cii. Entity's progress, learning and accountability for achieving results in the gender equality policies is enhanced through a senior level Gender Steering and Implementation Committee or equivalent |
| | and | and |
| | Option 1 | 7ciii. Head of Gender Unit or equivalent participates in senior management team meetings, as relevant |
| | 7biii. Head of the Gender Unit or equivalent participates in senior management team meetings, as relevant | and |
| | or | 7civ. The Head of the Gender Unit or equivalent has a direct reporting line to senior leadership |
| | Option 2 | |
| | 7biii. Head of the Gender Unit or equivalent has a direct reporting line to senior leadership | |

What is the Leadership indicator?

While the entire UN-SWAP Framework emphasizes accountability, this Performance Indicator specifically highlights how senior leadership, particularly the head of the entity and managers, can proactively promote gender equality and empower women.



Leadership

Almost all UN entity gender-related evaluations and reviews over the last decade agree on the importance of senior manager leadership for the promotion of gender equality and the empowerment of women, as well as the leadership gap that exists.

The [Gender Equality Acceleration Plan \(GEAP\)](#), launched in March 2023, serves as a system-wide call to action that outlines the UN's commitment to essential internal transformation. Once fully implemented, the GEAP will empower all UN entities—regardless of their mandate—to assist all 193

Member States and other stakeholders in achieving equitable outcomes for women and girls. Specifically, the GEAP urges the UN to lead the world toward gender equality, recognizing it as both a human rights issue and a fundamental prerequisite for development, peace, and security.

This call to action, initiated at the highest levels of the UN system, advocates for a significant transformation of power dynamics, leadership approaches, strategies, priorities, structures, and accountability mechanisms to effectively mainstream gender equality. In this way, the UN will become an organization where achieving gender equality is a strategic priority across all entities, driven by top leadership.

United Nations Senior Leadership

Within the United Nations entities, senior leadership is typically defined as the highest-level officials who are responsible for strategic decision-making and the overall management of the organization. This includes:

- Under-Secretaries-General (USGs)
- Assistant Secretaries-General (ASGs)
- Executive Heads of UN Agencies, Funds, and Programs
- Senior Directors or Heads of Divisions within the Secretariat
- Special Representatives or Coordinators at the Senior Leadership Level

In accordance with the [United Nations Leadership Framework](#) (2017) UN senior management must lead in a manner that is:

Norm-based, “in that it is grounded in UN norms and standards, beginning with the Charter itself,” which specifies gender equality; UN leaders are bound to promote gender equality.

Principled, “defending its norms and standards and their application without discrimination, fear, or favour even – especially – in the face of pressure and push-back from powerful actors;” this is of particular importance in relation to gender equality and the empowerment of women, which can be controversial.

Accountable, “mutually within the system, to beneficiaries and to the public beyond,” including specific accountability to women and girls as those often left furthest behind.

Multi-Dimensional, “integrated, intersectional and engaged across pillars and functions.”

Transformational, “of ourselves and those we serve,” The UN system needs to invest in strong transformational leadership. Transformational leadership is heavily reinforced by attitudinal and behavioural adjustments, by development of leadership capabilities, and by strong vision and leadership for change.”

Collaborative, “within and beyond the UN system.” Today’s UN leaders actively create safe and meaningful opportunities to hear the voices of people themselves, civil society, local communities, the marginalized and excluded within them, and those most at risk of being left behind.” Again this is key to gender equality and the empowerment of women, which seeks to ensure effective participation of and decision-making by women and girls.

Self-applied, “A UN leader is expected not just to preach UN principles and norms to other, but to live them. This means that in interactions within offices, teams, agencies, and across the system the UN leader is fully respectful of all colleagues at all levels, is gender-sensitive, promotes and celebrates

diversity as a strength, fosters teamwork, empowers staff, recognizes and rewards merit, and operates with integrity, transparency and fairness.”

In addition, the leadership framework notes that a commitment to continuous learning and professional/ leadership development are key attributes of the UN leader.

The CEB Leadership Framework has guided the components of this UN-SWAP Performance Indicator, which focus on internal and public championing of gender equality and the empowerment of women, with attention to **the need for transformational leadership, personal commitment of senior managers, attitudinal change, engagement with gender issues during engagements, and the importance of actively advocating externally and internally for gender equality and the empowerment of women**, as a central mandate of the UN, and in spite of external or internal push back or opposition. Each requirement for this indicator is designed to be comprehensive, measuring the effectiveness of senior leadership in promoting gender equality within the organization.

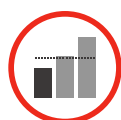
Who is the Business Owner for this indicator?

Ensuring that leadership is accountable for promoting and achieving gender equality is primarily the responsibility of the head of the entity and the entity's senior management team, with the support of the head of the Gender Department/Unit, as applicable.

Elements derived from the Gender Equality Acceleration Plan (GEAP)

- ✓ **Leaders will be held accountable**, and the Clarion Call included as a performance measure in senior management compacts with the Secretary General and made publicly available.
- ✓ Ensure at minimum compliance with the UN SWAP 3.0 standard on a **resourced gender unit, with senior level staff**, and ensuring it has direct access to senior leadership.
- ✓ Each Entity establishes **Gender Equality Steering and Implementation Committee** which meets twice a year with a focus on corporate performance on Gender Equality. Chaired by the entity head and all senior leaders participate.
- ✓ **Gender Equality Steering and Implementation Committee** – or similar mechanism - to drive progress, learn, and enhance accountability for results.

What are the specific requirements for this indicator?



How to approach requirements

To **approach requirements for this Performance Indicator senior managers and in particular the Head of entity** should at a minimum do the following:

1. Senior leadership actively advocates for gender equality and the empowerment of women through public statements and strategic initiatives, ensuring that gender issues are prioritized internally and externally.
2. Articulate a vision of the ways in which the entity will support the promotion of gender equality and the empowerment of women and ensure that organizational goals reflect this vision.

3. A senior-level Gender Steering and Implementation Committee is established to hold the entity accountable for gender equality outcomes, with clear mandates and regular reporting.

In **assessing how to approach requirements for this indicator**, entities could consider the following:

- ✓ Tracking the number of public speeches or communications made by senior managers and in particular the head of entity addressing gender equality and women's empowerment, as well as concrete actions to push-forward for gender equality. This should go beyond references to women and men to specific reference to how the entity will address gender inequalities.
- ✓ Documenting specific actions taken in response to these communications to address gender inequalities includes, but is not limited to, the development of targeted policies, implementation of training programs, establishment of support and mentoring networks, allocation of resources for gender-related initiatives, and collaboration with relevant stakeholders to enhance awareness and advocacy efforts.
- ✓ Collecting and documenting responses from UN partners and stakeholders that reflect the impact of entity advocacy efforts on gender equality and women's empowerment.
- ✓ Senior managers act as champions for gender equality by publicly advocating for women's rights and integrating gender considerations into their leadership practices.
- ✓ Developing and disseminating clear policies and guidelines that emphasize the importance of gender equality, ensuring that senior managers are aware of their responsibilities in promoting these principles.
- ✓ Monitoring the frequency of Gender Steering and Implementation Committee meetings and documenting outcomes, including action plans and decisions made.
- ✓ Providing evidence of measures implemented to improve UN-SWAP performance based on Gender Steering and Implementation Committee deliberations and recommendations.



How to meet requirements

To **meet requirements senior managers and in particular the Head of entity** should, in addition to the actions outlined for approaching requirements, demonstrate the following:

1. The Head of the Gender Unit participates in senior management team meetings and ensures that gender equality considerations are integral to all relevant discussions and decisions.

In **assessing how to meet requirements for this indicator**, entities could consider the following:

- ✓ Tracking the participation of the Head of the Gender Department/ Unit at senior management meetings.
- ✓ Ensuring the inclusion of gender equality as a standing agenda item in senior management meeting agendas and decision-making processes, at least quarterly.
- ✓ Establishing mechanisms to monitor and evaluate the integration of gender equality in senior management engagements, including regular assessments and feedback loops to track progress and make adjustments as needed.

- ✓ Monitoring the frequency of updates provided by the Head of the Gender/ Department Unit to senior leadership regarding progress and challenges in the implementation of the gender policy and action plan, or its equivalent.



How to exceed requirements

To **exceed requirements senior managers and in particular the Head of entity** should, in addition to the actions outlined for meeting requirements, demonstrate the following:

1. Ensure that the Head of the Gender Unit has a direct or indirect reporting line to senior leadership, facilitating regular updates and discussions on gender equality initiatives and outcomes.

In **assessing how to exceed requirements for this indicator**, entities could consider the following:

- ✓ Define and document the reporting lines for the Head of the Gender Unit, ensuring clear communication pathways to senior leadership.
- ✓ Record and document discussions and decisions made during meetings between the Head of the Gender Department/ Unit and senior leadership to ensure accountability and track progress over time.
- ✓ Senior leadership should seek diverse perspectives and feedback from other functional units during discussions with the Head of the Gender Department/Unit to strengthen cross-functional collaboration on gender equality initiatives.
- ✓ Establish a monitoring system to evaluate the effectiveness of the reporting line and communication between the Head of the Gender Unit and senior leadership, making adjustments as necessary to improve engagement.
- ✓ Documenting examples of how feedback from senior leadership has influenced the implementation of gender equality policies and actions within the entity, as well as improvements in the performance of UN-SWAP indicators that require enhanced focus.



Evidence base

Examples of documents to attach to substantiate reporting:

- Minutes of CEB, HLCM, HLCP, UNSDG
- Gender Equality Steering and Implementation Committee - Agenda and meeting minutes
- Governing body minutes
- Senior Management Team meeting agenda/ minutes
- Entity organizational chart
- Townhall recaps
- All-staff emails from senior management
- Speeches

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



Current practice and examples

Senior level Gender Steering and Implementation Committee

For **UNICEF (United Nations Children's Fund)** leadership and accountability for the Gender Action Plan 2022-25 and gender equality is a core part of UNICEF's senior leadership team at all levels: country, regional and global representatives. UNICEF monitors progress and reports regularly to its Executive Board on progress and challenges – this is the highest level of leadership accountability on gender equality for UNICEF and represents the significance of gender equality as a principle, value and organization-wide strategy for programming and policy. Furthermore, a governance body – the Gender Equality Steering Committee – chaired by the Deputy Executive Director of Programmes, meets at least once a year to discuss areas of priority and where common challenges require additional investments.

Gender equality and the empowerment of women is proactively promoted and pushed forward by senior leadership both internally and publicly

The Under Secretary-General (USG) for the **Department of Global Communication (DGC)** is an international gender champion and regularly champions gender equality and the empowerment of women internally and publicly, including through her contributions to communications around the Secretary-General's priorities on the prevention and response to sexual exploitation and abuse and on sexual harassment. In 2023, the USG focused the Department's efforts on tackling gender-based violence online and undertook several events to raise awareness on violence against female journalists online and offline.

The Director General of the **International Atomic Energy Agency (IAEA)** made gender equality a priority, setting as a clear and well-defined goal the achievement of gender parity in professional and higher positions by 2025 and launching the [Marie Skłodowska-Curie Fellowship Programme \(MSCFP\)](#) and the [Lise Meitner Programme \(LMP\)](#). Launched in 2020, the MSCFP aims to help increase the number of women in the nuclear field, supporting an inclusive workforce of both men and women who contribute to and drive global scientific and technological innovation. Launched on International Women's Day in 2023, the LMP provides early- and mid-career women professionals with opportunities to participate in a multiweek visiting professional programme and advance their technical and soft skills.

The **United Nations Environment Programme (UNEP)**'s senior management actively promotes improvements in UN-SWAP Performance Indicators where requirements have not yet been met or exceeded and have allocated additional resources to the Gender and Safeguards Unit. Commitments include that all projects need to have a transformative gender result and show the measures to achieve this result; and all finance management officers to receive training on tracking financial resources spent on gender equality and women's empowerment. The Executive Director is an International Gender Champion and has committed to support the conduct of a gender audit of UNEP and the administered Secretariats of Multilateral Environment Agreements to discover the gaps in numbers and perceptions, set targets and evaluate progress on advancing gender equality in programmes and operations.

Head of Gender Unit or equivalent participates in senior management team meetings

The **United Nations Office at Vienna (UNOV)** and **United Nations Office on Drugs and Crime (UNODC)** Gender Equality Strategy, Executives Committee (ExCom) has been appointed as the highest decision-making body on gender equality and the empowerment of women and girls, with responsibility for planning, monitoring and overseeing progress in implementing the Strategy. The Committee is chaired by the Director-General/ Executive Director (DG/ED) and comprises all senior

directors of the UNOV/UNODC Divisions (Operations, Treaty Affairs, Policy Analysis and Public Affairs, and Management). The Gender Team Coordinator is included as necessary in meetings of ExCom when gender issues are being considered and reports on the progress of implementing the UNOV/UNODC Gender Strategy. This is complemented with regular information to ExCom members and the DG/ED by Gender Team and Human Resources Management Service (HRMS).



Additional points




The [International Gender Champions](#) and UN Women have published [guidance for gender-responsive assemblies: Shaping the International Agenda: Raising Women's Voices in Intergovernmental Forums](#). The publication aims to build knowledge on women's participation in national delegations to meetings of international organizations' governing bodies and their leadership roles in these meetings.

**PERFORMANCE INDICATOR
08**

**GENDER-RESPONSIVE PERFORMANCE
MANAGEMENT**



08. Performance Indicator: Gender-responsive Performance Management

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|---|---|
| <p>8ai. System in place to hold entity senior leadership accountable for entity performance against the gender equality policies or equivalent</p> <p>and</p> <p>8aaii. Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant</p> <p>and</p> <p>8aiii. A requirement for a proven track record in gender equality and the empowerment of women is included in senior appointments</p> | <p>8bi. Entity senior leadership are held accountable for entity performance against the gender equality policies or equivalent</p> <p>and</p> <p>8bii. Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant</p> <p>and</p> <p>8biii. A requirement for a proven track record in gender equality and the empowerment of women is included in senior appointments</p> <p>and</p> <p>8biv. System of recognition rewards excellent work promoting gender equality and the empowerment of women</p> | <p>8ci. Entity senior leadership are held accountable for entity performance against the gender equality policies or equivalent</p> <p>and</p> <p>8cii. Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant</p> <p>and</p> <p>8ciii. Senior appointments will include a requirement for a track record in gender equality</p> <p>and</p> <p>8civ. System of recognition rewards excellent work promoting gender equality and the empowerment of women</p> <p>and</p> <p>8cv. Senior leadership acts on feedback on their gender-responsive leadership through recurring and confidential staff surveys and/or 360-degree feedback mechanisms or equivalent</p> |



Gender-responsive Performance Management

What is the Gender-responsive Performance Management indicator?

Gender-responsive Performance Management within the United Nations is an approach that integrates gender equality and the empowerment of women into performance management, monitoring, and reporting processes. This strategy ensures that gender-related issues are consistently addressed in the

design, implementation, and evaluation of programs and initiatives, while fostering a work environment that promotes gender equality at all levels of the organization. It also strives to ensure the equal representation of staff, particularly women, across all organizational levels. In this context, effective leadership at all levels is crucial to the UN's success. Engaged leadership not only drives the UN system forward but also positively influences others, especially during periods of change or transition. Moreover, it plays a pivotal role in advancing gender equality and women's empowerment. By cultivating an inclusive environment, UN leaders can inspire and empower individuals to actively contribute to gender equality initiatives, ensuring that diverse perspectives are reflected in decision-making processes, policies, and activities. Ultimately, this type of leadership is essential for embedding gender-responsive practices within the organization and achieving tangible outcomes in gender equality across the UN system.

Clear accountability mechanisms are essential to ignite and sustain progress on gender equality. Accountability is most effective when it extends beyond senior leaders to include all staff. This can be achieved by integrating specific gender equality objectives into the performance plans and reviews of both senior leaders and staff members. By ensuring that gender equality is a shared responsibility at all levels of the organization, these mechanisms foster a culture of collective accountability and drive sustained progress toward gender equality. An intersectional approach should be integrated alongside gender equality, considering factors such as age, diversity, and geographical representation. This aligns fully with the principles of intersectional gender equality.

The UN-SWAP recognizes that positive performance results from a combination of accountability mechanisms, feedback loops for continuous improvement, and rewards and incentives. These elements work together to create an environment where gender equality is prioritized, progress is continuously monitored, and individuals are motivated to achieve and exceed gender-related objectives. By aligning accountability with constructive feedback and recognizing contributions, the UN-SWAP fosters a culture of continuous improvement and sustained commitment to gender equality across the UN system.

Performance management for the UN Secretariat

Performance management is a centralized function within the Secretariat, with entities required to report based on data provided by the Department of Management Strategy, Policy, and Compliance (DMSPC). To ensure consistency and alignment, UN Women will share the relevant DMSPC input with all UN-SWAP Focal Points in the Secretariat ahead of the reporting period. Entities are encouraged to report on initiatives at the entity level, offering detailed information on their gender equality efforts, progress, and outcomes. This approach ensures a more comprehensive understanding of how gender-responsive performance management is being implemented both at the system-wide level and across individual Secretariat entities.

Who is the Business Owner for this indicator?

Ensuring that leadership is accountable for promoting and achieving gender equality is primarily the responsibility of the head of the entity and the entity's senior management team, with the support of the Human Resources Department/Section as well as the head of the Gender Department/Unit. All staff are also responsible for contributing to a culture that promotes gender equality by integrating gender considerations into their daily work and performance, supporting relevant initiatives, and holding themselves and others accountable for progress in achieving institutional gender-related goals.

Elements derived from the Gender Equality Acceleration Plan (GEAP)

- ✓ Minimum knowledge of gender equality will become a **core competency within all staff and leaders' terms of reference**, and relevant questions asked on gender equality in all interviews including at the senior most level.
- ✓ **Integrate/ mandate 'smart' gender equality, diversity, and inclusion actions and goals/objectives** in all managers' terms of reference, workplans and performance evaluations.
- ✓ Leaders get feedback on their gender responsive leadership via recurring and confidential **all-staff surveys and stronger 360-degree feedback mechanisms**.
- ✓ Senior appointments will include a requirement of a **proven track record on gender equality** as called for in the Executive Committee decision. This will be consistently applied and upheld by accountability.



Evidence base

Examples of documents to attach to substantiate reporting:

- Core values and competencies
- Entity competency framework
- Senior leadership compacts or equivalent
- System of recognition or award system
- Results and reports of staff surveys
- Learning Plan
- Job Descriptions/ Terms of Reference

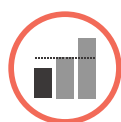
Note: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those shared to the UN-SWAP Knowledge Hub.

What are the specific requirements for this indicator?

There are **five key requirements** for this indicator that entities are asked to progressively achieve progress on during the UN-SWAP 3.0 period:

- Requirement 1:** **Entity holds senior leadership accountable** for entity performance against the gender equality policies or equivalent.
- Requirement 2:** Knowledge or experience in **gender equality is embedded as a desirable competency** in new Job Descriptions/ Terms of Reference and recruitment processes as relevant.
- Requirement 3:** A requirement for a **proven track record in gender equality and the empowerment of women** is included in senior appointments.
- Requirement 4:** System of **recognition rewards excellent work** promoting gender equality and the empowerment of women.
- Requirement 5:** Senior leadership acts on feedback on their **gender-responsive leadership through recurring and confidential staff surveys and/or 360-degree feedback mechanisms** or equivalent.

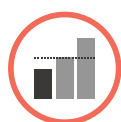
A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources, examples** and a **step-by-step checklist** to support you to determine your entity's rating. The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating. Finally, you will find the **template for the indicator action plan** following the checklist for ease of reference to complete.



Requirement 1 - Senior Leadership held Accountable

| | |
|--------------------------------|--|
| Approaches requirements | 8ai. System in place to hold entity senior leadership accountable for entity performance against the gender equality policies or equivalent |
| Meets requirements | 8bi. Entity senior leadership are held accountable for entity performance against the gender equality policies or equivalent. |
| Exceeds requirements | 8ci. Entity senior leadership are held accountable for entity performance against the gender equality policies or equivalent. |

This requirement calls for entities to establish a **robust system of accountability and transparency, including compacts with the UN Secretary-General or similar accountability mechanisms which would provide the entity senior leadership with a framework** to define their objectives and articulate their vision for advancing gender equality and women's empowerment within their programs. These compacts are crucial for evaluating senior managers on their effective use of resources, integration of gender-related sustainable development practices, and implementation of UN system-wide and institutional goals for gender equality. By signing these compacts, senior managers reaffirm their commitment to driving reforms, complying with the Organization's legal and ethical standards, and upholding the United Nations standards of conduct in promoting gender equality and empowering women.

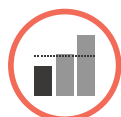


Requirement 2 - Gender Equality as a Desirable Competency

| | |
|--------------------------------|--|
| Approaches requirements | 8a.ii. Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant |
| Meets requirements | 8b.ii. Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant |
| Exceeds requirements | 8c.ii. Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant |

The United Nations typically **integrates knowledge of gender equality as a key competency in job descriptions, terms of reference, and recruitment processes through various strategic actions**. This involves embedding specific gender equality competencies in job descriptions, utilizing competency frameworks to emphasize these skills, and implementing targeted recruitment strategies to attract candidates with expertise in gender issues. Senior leadership and staff involved in recruitment receive training on gender sensitivity and unconscious bias, while diverse hiring panels effectively

assess candidates' qualifications. In other cases, knowledge of gender equality is incorporated into performance evaluations and staff development programs, supported by regular reviews and data collection to monitor and enhance the effectiveness of these initiatives. This systematic approach aims to cultivate a workforce dedicated to promoting gender equality and women's empowerment at all levels of the organization, including senior leadership.



Requirement 3 - A Proven Track Record in GEWE

| | |
|--------------------------------|---|
| Approaches requirements | 8a iii. A requirement for a proven track record in gender equality and the empowerment of women is included in senior appointments |
| Meets requirements | 8b iii. A requirement for a proven track record in gender equality and the empowerment of women is included in senior appointments |
| Exceeds requirements | 8c iii. Senior appointments will include a requirement for a track record in gender equality |

Advancing a truly transformative gender equality agenda, requires demonstrated leadership and accountability from a cadre of leaders across the UN System—across every pillar—and every organization, and at every level.

Senior appointments will include a requirement for “a track record in gender equality” implies that individuals being considered for senior positions within the organization must have demonstrable experience, achievements, or a proven commitment to promoting and advancing gender equality. This requirement ensures that leaders are not only skilled in their areas of expertise but also have a history of actively supporting gender-inclusive as well as targeted practices, policies, and initiatives. This has been called for in the Executive Committee decision.

In practical terms, this could mean that candidates for senior leadership roles¹⁷ are expected to:

- ✓ **Have demonstrated experience in gender equality work:** This could include leading or managing gender-related/targeted initiatives, integrating gender considerations into policies, or working on programs that promote gender equality and women’s empowerment.
- ✓ **Demonstrate a commitment to gender equality:** This could be shown through a track record of advocating for or implementing gender-sensitive policies, supporting diversity and inclusion efforts, or advancing women’s leadership and empowerment in previous roles.
- ✓ **Promote an inclusive work culture:** Senior leaders are expected to foster an organizational culture that prioritizes gender equality, effectively addresses all forms of discrimination and abuse in the workplace, and ensures that personnel from all backgrounds can participate fully and thrive.
- ✓ **Lead by example:** Senior appointments must demonstrably serve as role models who can drive and sustain progress on gender equality, both system-wide and at the entity level. These leaders should exemplify a commitment to gender equality through their actions, decisions, and leadership style, setting a strong example for others to follow.

In relation to equal representation of women and men, the basic requirement is that respect for diversity is built into the corporate competencies and ethical standards of all job descriptions and vacancy

¹⁷ For the purposes of this indicator, it is defined as professional staff at the D1 level and above.

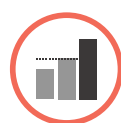
announcements. It is expected that **responsibility for the achievement of equal representation of women and men is specified through clear and measurable targets outlined in competencies associated with senior managers and/or human resource managers**, which are then measured and enforced through related accountability mechanisms, such as gender parity strategies, and/ or manager compacts and scorecards.



Requirement 4 - System of recognition for excellence

| | |
|--------------------------------|--|
| Approaches requirements | <u>N/A</u> |
| Meets requirements | 8biv. System of recognition rewards excellent work promoting gender equality and the empowerment of women |
| Exceeds requirements | 8civ. System of recognition rewards excellent work promoting gender equality and the empowerment of women |

Each entity needs to have a system in place for recognizing excellent performance in promoting gender equality and the empowerment of women, for example a gender equality award or allocation of additional resources to units which display excellent performance. In its Resolution 63/251, the General Assembly requested the International Civil Service Commission to identify means of rewarding performance. While few performance rewards exist in the UN system, they can be introduced to promote gender equality and the empowerment of women.



Requirement 5 - Feedback Mechanisms

In order to exceed the requirements for this indicator, entities must ensure that **senior leadership receives feedback on their gender-responsive leadership** through staff surveys, 360-degree feedback mechanisms, or equivalent tools.

For the UN system to genuinely "walk its talk" on gender equality, a significant cultural shift is necessary, along with a transformation in the underlying beliefs about this work. Creating an environment where feedback and performance discussions are regularly and constructively shared among staff at all levels of authority is crucial. This involves not only the use of all-staff surveys and improved feedback mechanisms but also the establishment of formal spaces to discuss and reflect on the outcomes of independent evaluations of the UN's gender-related initiatives.

To support this, **performance objectives related to gender equality should be integrated into regular performance reviews and assessments for all staff, including senior-level personnel.** Fostering a culture that emphasizes frequent and constructive feedback on performance requires ongoing dialogue across all levels of authority. This can be achieved through recurring, confidential all-staff surveys, the results of which should be transparently shared with management.

For senior leaders throughout the UN system, it is essential that each performance evaluation includes at least 1-2 specific goals focused on gender equality. Furthermore, enhancing **360-degree feedback mechanisms for leaders** at all levels will further support this effort



Example: Meeting Requirements

Senior Leadership held Accountable

Gender equality and the empowerment of women have been embedded within the **UNAIDS** Competency Framework under the value of 'Respect for Diversity,' which outlines specific behaviors to support gender equality:

“Upholding **RESPECT FOR DIVERSITY** means:

- Demonstrating inclusive behavior and a willingness to work impartially with all individuals and groups, regardless of gender, nationality, sexual orientation, HIV status, or any other characteristic.
- Examining our own biases and behaviors, taking steps to become more sensitive and inclusive.
- Promoting and adhering to organizational policies that strengthen diversity and inclusion.
- Not tolerating stereotypes, prejudice, or discrimination in the workplace or with external partners.
- Ensuring that our communication and interactions reflect consideration and respect for our diverse and multicultural workforce.”

The alignment of performance management with gender equality and women’s empowerment (GEWE) principles and requirements has been progressively incorporated over the years to enhance managerial and staff accountability. The integration of GEWE within the three key elements assessed during UNAIDS performance reviews—work objectives, competencies, and learning objectives—has been an iterative process, further strengthened by the findings of the UNAIDS Global Staff Survey (GSS).

System of recognition rewards excellent work promoting GEWE

The **United Nations Development Programme (UNDP)** is implementing a programme designed to certify and recognize the performance of Country Offices/Units and its managers in advancing gender equality and the empowerment of women. The UNDP Gender Equality Seal is a capacity building and quality assurance mechanism which evaluates both accountability and the development of gender equality and the empowerment of women initiatives. It is a corporate certification process that recognizes good performance of UNDP offices/units to deliver gender equality results. It offers three levels of certification: Gold, Silver, and Bronze. The Gender Equality Seal initiative aims to accelerate gender equality in the workplace and generate data and evidence to improve and demonstrate efficiency and results. In 2022, 83 Country Offices continued on their Gender Seal journey in the 2021-2023 round of the programme. In 2024, 18 Public Institutions were awarded the first ever UNDP Gender Equality Seal, recognizing their outstanding achievements in implementing public administration reforms towards gender equality, and advancing gender responsive policies between the period of 2021-2023.

The **United Nations Office for Project Services (UNOPS)** considers the contribution to gender equality when choosing the winners of UNOPS annual awards. UNOPS established two awards with links to gender equality: (1) The PEOPLE LEADERSHIP Award for team leaders and supervisors who have inspired others to succeed and demonstrated the mind-set and skills of great people leadership and shown commitment to the achievement of gender equality and knowledge sharing. (2) The VALUES AND PRINCIPLES Award for individuals or teams who have advanced and embody the UN Values of Integrity, Professionalism and Respect for Diversity.

In the **Department of Peace Operations (DPO)** has three annual awards to recognize performance on the implementation of gender and WPS within uniformed personnel (police, military and justice and corrections). 1) The Military Gender Advocate of the Year Award which was initiated in 2016 and recognizes the dedication and effort of an individual peacekeeper in promoting the principles contained within the UN Security Council's resolution 1325, aimed at drawing attention to women in armed conflict and their role in peacekeeping and security. 2) The International Female Police Peacekeeper Award was also introduced to recognize an outstanding female police peacekeeper serving in a UN peace operation. The award highlights the roles and contributions made by female police officers, serves to encourage representation of women in police contingents, and to promote an understanding of policing in peace operations. 3) The first United Nations Trailblazer Award for Women Justice and Corrections Officers was launched in 2022. It recognizes the outstanding contribution of government-provided personnel in United Nations peace operations by highlighting the powerful stories of women who blaze the trail in areas and roles typically dominated by men. These collective awards contribute to improved advocacy for the role of gender parity and equality for UN peace operations.

As part of the **UN Department of Safety and Security (UNDSS)** Recognition Programme, the Department gives 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. In 2022, nominations were assessed by a diverse inter-divisional Technical Committee, which included the Assistant Gender Adviser. The Department also has a Gender Equality and Inclusivity Award to recognise field offices succeeding in exemplary implementation of the "Enabling Environment Guidelines" towards gender equality and inclusion. Staff members and field teams submitted nominations for these awards in 2022. In 2023, as part of the UNDSS Recognition Programme, the Department introduced the Gender Equality and Inclusivity Challenge Award, which recognizes UNDSS field offices that promote and advance gender equality in line with the principles and objectives of the UNDSS Strategy on Gender Equality and the Empowerment of Women (2015-2021) and the Provisional UNDSS Gender Parity Strategy Implementation Plan (2023-2024).

The first **United Nations Office in Vienna / United Nations Office on Drugs and Crime (UNOV/UNODC)** Gender Award was presented for the first time in 2022, recognizing the outstanding efforts of personnel towards the implementation of the UNOV/UNODC Strategy for Gender Equality and Women's Empowerment. Three nominations were reviewed by a panel of six independent jurors, who created a shortlist of 30 teams for UNOV/UNODC personnel to vote on and select the award winners. The 2022 Gender Award was presented on 25 April 2022 to five winners, chosen by 522 votes. The Executive Director presented certificates in two categories: "Promoting an Enabling Working Environment in UNOV/UNODC" and "Strengthening Gender Inclusivity in UNODC Mandate Areas." In 2023, the second iteration of the UNOV/UNODC Gender Award was launched, and the winners were recognized for implementing high-impact projects, policies, programs, strategies, and practices at Headquarters and in the Field Offices. The selected winners demonstrated innovative approaches, such as addressing the intersection of gender with other factors like disability, tackling gender-related issues through capacity building, awareness-raising activities, and the creation of women's networks, and implementing long-lasting solutions to address the root causes of gender inequality and discrimination.

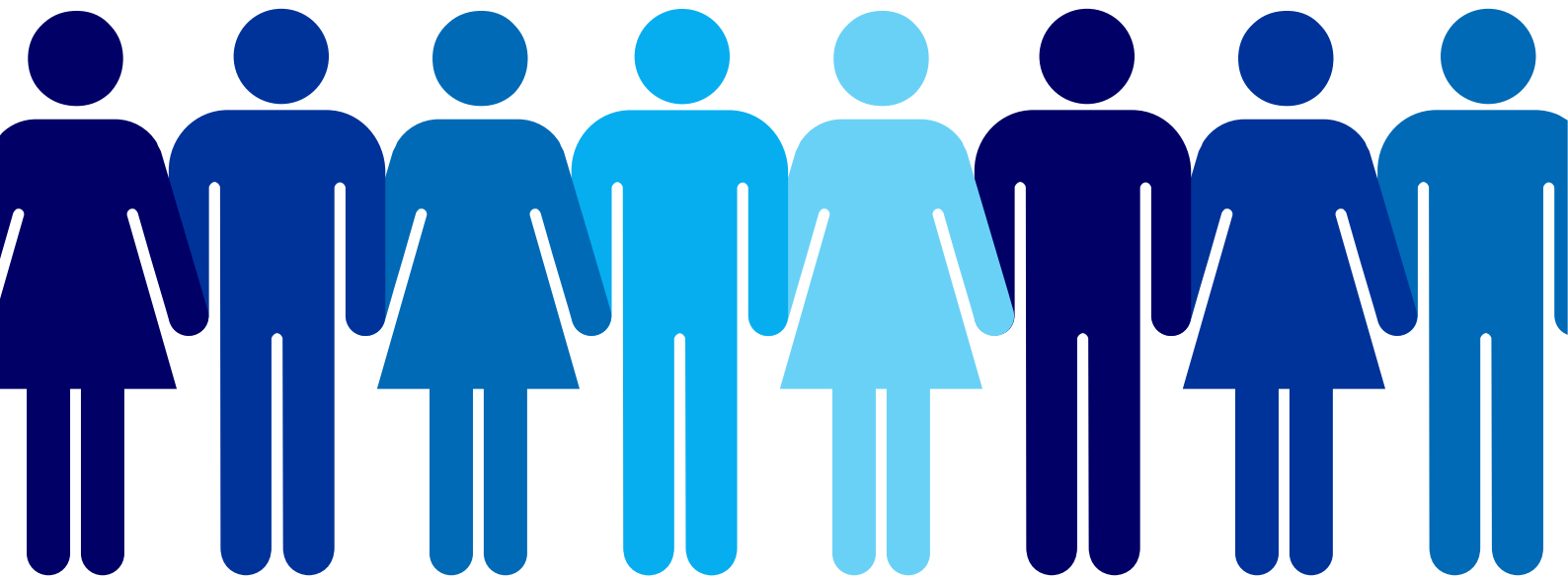


Example: Exceeding Requirements

Senior leadership acts on feedback on their gender-responsive leadership through recurring and confidential staff surveys and/or 360-degree feedback mechanisms or equivalent

The purpose of the **UN Secretariat Staff Engagement Survey** is to gather feedback from Secretariat personnel on their experiences, job satisfaction, and engagement within the organization. The survey aims to assess key factors such as communication, leadership, workplace culture, well-being, and professional development opportunities. By capturing staff perspectives, the survey helps identify areas for improvement, informs decision-making, and supports the development of strategies to enhance staff engagement, productivity, and overall organizational effectiveness, ensuring that the UN Secretariat remains a supportive and inclusive workplace. **Staff engagement is an integral part of the UN Reform**, as highly engaged staff are correlated with higher levels of performance and productivity, which in turn enhance an organization's ability to achieve its objectives




D. FINANCIAL RESOURCES



**PERFORMANCE INDICATOR
09**

GENDER EQUALITY MARKER



|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|---|---|
| <p>9a. The four-point gender equality marker (GEM) scale is applied through the entity's Enterprise Resource Planning (ERP) system, in alignment with the CEB VII UN data standard</p> | <p>9bi. The four-point gender equality marker (GEM) scale is applied through the entity's Enterprise Resource Planning (ERP) system, in alignment with the CEB VII UN data standard</p> <p>and</p> <p>9bii. Quality assurance for the application of the GEM is ensured and supported through capacity building and guidance</p> | <p>9ci. The four-point gender equality marker (GEM) scale is applied through the entity's Enterprise Resource Planning (ERP) system, in alignment with the CEB VII UN data standard</p> <p>and</p> <p>9cii. Quality assurance for the application of the GEM is ensured and supported through capacity building and guidance</p> <p>and</p> <p>9ciii. Quality-assured financial information based on the GEM is reported to governing bodies or the CEB</p> |

Tracking Financial Resources for Gender Equality

What does tracking financial resources for gender equality mean?

Financial resource tracking involves the ability to track financial expenditures. At the UN level, the Gender Equality Marker (GEM) is the main tool to track resources allocated to Gender Equality and the Empowerment of Women and Girls (GEEWG). It is used for financial reporting and to help design projects and programmes that are better able to contribute to GEEWG.

The intent of the GEM is as follows:

1. To facilitate the UN's reporting requirements vis-a-vis their financial support to both gender mainstreaming and gender-targeted programming as a stand-alone goal.
2. To encourage discussion of how to improve the gender responsiveness of policies, programmes, and procedures within an entity.
3. To ensure that gender mainstreaming is approached as an iterative process whereby planning, financing and implementation as well as monitoring and reporting are linked.
4. To ensure that UN entities report in a similar manner on their contributions to achieving gender equality and the empowerment of women and girls to any other multilateral platforms that they report on. GEM is the Seventh Financial Data Standard of the Chief Executives Board (CEB) and as such obliges the entire UN system to start reporting on gender expenditures no later than 2025.
5. To provide data that can be used to establish and track entities' financial gender expenditure targets.

The GEM was first made a mandatory standard for UN entities in 2012 through the implementation of the UN-SWAP. During the period 2012 -2023 (timeframes of UN-SWAP 1.0 and UN-SWAP 2.0) entities were allowed to approach requirements as long as they were working towards the implementation of the GEM, providing significant flexibility in light of the diversity among UN entities.

Twelve years later, the UN-SWAP 3.0 framework takes a step further, ensuring two key issues are met: the GEM is embedded in entities' ERPs (Enterprise Resource Planning), to enable the GEM to track finances contributing to gender equality; and the GEM is harmonized to a 4-point scale, in alignment with the GEM as the VII UN Financial Data Standard.

According to the definition of GEM as a UN Financial data standard, UN activities will be marked on a four-point scale with the category of the Gender Equality Marker to which the activity is contributing:

- GEM 3/2B – Gender Equality and the Empowerment of Women is the principal objective
- GEM 2/2A – Significant contribution to gender equality and the empowerment of women (but not the principal objective)
- GEM 1 – Limited contribution to gender equality and the empowerment of women (gender mainstreaming to a limited extent)
- GEM 0 – No expected contribution to gender equality and the empowerment of women

The integration of the Gender Equality Marker into entities' ERPs, the software used to track commitments and expenditures, is key to ensure that entities can track their financial contribution to gender equality. In the UN system two major ERPs that perform these duties are QUANTUM and the IPMR module in UMOJA. Other ERPs such as SAP, VISION or SISTER, are also in use.

Several ECOSOC resolutions¹⁸ have either called upon or requested the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the UN system, including by tracking gender-related resource allocation and expenditure, including through the promotion of the use of gender markers. The CEB Finance and Budget Network has recently endorsed the Gender Equality as a [UN Data Standard](#) for system-wide reporting of financial data with a transition period until December 2025. This means that UN entities need to continue making efforts towards the implementation of the gender equality marker to be able to report their financial contributions to gender equality as from 1 January 2026. The GEM as the VII Financial UN Data Standard for United Nations system-wide reporting of financial data is defined as a 'financial tracking mechanism to measure spending on gender equality as a primary objective, as well as substantial and limited gender mainstreaming efforts'.

Elements derived from the Gender Equality Acceleration Plan (GEAP)

- ✓ Existing reporting mechanisms for progress on gender equality (UN-SWAP, UNCT- SWAP, gender markers) are re-aligned with the Gender Equality Acceleration Plan and the Gender Equality Clarion Call.

Who is the Business Owner for this indicator?

The adequate application of the gender equality marker would be the primary responsibility of the entity's finance/budget unit. For entities that do not have such units, the UN-SWAP Focal Point should identify the most appropriate business owner within the entity.

¹⁸ ECOSOC resolutions 2011/6 para 7d, 2012/28 para 8d, 2013/16 para 10d, 2014/2 para 6f, 2015/12 para 14i, on Mainstreaming a gender perspective into all policies and programmes in the United Nations system: <https://www.un.org/en/ecosoc/docs/docs.shtml>

What are the requirements for this indicator?

To approach requirements

Requirement 9a¹⁹: to approach the requirements for this Performance Indicator, UN entities should apply the four-point gender equality marker (GEM) scale through the entity's Enterprise Resource Planning (ERP) system, in alignment with the CEB VII UN data standard to quantify funds allocated for the promotion of gender equality and the empowerment of women. This requires not just tracking funds that are explicitly focused on promoting gender equality (GEM 3/2b), but also funds allocated for gender mainstreaming (GEM 2/2a and GEM 1) as well as those with no contribution to gender equality (GEM 0).

These are the requirements for approaching:

- The entity applies a 4-point-scale GEM (scores 0, 1, 2/2a and 3/2b), in alignment with the GEM as UN Financial Data Standard. For entities with other types of scale (0-2, 1-6, binary system...), the adequate rating would be missing, encouraging entities to work towards the 4-point scale GEM so they can report on GEM finances in 2026, when the transitional period is over.
- The Gender Equality Marker is embedded in the entity's ERP (Enterprise Resource Planning) to ensure that the GEM is effectively used to quantify and report on allocation and funds that contribute to gender equality and the empowerment of women.
- Although ideally the Gender Equality Marker would need to be gradually applied to the entire budget, considering that 2024/2025 is the first year of the UN-SWAP 3.0 framework and that entities are still working on their gender markers, entities can approach requirements as long as they apply the GEM to some budget sources or types of expenses.

Given that all entities receive financial resources, 'not applicable' is not an appropriate category for indicator 9. For entities applying the GEM to some budget sources, they can report GEM expenses using the four scores (0,1,2,3) and the option 'GEM not-coded' for those areas where the GEM is not yet applied. This was approved by the CEB at the end of 2024 to facilitate entities' reporting.

To meet requirements

To meet requirements, entities need to comply with the requirement for approaching and with the **requirement 9bii**²⁰: implement **quality assurance mechanism** on the gender equality marker, supported by training and guidance. Quality assurance guarantees the reliability, accuracy and consistency of GEMs. Minimum requirements of the quality assurance mechanism are:

1. **Internal guidance on the use of the GEM** is developed and disseminated among staff. The guidance needs to include:
 - specific criteria on each gender equality marker score for the different categories of projects/programmes/activities of the entity.
 - Indicate the level of tagging of the GEM (activity, output, outcome, project, other...) that is tailored to entity's needs and characteristics.
 - Establish a protocol for roles and responsibilities of departments and staff involved in the GEM's application.
2. **Training provided to staff**: mandatory for staff involved in project management, financial reporting, etc, not only targeting gender-related staff. Entities have the flexibility to either

¹⁹ This is equivalent to **requirement 9bi** for meeting and **requirement 9ci** for exceeding.

²⁰ This is equivalent to **requirement 9ciii** for exceeding.

conduct internal training sessions tailored to their specific needs or to leverage existing external training resources available on the GEM's application.

For further guidance on the development of a quality assurance mechanism, please refer to the [CEB Guidance Note on Quality Assurance of Gender Equality Markers](#), [Good practices of UN entities applying the gender marker](#) (see section 'Quality Assurance'), [GEM Training Modules](#) and [E-learning on Gender Mainstreaming Principles and the Gender Equality Marker \(GEM\)](#).

To exceeds requirements

Requirement 9ciii: To exceed the requirement, entities should report quality-assured financial information on the gender equality marker to their governing bodies or the CEB. To report quality-assured financial information on the GEM, entities need to ensure that their quality assurance mechanisms are adequately applied and that their ERPs provide accurate financial information per GEM scores.

To exceed requirements, entities need to report on the gender marker on an annual/biannual basis to their Executive Boards. For example, expenditures related to regular and other resources can be reported on each GEM code, including global, regional, and country as well as other programme activities. In addition, entities can report on the gender marker by the type of assistance (i.e., development, humanitarian) as well as by region. Entities that have successfully exceeded this requirement have therefore facilitated regular communication between budget, gender equality and program staff. Examples of exceeding requirements include entities that have used GEM results to inform the development of the Strategic Plan, or entities that have placed GEM at the centre of the decision making for Funding Windows allocations.

With the adoption of the GEM as the VII UN Financial Data Standard, it is expected that UN entities will roll-up expenses by each of the four GEM categories from activity level to total expenses. However, where expenses have not (yet) been marked or their systems are not (yet) aligned to link financial flows against the GEM, they can be reported to the CEB as 'GEM not coded'. This will enable all entities to report against this standard and allow for total expenses to be reported. While a 3-year transition period has been established, this standard is mandatory upon the completion of the transition period, annual CEB reporting on this standard will be introduced as of the 2025 CEB financial statistics collection exercise.

Additional questions

For all entities except "Not applicable"

- 1). Does the entity apply the Gender Equality Marker (GEM)?
 - Yes
 - No
- 2). If yes, which type of scale is used?
 - 4-point scale (0, 1, 2/2A, 3/2B)
 - Other
- 3). If yes, at what level of tagging is the GEM applied?
 - Project level
 - Outcome level
 - Output level
 - Activity level
 - Other (please explain)
- 4). If yes, does the entity apply the GEM to track finances?
 - Yes
 - No
- 5). If yes, in which areas or budget sources does the entity apply the GEM?
 - All budget sources (including program-related costs, staff-related costs and admin/management costs)

- Only program-related costs and staff-related costs
 - Only non-core budget or voluntary contributions (extra-budgetary sources for Secretariat entities) (only program-related costs)
 - Only staff-related costs
 - Other (please explain)
- 6). If yes, please provide the percentage of expenses that are tagged with a GEM score and the percentage of total expenses that is not GEM coded (e.g. 30% if programmatic cost is tagged with a GEM, 70% of expenses are not tagged) (max 200 words)
- 7). If yes, how is the GEM information generated?
- It is automatically generated from the ERP
 - It is done manually
 - Other (please explain)
- 8). If yes, is the GEM embedded in the Enterprise Resource Planning (ERP) of the entity?
- Yes
 - No
- 9). If yes, which ERP is used in your entity?
- UMOJA IPMR
 - Atlas/Quantum
 - Other (please explain)

Only for entities exceeding requirements

- 10). If your entity reports GEM finances to the governing body, what is the frequency of the report?
- Annually
 - Biannually
 - Other (please explain)
 -



Evidence base

Examples of documents to attach to substantiate reporting:

- Gender Marker tracking information extracted from the system
- Gender Marker guidelines
- Gender Marker training materials
- Quality assurance on the usage of Gender Marker
- Gender Marker info in the reports of Governing Bodies and/or CEB

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

Examples

Application of the four-point gender equality marker (GEM) scale through the entity's Enterprise Resource Planning (ERP) system, in alignment with the CEB VII UN data standard

Secretariat entities

In 2023, the CEB endorsed the Data Standards for United Nations System-wide reporting of financial data with the gender marker as the 7th standard. This standard is being applied system-wide with a transition period of 3 years, concluding in December 2025. In tandem, the four-point scale Gender Equality Marker (GEM) has been embedded in the Integrated Planning, Management, and Reporting

(IPMR) solution that is part of Umoja, improving the integration of gender perspectives into the Secretariat's strategic planning, programme design, and financial reporting.

A new training course has been developed to help Secretariat staff acquire the necessary skills to incorporate a gender perspective into projects and effectively use the GEM with IPRM. Created by OPPFB (DMSPC), CDOTS (DOS), and UN Women, this [e-learning course](#), titled "Gender Mainstreaming Principles and the IPMR Gender Equality Marker," was designed in 2024 to support gender mainstreaming in programme management for the UN Secretariat.

Quality assurance for the application of the GEM is ensured and supported through capacity building and guidance

UNFPA

To support accurate and consistent gender marker coding practices across the organization, UNFPA gender advisors, specialists or focal points provide guidance on the methodology and can support help reviewing the coding. Other measures UNFPA has put in place to support quality assurance include:

- Integrating the gender equality marker as part of the corporate policies and procedures manual.
- Developing, updating and widely disseminating written corporate guidance and tools to support standardized approaches to coding, such as practical guides (i.e. activity tagging user guides) and tools (i.e. decision tree tools to aid staff in assigning the correct gender marker value for each activity).
- Delivering a series of organization-wide capacity-building workshops on the gender equality marker, including webinars or making pre-recorded instructional videos available. Regular and ongoing gender equality training is especially needed for operational staff who code and are not gender specialists.
- Conducting annual periodic spot checks on a random selection of activities to identify and address any observed anomalies in tagging with concerned offices.

UNIDO

The Office for Gender Equality and Empowerment of Women produces guidance, templates and tools to support accuracy and consistency in gender marker coding. In 2021, the Office for Gender Equality and Empowerment of Women developed the UNIDO Guide to Gender Analysis and Gender Mainstreaming the Project Cycle to support the implementation of the corporate Gender Strategy's commitments and to strengthen gender equality results across all projects and programmes. It also updated the UNIDO Gender Compliance and Marker Form to capture the different nature of technical cooperation (TC) projects, CPs and PCPs as well as projects of a normative and convening nature to gender equality and the empowerment of women more accurately. The inclusion of SMART indicators in the Form has led to assigning more accurate gender equality marker scores to projects and programmes.

The Office for Gender Equality and Empowerment of Women has also strengthened the capacities of project teams to integrate gender considerations throughout the design and implementation of technical activities, including through gender analysis and use of the gender equality marker. Trainings were carried out in 2019, 2020 and 2021. To support self-paced training, it plans to make available online training courses on tools and entry points to mainstream gender equality issues across all stages of the project/programme cycle. It has also produced two video guides for UNIDO staff: one on how to assign a gender marker to UNIDO projects, programmes, and strategic documents; the other on the gender project/programme review and clearance process.

The centralized mandatory gender equality marker review system has enabled UNIDO to enhance the quality of gender mainstreaming at the project approval stage. UNIDO has also taken concrete steps to further promote gender-responsive evaluations to ensure that terminal project evaluations of approved projects (after 2015) consistently assess whether the project's gender marker at entry is reflected in project implementation as well as in the project's results framework.

Quality-assured financial information based on the GEM is reported to governing bodies or the CEB

UNICEF

Reporting on gender equality expenditures forms a part of UNICEF's accountability to the Executive Board on the Strategic Plan as well as the Gender Action Plan. UNICEF produces two annual reports used by senior managers to internally and externally champion gender equality and UNICEF's accountability to achieving gender results.

UNICEF reports to the Executive Board on its gender equality expenditures in the Annual Report on the Implementation of the UNICEF Gender Action Plan as well as in the Gender Equality: Global Annual Results Report (ARR) which showcases the organization's gender equality results to member states, donors and broader stakeholder.

UNDP

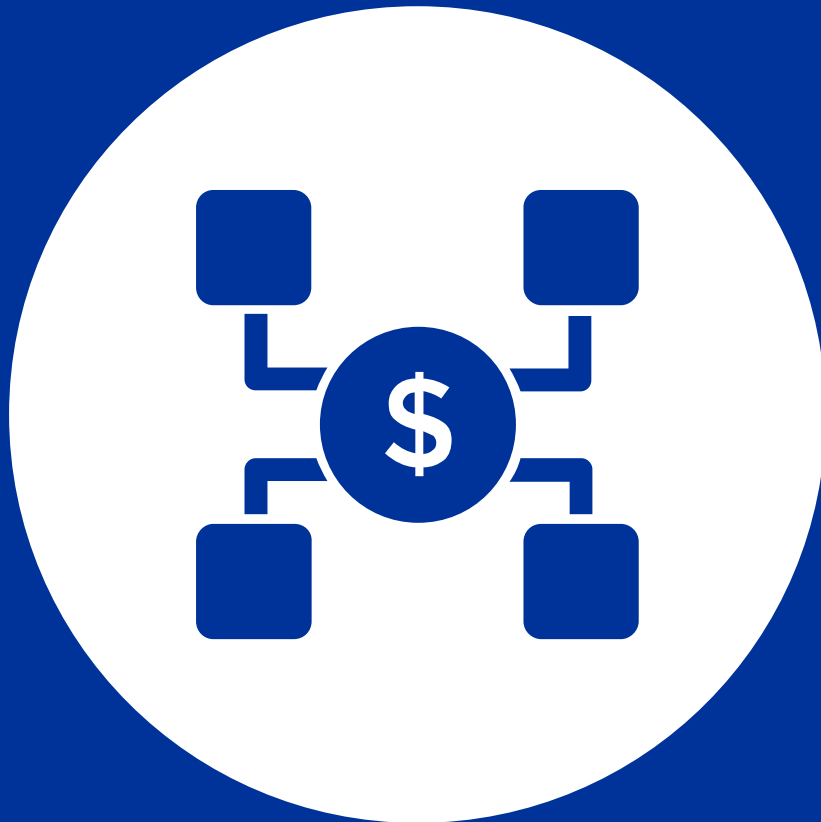
UNDP has used gender equality marker data to measure its corporate commitment to gender equality and to monitor allocations and expenditures against its financial targets. Even though UNDP applies the gender equality marker to its entire organizational budget, UNDP only reports on gender equality expenditures related to programmatic outputs. Twice a year, the Gender Steering and Implementation Committee (GSIC) conveys the UNDP senior management team on corporate performance on gender equality, including progress towards meeting financial targets. The GSIC is UNDP's highest-level organizational body on gender equality and the empowerment of women and is chaired by the Administrator.

Useful resources on the application of the Gender Equality Marker




- [Gender Equality Marker](#) website
- [GEM Good practices](#)
- E-learning on Gender Mainstreaming Principles and the Gender Equality Marker (GEM). Enrol anytime on [CDOTS Campus](#). The training builds on IPMR guidance available on [iLearn](#).
- [GEM training Modules](#)
- [Financing the UN Development System: Joint Responsibilities in a World of Disarray 2022](#) (Article: Financing gender equality: The role of the gender equality marker and financial targets)
- [Article: Financing gender equality: The role of the Gender Equality Marker and financial targets \(2023\)](#)
- [Brief 1. Implementation of the Gender Equality Marker \(GEM\) at the UN entity and country team level and in inter-agency pooled funds](#)
- [GEM as the VII Data standard for United Nations System-wide reporting of financial data \(March 2023\)](#)
- [CEB Guidance note: Quality Assurance of Gender Equality Markers](#)
- [CEB Guidance note: Coding Definitions for Gender Equality Markers](#)

PERFORMANCE INDICATOR 10

FINANCIAL TARGETS



10. Performance Indicator: Financial Targets

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|--|
| <p>10a. A financial target for gender equality and the empowerment of women is set and a plan is developed to reach it</p> | <p>10bi. A financial target for gender equality and the empowerment of women as a principal objective is met (GEM 3/2B)</p> <p>and</p> <p>10bii. A financial and narrative report linking funding to specific gender-related results and ensuring there is a justification for activities considered GEM 0 is developed</p> | <p>10ci. A financial target for gender equality and the empowerment of women as a principal objective is met (GEM 3/2B)</p> <p>and</p> <p>10cii. A financial target for activities contributing significantly to gender equality and the empowerment of women is met (GEM 2/2A)</p> <p>and</p> <p>10ciii. A financial and narrative report linking funding to specific gender-related results and ensuring there is a justification for activities considered GEM 0 is published</p> |



What is the Financial Targets indicator

The UN has pledged to address gender inequality and promote women’s empowerment but progress in achieving gender equality requires sustained and adequate financing. Accelerating progress towards gender equality requires firm commitment, bold action and predictable funding. Where this exists, notable progress is possible. Recognising the importance of financing for gender equality, in 2018, the Secretary-General’s Executive Committee, established the High-Level Task Force on Financing for Gender Equality¹². Its recommendation to implement a harmonised financial tracking mechanism accelerated adoption of the GEM by UN entities. Follow-up to the Secretary-General’s ‘Our Common Agenda’ report, together with the recommendations presented by the Secretary General’s High-level Task Force for Financing for Gender Equality, has provided an opportunity to deepen and standardise the implementation of financial tracking tools and financing commitments.

¹² See UN Women, High-Level Task Force on Financing for Gender Equality, <https://gendercoordinationandmainstreaming.unwomen.org/building-block/high-level-task-force-financing-gender-equality>.

The financial targets indicator involves entities establishing a target percent of their funds to be spent on GEEW with a focus on ways of addressing this issue in the context of each entity's mandate. While the setting of financial targets on gender equality at the entity level became mandatory in 2012, UN-SWAP 1.0 and UN-SWAP 2.0 frameworks did not establish specific requirements on financial targets focused on GEM scores, given that the majority of UN entities were working towards the GEM's application and that there was not a standard 4-point scale GEM, UN-SWAP 3.0 takes a step further, with a focus on the need to set financial targets based on GEM scores.

Overall, the establishment of financial targets and financial tracking through the GEM has shown promising progress in advancing financing for gender equality and women's empowerment. However, sustained efforts and increased dedicated financing remain critical to driving and sustaining meaningful change.

How to use this performance indicator

By setting the goal to spend a percent of financial resources on GEEW, entities will be assuring that gender equality is incorporated into budgetary decisions and that adequate resources are allocated to gender equality. This requires an examination and inclusion of regular, core and non-core resources. Discussions both about what the appropriate financial target should be, as well as how to achieve that target are necessary to this process.

While UN-SWAP 3.0 emphasizes the set of financial targets based on GEM scores, it is essential for entities to engage in a reflective process to establish financial targets that hold meaningful significance for them. For example, if a UN entity runs training workshops for Member States and determines that achieving gender parity in these training sessions is core to their mandate, the budget process should involve identifying the resources needed to achieve this goal, with a focus on what percent of total financial resources this would require. Similarly, if a UN entity's mandate includes empowering women through greater participation in political processes, the resources required for achieving this goal should be estimated and then an appropriate target should be calculated. For example, if a UN entity runs training workshops and has tracked that ten per cent of funding allocated to these workshops was tagged as GEM 3 in 2023, meaning that their principal objective is gender equality, the entity can decide that this percentage is appropriate to set a financial target on GEM 3 and to achieve its objectives on gender equality. In this regard, it is important to keep in mind that financial targets on GEEW need to be meaningful and instrumental to attain entities' goals on gender equality. In this example, the ten percent of training workshops tagged as GEM 3 helps the entity achieve its objective of promoting gender equality in capacity-building activities.

Similarly, if a UN entity has estimated, based on the expenses by GEM scores tracked using the gender marker, that to reach their gender equality objectives, they need a fully-resourced gender unit and twenty per cent of their programmatic expenditures with gender equality as their principal objective (GEM 3), and that all this adds up to fifteen per cent of total expenses of the entity, the entity can decide to establish a 15% target on GEM 3 to ensure that there is a commitment to allocate resources to ensure that gender-equality results are met and that meaningful progress is achieved. This, in turn, can help establish a resource mobilization strategy to ensure the financial target is consistently achieved over time.

Ideally the setting of a financial target will also be informed by the gender marker data (UN-SWAP Performance Indicator 9) to approach requirements. To meet or exceed requirements, financial targets must correspond to GEM score 3/2B (for meeting) and GEM scores 2/2A and 3/2B (for exceeding). Entities will establish, through use of the gender marker system, the current allocation to promoting gender equality and the empowerment of women and be able to determine if this figure is adequate to meet their mandate. Once sufficient data are collected, the gender equality target should be adjusted accordingly, ideally becoming not only more comprehensive but also more ambitious.

While the GEAP recommends that entities allocate at least 15% of their expenditures to gender equality as a principal objective, the UN-SWAP 3.0 framework has considered the comprehensive consultation

process conducted with UN entities during 2024 to define PI 11. Given that different entities engage with the issue of gender equality and the empowerment of women more or less directly, there is not a single percentage that is recommended for all entities, however entities are expected to set financial targets to ensure adequate resources contribute to GEEW as a principal objective (GEM 3/2B) and targets for funds contributing significantly to GEEW (GEM 2/2A), paying attention not only to the need to establish financial targets but also to develop reports as an accountability tool that connects financial targets with gender results.

| Elements derived from the Gender Equality Acceleration Plan (GEAP) | |
|---|---|
| ✓ | “Establish 15% as the standard allocation for expenditures in the UN system dedicated to outputs/activities where gender equality is the principal objective (GEM3) across all pillars by 2026”. |
| ✓ | “For entities that have already reached 15% it is strongly recommended that they consider a 20% target for expenditures on GEM3 results”. |
| ✓ | “For entities that have not yet reached the 15% they develop a plan to do so by 2030”. |
| ✓ | “Establish a 0% target for gender blind outputs/activities in projects not expected to contribute to gender equality. Conduct regular dialogues with donors to ensure that they are aware of the possible negative impacts of genderblind funding”. |
| ✓ | “Propose that Funding Compact 2.0 incorporates a commitment by donors to not fund any UN work that is considered GEM 0”. |
| ✓ | “All entities engage in donor dialogues about gender-blind funding”. |
| ✓ | “All entity programme and fundraising departments develop plans to reach the 15% target by 2030”. |
| ✓ | “All earmarked funding received should ideally provide a min. contribution to the receiving entities gender equality work”. |

Who is the Business owner for this indicator?

The adequate establishment and reporting on the financial target/s for gender equality and the empowerment of women would be the primary responsibility of an entity’s finance/budget unit. For entities that do not have such units, the UN-SWAP Focal Point should identify the most appropriate business owner within the entity.

What are the specific requirements for this indicator?

To approach requirements

Requirement 10a: To approach requirements, entities need to **have already set a financial target on GEEW**, which is reflected in a corporate document (Strategic Plan, Gender Policy, etc), even if the target is expressed numerically and a percentage has not yet been set. While entities can decide the GEM scores that are involved in the calculation of the target (e.g. GEM 2 or GEMs 2 plus 3), if entities seek to continue making progress and eventually meet or exceed requirements, it is recommended to establish at least one target on GEM 3 (to meet requirements) or to establish two different targets, one on GEM 2 and another on GEM 3 (to exceed requirements). If entities are still working to define their targets, the adequate rating is missing. A second criterion to approach requirements is that entities **have a plan in place to reach their financial targets**. At a minimum, the plan must incorporate the following elements: the reflections that led to the establishment of the financial target, method of calculation of the financial target (GEM scores, type of budget sources and/or type of expenditures

covered, etc) and a timeline explaining when the financial target is expected to be reached. It is advisable that the plan has been approved by the entity's governing body and that it envisages a resource mobilization strategy if needed.

To meet requirements

To meet requirements, entities must comply with two requirements:

- 1) **Meet a financial target for GEM 3/2B (10bi)**, which implies that entities allocate a percentage of financial resources to programmes/activities/departments that have gender equality as their principal objective. If the entity has not yet transitioned to the standard 4-point scale GEM, it can meet requirements as long as the established financial target refers to the highest GEM score where GEEW is the principal objective.
- 2) **Develop a financial and narrative report (10bii)**:
 - To link funding to specific gender results. While the establishment of financial targets is key to ensure adequate resources for gender equality, it is only meaningful provided that financial targets are connected to and contribute to reach specific gender results. Entities are expected to develop a report that explains how financial allocations have contributed to achieve gender-related objectives included in the Strategic Plan, the Gender Policy, etc. In some cases, a separate financial and narrative report may be not necessary as long as this information is already embedded in existing reporting.
 - To ensure there is a justification for activities that are considered GEM 0 (financial resources not expected to contribute to gender equality). While some entities discourage projects rated as GEM 0 or even GEM 1, some activities may be adequately tagged as GEM 0 as long a gender analysis have been conducted to ensure there are no gender-blind or gender-negative consequences. To do this, programme managers are expected to apply a 'do-no-harm approach'¹³ to ensure gender inequalities are not exacerbated or perpetuated. When it comes to the report, it is required that entities explain to what extent the activities tagged as GEM 0 have been subjected to a do-no-harm approach and/or whether other methods have been applied to estimate that GEM 0 activities are adequate and do not contribute to exacerbate gender inequalities. When designing a project/programme, GEM 0 may apply under two specific circumstances:
 - 1) When gender equality is not relevant for specific activities or projects, such as the classification of chemical substances, the development of scientific standards or improvements in scientific equipment.
 - 2) Activities where no attempt is made to incorporate gender concerns. In this case, it is recommended to return to the design stage of the project, in order to ensure that the situational analysis incorporates gender considerations, in which case the GEM 0 score could be replaced with at least a GEM 1.

To exceed requirements

To exceed requirements, entities must comply with three requirements:

- 1) **Meet the established financial target for GEM 3/2B (10ci)**, which implies that entities have reached or surpassed the financial target for GEM 3 in the previous year, or the most recent year with available data.
- 2) **Meet the establish financial target for GEM 2/2A (10cii)**. An additional criterion to exceed requirements is that entities establish and meet a target on GEM 2/2 a (significant contribution to gender equality). While some entities have established financial targets that combine GEM 3 and

¹³ To learn more about the 'do no harm' approach, please see <https://www.cdacollaborative.org/wp-content/uploads/2018/04/Do-No-Harm-and-Gender-A-Guidance-Note.pdf>

GEM 2, and even GEM 1, it is advisable that entities are able to set differentiated targets to accurately measure the financial allocations whose principal objective is gender equality (GEM 3/2B) and those allocations that substantially contribute to gender equality (GEM 2/2A). If the entity has not yet transitioned to the standard 4-point scale GEM, it can meet requirements for this performance indicator as long as the established financial target refers to the GEM score equivalent to GEM 2/2a, that significantly contributes to GEEW is the principal.

- 3) **Publish a financial and narrative report (10ciii) linking funding to specific gender results and ensuring there is a justification for activities that are considered/tagged as GEM 0.** Besides developing a financial and narrative report (see description of the criterion 'Develop a financial and narrative report', in "To meet requirements"), to exceed requirements, entities need to have published the report. To provide evidence of this, entities may attach the link or the document itself.

Additional questions

1. For "Meets" and "Exceeds"

1) What is the financial target established for GEM 3/2b? *(please provide the financial target in percentage terms)* (e.g. 3%, 8%).

2) How is the financial target calculated? *(please provide a formula including budget sources and to which gender marker scores it refers (e.g., proportion of programmatic expenditure for activities classified as GEM 3/2b over total programmatic expenditure in the year)).*

3) How was the financial target established? * (e.g., part of the Strategic Plan, in the Gender Policy, approval by the governing body, year of approval, period covered by the target).

4) Was the financial target on GEM 3/2b met or exceeded in 2024 (or the last year available)?

- It was met.
- It was exceeded.

5) Please provide the percentage that was reached (e.g. the expenditure on GEM 3/2b in 2024 constituted 2%).

2. Only for "Exceeds"

6) What is the financial target established for GEM 2/2a? *(please provide the financial target in percentage terms)* (e.g. 3%, 8%).

7) How is the financial target calculated? *(please provide a formula including budget sources and to which gender marker scores it refers (e.g., proportion of programmatic expenditure for activities classified as GEM 2/2a over total programmatic expenditure in the year)).*

8) How was the financial target established? * (e.g., part of the Strategic Plan, in the Gender Policy, approval by the governing body, year of approval, period covered by the target).

9) Was the financial target on GEM 2/2a met or exceeded in 2024 (or the last year available)?

- It was met.
- It was exceeded.

10) Please provide the percentage that was reached (e.g. the expenditure on GEM 2/2a in 2024 constituted 2%).



Evidence base

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

- Document that demonstrates that a financial target is set (GEM 3/2B) / (GEM 2/2A)
- Plan to reach the financial target
- Financial and narrative report
- Document that demonstrates that financial target (s) have been met

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

Examples

Establishment of financial targets

The **UNICEF** Gender Action Plan (2022 -2025) – with its focus on transformative approaches - commits to going beyond the financial benchmark of 15% of programme expenditures on advancing gender equality as a principal objective. Gender equality marker data already shows that UNICEF exceeded this threshold in 2020 and 2021. (See Figure 3 below). This target is not only set at the entity-wide level; each business unit at UNICEF is expected to meet this target as well. UNICEF has also added another benchmark on gender equality expenditures for programming in exclusively emergency contexts.

In its Strategy for Gender Equality and the Empowerment of Women (2020–2023), **UNIDO** committed to increasing the annual proportion of newly approved projects that at least significantly contribute to gender equality and the empowerment of women to 45 percent by 2023. This includes projects assigned a Gender Marker score of 2A or 2B. In 2021, 46 percent of approved UNIDO projects met this criterion, thereby achieving and surpassing the target ahead of the deadline. While UNIDO serves as a strong example of a technical entity establishing financial targets and applying the Gender Equality Marker, the UN-SWAP 3.0 framework requires entities to establish separate targets for GEM 3/2B and GEM 2/2A. It discourages entities from setting targets that combine GEM 2 and GEM 3.

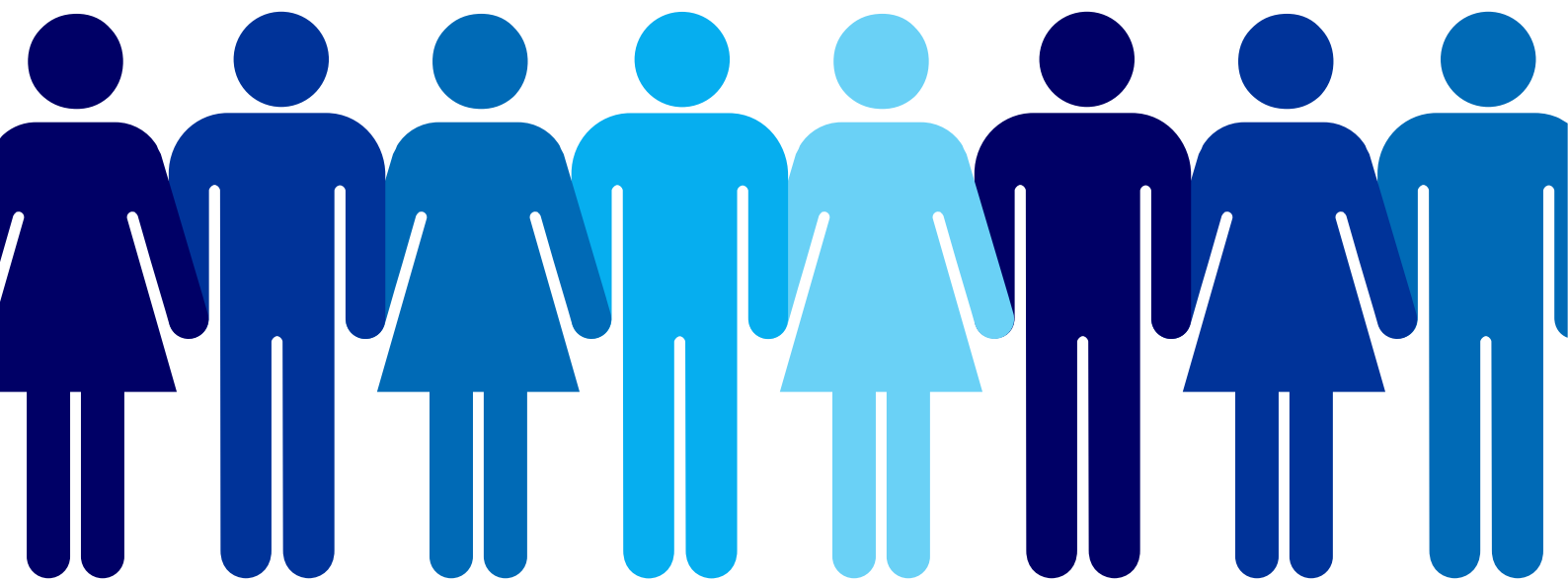
Financial and narrative report linking funding to specific gender results

UNDP has used gender equality marker data to measure its corporate commitment to gender equality and to monitor allocations and expenditures against its financial targets. UNDP reports on the Gender Equality Marker as part of annual, corporate reporting processes, such as the UNDP Annual Report to the Executive Board, the Results-oriented Annual Report (ROAR), and the Annual Report on the Gender Equality Strategy. Gender equality marker data is also utilized in conjunction with data from the results-oriented annual report and the Gender Equality Seal to create a ‘gender data powerhouse’ that provides reliable and timely gender-related data to UNDP regional hubs and country offices.

Useful resources on the establishments of financial targets on gender equality and the empowerment women

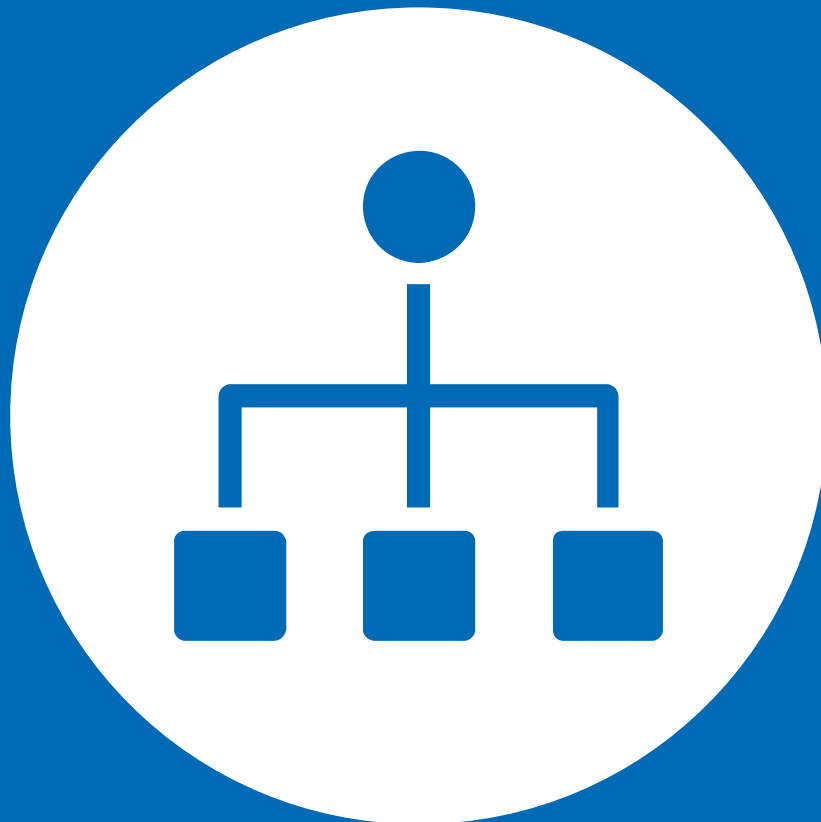
- [Brief: Implementation of Financial Tracking Tools and Financing Commitments for Gender Equality in Inter-Agency Pooled Funds](#)
- [High-Level Task Force on Financing for Gender Equality page](#)
- [Tools for Gender-Responsive Budgeting in the UN System \(ITC-ILO Course 'Gender Responsive Budgeting Within Organizations'\)](#)
- [Financing the UN Development System: Joint Responsibilities in a World of Disarray \(2022\) \(Article: Financing gender equality: The role of the gender equality marker and financial targets\)](#)
- [Financing gender equality: The role of the Gender Equality Marker and financial targets \(2023\)](#)
- [Financing for gender equality and the implementation of the women, peace and security agenda: Assessment of the implementation of a minimum 15 per cent financial target](#)

E. INSTITUTIONAL CAPACITY




**PERFORMANCE INDICATOR
11**

GENDER ARCHITECTURE



11. Performance Indicator: Gender Architecture

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|--|---|
| <p>11a. Gender focal points or equivalent at at HQ, regional and/or country levels are:</p> <ul style="list-style-type: none"> a. appointed from Professional staff level P4 and above or equivalent National Professional Officers b. have written terms of reference c. capacitated with adequate gender expertise d. at least 20 percent of their time is allocated to gender focal point functions | <p>11bi. Gender focal points or equivalent at HQ, regional and/or country levels are:</p> <ul style="list-style-type: none"> a. appointed from Professional staff level P4 and above or equivalent National Professional Officers b. have written terms of reference c. capacitated with adequate gender expertise d. at least 20 percent of their time is allocated to gender focal point functions <p>and</p> <p>11bii. Staffing standards, training and deployment preparation needed for supporting the implementation of the entity's gender equality goals are established</p> <p>and</p> <p>11biii. Gender department/unit is fully funded according to an agreed funding formula, based on staffing standards/ according to the entity mandate</p> | <p>11ci. Gender focal points or equivalent at HQ, regional and/or country levels are:</p> <ul style="list-style-type: none"> a. appointed from Professional staff level P5 and above or equivalent National Professional Officers b. have written terms of reference c. capacitated with adequate gender expertise d. at least 20 percent of their time is allocated to gender focal point functions e. specific funds are allocated to support the gender architecture and gender focal point networking <p>and</p> <p>11cii. Staffing standards, training and deployment preparation needed for supporting the implementation of the entity's gender equality goals are implemented</p> <p>and</p> <p>11ciii. Gender department/unit is fully funded according to an agreed funding formula, based on staffing standards/ according to the entity mandate</p> <p>and</p> <p>11civ. Entity demonstrates effective use of a roster of specialized expertise on gender equality and the empowerment of women</p> |

What is the Gender Architecture Performance Indicator?

Efforts to mainstream gender equality and the empowerment of women can be undermined by a lack of sufficient human and financial resources. Weak gender architecture, including understaffed and underfunded gender focal point networks and gender units, prevent UN entities from meeting their gender-related mandates. Despite progress in PI 11, with an increasing number of entities reporting

having gender units (40 entities in 2023), challenges related to resource allocation and the expanding remit of gender units to include other cross-cutting issues without additional resources continue to lead to the dilution of resources and attention to gender equality²³.

Given the paramount importance of ensuring adequate resourcing, the [2024 ECOSOC Resolution on Mainstreaming a gender perspective into all policies and programmes in the United Nations system](#) calls for "...ensuring that United Nations entities retain a strong focus with resources on gender equality issues, and that gender equality units are able to do so with specific and dedicated resources and expertise, and that resource utilization and allocation is not diluted or compromised due to simultaneous focus on other cross-cutting thematic issues".

| Elements derived from the Gender Equality Acceleration Plan | |
|--|---|
| <ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ | <ul style="list-style-type: none"> We conduct internal power analysis of systems, structures and hierarchies and formal/informal decision-making, and change barriers to gender equality and equity. Each entity implements changes that address the results of the power analysis, including enabling inclusive decision making, roll our bias training to all staff - starting with leadership, define staffing standards, training and deployment preparation. Define staffing standards, training and deployment preparation needed for supporting the implementation of the entity's gender equality goals in relation to their headquarters, regional and country architecture We work with other UN leaders to elevate and systematize specialized UN expertise on gender equality. Each UN entity will create a gender unit responsible for advancing dedicated work on gender equality and supporting gender mainstreaming across the work of the organization. A UN system 'gender capacity roster' and surge mechanism developed. Develop ToRs and framework for cadre/roster to have training, mentoring, community of practice. 2.5.5. Build demand for system-wide gender expertise, including through agreeing on an appropriate standard and ratio of expertise needs in large scale programmes, humanitarian responses, WPS & climate resilience, and missions. |

Who is the Business Owner for this indicator?

Ensuring adequate resourcing for a robust gender architecture would be the primary responsibility of the Head of entity. In entities with gender units/departments, they will be the business owner for indicator 11.

What are the specific requirements for this indicator?

To approach requirements

Requirement 11a²⁴: To approach requirements for this indicator, entities need to have **Gender Focal Points (GFP) or equivalent at HQ, regional and/or country levels who are appointed from staff level P4 and above or equivalent National Professional Officers, have written terms of reference, are capacitated with adequate gender expertise and have at least 20 per cent of their time allocated to gender focal point functions.** This requirement applies to GFPs across all relevant business owners.

Gender focal point personnel are located within offices, departments and units tasked to raise awareness on gender-related issues and promote gender mainstreaming – both at the level where gender equality and the empowerment of women and girls represents the main objective of a

²³ Mainstreaming a gender perspective into all policies and programmes in the United Nations System: report of the Secretary-General <https://digitallibrary.un.org/record/4050356?v=pdf#files>

²⁴ This is equivalent to **requirement 11bi** for meeting.

programme, as well as in cases where it is not necessarily central to the specific programme but is adeptly integrated into all aspects of the programme. Gender focal points' dedication to gender issues is partial, with less than 100% of their time allocated to gender issues and a requirement to at least dedicate 20% of their time.

A robust network of focal points is reported as valuable for quality assurance and effective implementation of the GEWE mandates, whether at the HQ level and across different organizational departments, or whether at the regional and country level architecture of the entity.

The junior level of the designated gender focal points has frequently been raised in reviews in the last years as symptomatic of lack of commitment to gender equality and the empowerment of women across the UN system.^{1F2F}²⁵ Gender focal points have often been the most junior female staff members, which sends a message that gender equality is not being taken seriously. Further, the resolutions of the General Assembly have repeatedly called for their appointment at high levels. **If the P4 level requirement has been satisfied for at least one GFP, additional focal points can be from all professional levels. When referring to level of National Professional Officers, they are equivalent to P2, P3 and P4.**

The number of gender focal points within a UN entity is determined by that UN entity. For **the 20 per cent time allocation**, this can be distributed across Gender Focal Points; one Focal Point does not have to dedicate 20 per cent of his/her time to gender focal point responsibilities. The 20 per cent requirement can be achieved by summing the time several gender focal points devote to the associated functions, thereby allowing for rotation or burden sharing, especially in those cases where the focal point is undertaking the UN-SWAP/gender equality functions in addition to their regular functions not related to gender equality work.

To ensure that GFPs allocate 20 per cent of their time to GFP responsibilities, it is advisable that their supervisors/senior managers formally support this time allocation. This can be reflected in the Performance Appraisal System (PAS) or in other performance evaluation documents and their engagement should be taken in consideration in their performance evaluation and career advancement opportunities.

In addition to their staff level and the time allocated to GFP responsibilities, **all gender focal points need to be equipped with adequate gender expertise**, regardless of how they are nominated (on a voluntary basis or directly appointed by the senior management). For this, it is necessary for GFPs to have experience and/or training on gender equality and the rights and empowerment of all women and girls. The requirements for gender expertise should be described in the terms of reference of GFPs and periodic training and technical support should be provided to the GFPs.

All the requirements that GFPs need to meet should be outlined in **written terms of reference**, which also describes the responsibilities and tasks of GFPs and the nomination method. For entities nominating GFPs and alternate GFPs, this needs to be described in the terms of reference.

²⁵ For an overview see AfDB (2011) Mainstreaming gender: a road to results or a road to nowhere. Evaluation synthesis. Addis Ababa: African Development Bank, pp. 40-2. <http://idev.afdb.org/en/document/mainstreaming-gender-equality-road-results-or-road-nowhere>

The Performance Indicator on gender focal points refers to “**equivalents**”. Some UN entities, such as OHCHR and UNDP, have moved away from a focal point system. In UNDP the move is to a team-based system, where teams assign specific gender focal point functions – human resources, programming, etc. – to different staff members, with the teams reporting to a senior manager. In OHCHR Gender Facilitators are assistants to senior managers in charge of programme development and follow up on compliance within a Branch or Division. The requirements of this Performance Indicator apply, whether the UN entity chooses to appoint individual staff members as gender focal points or form a gender focal point team.

It is recommended that, one of the designated responsibilities for the gender focal points should pertain to achievement of gender balance in staffing and representation of women. Some UN entities may opt to have separate gender balance focal points, or equivalent. Gender balance focal points support senior management in relation to staff selection processes, identifying qualified female candidates and supporting the development of policies. Gender balance focal points may be required to serve on interview panels and reviews and assist with monitoring the status of women and men within their organization.

To meet requirements

To meet this Performance Indicator, UN entities need to meet three requirements: **Gender focal points** (requirement 11bi²⁶), **Staffing standards, training and deployment preparation** (requirement 11bii), and a **fully funded Gender Unit** (requirement 11biii).

Requirement 11bii: Staffing Standards, Training and Deployment Preparation is established

Baseline GEWE standards or benchmarks are being organically adopted in some entities, both larger and better resourced, as well as smaller entities with fewer resources available for GEWE. Emerging discussions and requests for standards are being elicited by colleagues working on gender units or as gender advisors, specialists, or focal points. The establishment of GEWE standards seeks to guarantee the achievement of commitments of the United Nations entities related to gender equality. To this end the Staffing Standards are translated into institutional benchmarks that hold UN entities accountable to minimum standards for human resources and institutional arrangements dedicated to gender equality. The **establishment of minimum standards for gender equality regarding staffing, training and deployment** is key to catalyse transformative and systematic change and to hold entities accountable. To approach requirements, entities are expected to develop a document (such as guidance, or a section of the Gender Policy/Gender strategy, etc.) that is endorsed by senior management and outlines a series of institutional benchmarks, including:

- **Standards for gender staffing** within Country Offices (COs), Regional Offices (ROs) and Headquarters (HQ), for example, recommending the number of gender specialists and gender focal points in Country Offices according to their annual budgets or their contexts (e.g. emergency contexts), the need for gender experts specialized in specific areas, and the composition and budget of the Gender Unit, etc.

²⁶ Requirement 11bi is equivalent to requirement 10^a in Approaches. For more information on this requirement, please see section ‘To approach requirements’ (pp. .xxx).

- **Terms of Reference:** the guidance needs to define the terms of reference of gender staffing, for example gender advisors, gender working group and gender focal points., with a focus on describing their roles and responsibilities as well.
- **Training and deployment preparation:** the capacity development needed for gender staffing as well as a detailed description of how deployment is prepared are key to ensure that they are able to develop their work effectively. This can be included in the terms of reference of each gender staffing position or in a separate section.

It is recommended that the guidance is built on recommendations based on available evidence, including recent independent evaluations and reviews, and feedback from field offices and headquarters.

Requirement 11biii: Fully resourced Gender Unit according to an agreed funding formula

A Gender Unit or Equivalent (Office, Department, Branch, etc) is a separate organizational unit charged with coordinating the entity's work on GEEW within the entity, through providing strategic support for the development of policies, projects, capacity building and strategic initiatives, etc.

The gender unit can be considered to be fully resourced if it has adequate human and financial resources to support the UN entity in meeting its GEEW mandate. This will differ from entity to entity. To estimate if the unit is fully resourced, the requirements set out in the UN entity gender equality policy, and assessment against the UN-SWAP Performance Indicators, can be taken into account. All UN entities should eventually be exceeding requirements. UN entities will thus need to determine the quantity of resources required by its gender unit/department for fulfilment of its gender mandate, including coordination, capacity development, quality assurance and inter-agency networking.

Gender units should be strategically placed in the entity and have adequate authority and capacity to influence entity's policies and decision-making. Optimally, gender units should be located at the highest possible level in the organigram and in direct connection with the executive office.

Strong gender architecture within an entity may be reflected by:

- senior gender personnel having roles within institutional decision-making and programmatic delivery, including authority/influence over budgets and policy (i.e. extent to which perspectives of gender staff reflected in key policies, programmes and procedures);
- participation of gender-dedicated staff in cross-functional teams in priority issue areas (other than gender equality) and chairing internal task forces and inter-agency mechanisms;
- adequate capacity and training for gender personnel to carry out their functions; and
- associated budgets under gender experts' responsibility.

In order to meet requirements, entities are requested to establish a fully resourced Gender Unit in accordance with an agreed funding formula outlined in the entity's staffing standards and aligned with the entity's mandate. In order to develop a funding formula, entities need to consider elements such as the staff required to ensure the effectiveness of a gender unit (number of staff, professional levels) as well as the necessary budget for it, paying attention to the budget sources dedicated to finance the gender unit.

Notes for Small entities:

Small entities that do not have a gender unit can meet requirements as long as they are able to explain that they have a well-functioning gender architecture with adequate resources according to the entity mandate, and provide evidence of that.

To exceed requirements

To exceed requirements for this Performance Indicator, UN entities need to meet four requirements: 1) on Gender Focal Points (additional criteria: nominated from P5 level or above and **specific funds** are allocated to support the gender architecture and gender focal point networking), 2) the **implementation of minimum standards** for gender equality regarding staffing, training and deployment, 3) **fully resourced Gender unit**, and 4) to demonstrate an **effective use of a roster of specialized expertise on gender equality and the empowerment of women**.

1. **Requirement 11ci**: Besides to meet the criteria on GFPs²⁷ related to having written terms or reference, capacitated with adequate gender expertise, and dedicate at least 20 per cent of their time to gender focal point functions, to exceed requirements, entities need:
 - To appoint GFPs from Professional staff level P5 and above or National Professional Officers. If the P5 level requirement has been satisfied for at least one GFP, additional focal points can be from all professional levels.
 - To allocate specific funds to support the gender architecture and GFP networking. Funds can be dedicated to capacity-building activities or any other initiatives that foster professional development and enhance effectiveness.
2. **Requirement 11cii**: While entities meeting requirements are expected to establish minimum standards for gender equality, to exceed requirements, entities need to have **implemented the recommendations** provided in the standards for gender equality. To substantiate this, entities are required to provide evidence of the recommendations that have been implemented.
3. **Requirement 11ciii**²⁸: Fully resourced Gender Unit according to an agreed funding formula, based on staffing standards, according to the entity mandate.
4. **Requirement 11civ**. Entity demonstrates effective use of a roster of specialized expertise on gender equality and the empowerment of women. Entities need to effectively use a roster, it can mean joining another entity's existing roster rather than creating a new one, as the latter may not be very efficient for small entities. While some entities use informal rosters, this requirement refers to formal rosters that have been created to ensure that there is access to the right expertise in the field.

A UN roster is 'a pool of pre-assessed candidates deemed suitable for temporary and longer-term employment opportunities within the UN system'²⁹. While there are different types of rosters in the

²⁷ For more information on these criteria, please see requirement 11.a in "To approach requirements"

²⁸ This requirement is equivalent to requirement 11bii in Meets. For more information, please see section 'To meet requirements'.

²⁹ <https://uncareer.net/UN-roster>

UN system³⁰ (generic rosters, emergency rosters...), in this case we refer to specialized rosters with a focus on specific expertise on GEEW. An effective use of a roster of specialized expertise on GEEW requires that UN entities use rosters to fill vacancies. To this end, entities can demonstrate, for example, that at least one vacancy has been filled using a roster of GEEW experts in the previous year or as appropriate.

Additional questions

1) For “Exceeds” “Meets” “Approaches” and “Missing”:

- 3) Total number of entity staff (*part time or full-time staff, no consultants*)
- 3) Total cost of all entity staff (*total financial “spend” for staff members payable by the entity*)

2) For “Exceeds” and “Meets” (entities with Gender Units)

- 3) Does the entity have a Gender Unit? Yes/No (*Gender Unit or Equivalent (Office, Department, Branch, etc.) personnel are individuals working in organizational units charged with coordinating the entity's work on GEWE through providing strategic support for the development of policies, projects, capacity building and strategic initiatives, etc*)

If YES (*applies only to entities that respond affirmatively to the previous question*):

- 4) Total number of staff in the gender unit
- 5) Total staff cost of gender unit
- 6) Financial allocation of gender unit (excluding staff cost). (*This refers to the budget of the Gender Unit that is not allocated to staff costs but dedicated to implement initiatives or coordinating programmes led by the Gender Unit*)
- 7) Has the remit of the gender unit recently expanded to address other cross-cutting issues than GEWE? Yes/No
- 8) If YES: the gender unit addresses cross-cutting issues in addition to GEWE, please select all that apply:
 - Racism - Environment - Disability - Risk management - Education - LGBTQI+ - Partnership and resource mobilization - Parity - Peace and security - Other

-If YES: please explain the extent to which the additional cross-cutting issues have been accompanied by an increase of financial and human resources allocated to the Gender Unit (Max:200 Words) *
- 9) Location of Gender Unit: Where is the gender unit located in the organigram?
 - Office of the Executive Director
 - USG Office
 - Division
 - Section
 - Cluster
 - Other (please explain)

³⁰ For more information on types of rosters in the UN System, please see <https://uncareer.net/UN-roster>

10) Level of seniority of Gender Unit: What is professional level of the head of the Gender Unit?

- Director level (D1 and D2)
- P5
- P4
- P3
- Other (please explain)

3) For “Exceeds” “Meets” “Approaches” and “Missing”:

11) Where is the gender parity function located? (Max:200 Words)

12) Total number of gender focal points in the entity (*Gender Focal Points, or their equivalents, are resource persons within entities tasked with raising awareness and understanding of gender-related issues. They also promote the application of gender equality and gender mainstreaming. Typically, only a fraction of their work time (around 20%) is allocated to gender issues.*)

13) Number of gender advisor and women’s protection advisor posts that have been vacant for six months or more in the previous reporting year.

14) Does the entity have gender advisors/specialists that are not part of the gender unit? * Yes/No. (*Gender Advisors, or their equivalents (specialist, officer, project specialist, etc.) are individual staff working fulltime outside of a Gender Unit (e.g., field-based gender advisors or individual gender advisors at HQ level in entities with no gender unit) to ensure gender perspectives are integrated across entity’s functional and substantive areas (e.g., capacity building, conducting gender analysis of strategic and project documents, provision of policy advice and high-quality advisory inputs, etc.).*)

If YES (*applies only to entities that respond affirmatively to the previous question*)

15) Total number of gender advisors/specialists (not part of the gender unit) in the most recent available reporting year.

Evidence base

Examples of documents to attach to substantiate reporting:

- Gender Focal Point TORs
- Overview of the gender unit’s budget for the reporting year and list of posts (titles and grades of all staff in the unit/department)
- Staffing standards
- Documents that demonstrate effective use of gender roster
- Organizational chart showing location of Gender Unit
- Documents detailing the funds allocated to support gender focal point networking
- Documents showing the activities organized for Gender Focal Points (minutes of GFP meetings, material of training activities...)

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

An effective gender architecture supports the efficient use of human and financial resources for the achievement of gender equality and the empowerment of women across the UN system. To date, there

is insufficient comparable data on the current gender architecture across the UN system to establish a comprehensive baseline.

Examples

Effective use of roster of experts

Staffing standards on Gender Equality and the Empowerment of Women

UNICEF is the most advanced entity in this regard, since its *Gender Staffing Guidance 2018* not only establishes a minimum architecture but also emphasizes capacity building. UNICEF has developed a new Gender Staffing Guidance that establishes, inter alia, that country offices with a budget over \$20 million should have a full-time gender specialist at the P4/P5 level, as well as sectoral gender specialists to be embedded within largest Country Office programs. For COs with a budget under 20 million, the guidance calls for either one Gender Focal Point (GFP) or a cost-shared subregional full-time gender specialist at the NOC/NOD or P3/P4 level or higher. In Level 2 or 3 country office emergency responses, the staffing standard mandates one full-time Gender Specialist (P4/P5).

Gender Unit

In 2022, the Gender, Equity and Human Rights team was upgraded to a fully-fledged **WHO** Department on Gender, Rights and Equity (GRE) within the Director-General's office, with an increase in staff at that time. In 2023, staff continued to increase, and posts were stabilized following the department's proposed organigram. Three P5 staff were hired to lead the newly formed Gender, Equity, and Human Rights units.

Gender Focal Points Network

UNOCT

The Gender Mainstreaming Task Force is composed of Gender Focal Points from UNOCT Branches and Units. The primary focus of the Gender Task Force is to support the implementation and monitoring of the UNOCT Gender Mainstreaming Policy and Action Plan, which aims at ensuring that UNOCT's mandate is implemented in a gender responsive manner, promoting gender equality and women's empowerment and integrating the women, peace and security agenda within Counter Terrorism and Preventing/Countering Violent Extremism. The Terms of Reference of the UNOCT Gender Task Force stipulates the objectives, functioning and scope of work of the Gender Task Force, as well as the roles, responsibilities and requirements of GFPs.

UNAIDS

In 2023, UNAIDS brought most of its gender focal points together as part of its efforts to strengthen knowledge-sharing through newly established communities of practice following its realignment. In October, the UNAIDS Gender Team, in collaboration with the Western and Central Africa regional office, convened thematic and operational focal points working on gender equality from regional, country, and global offices. The meeting aimed to reflect on UNAIDS' gender and HIV initiatives across priority areas, exchange insights, and highlight successes and challenges. Over 30 in-person participants and 20

virtual attendees engaged in discussions to share knowledge, revisit the GAS and Secretariat's key roles, and explore ways to maximize resources for transformative gender investments in the upcoming biennium.

UNHCR

In 2023, the Gender Equality Unit within the Division of International Protection introduced the terms of reference for gender focal points to over 200 individuals across over 130 UNHCR operations via a series of global webinars. Endorsed by regional and country offices, the TOR requires focal points to allocate at least 20% of their time to gender equality initiatives. GFPs focal play a pivotal role in advancing gender equality programming and integration efforts at the country level. They are supported with technical and advisory assistance from regional gender focal points and the Gender Equality Unit at Headquarters, under the overall supervision of the Director of the Division of International Protection.

Useful resources on the application of the Gender Architecture

[2022 UN Agencies Gender Architecture Mapping and Costing Study](#)

[Presentation of 2022 UN Agencies Gender Architecture Mapping and Costing Study](#)

[2024 Updated Study of Capacities and Functions of the UN Development System to Accelerate Progress on the SDGs](#)




[2023 Synthesis Review on Advancing Gender Equality in the United Nations Secretariat](#)

PERFORMANCE INDICATOR 12

CAPACITY DEVELOPMENT



12. Performance Indicator: Capacity Development³¹

|  | Approaches requirements |  | Meets requirements |  | Exceeds requirements |
|---|--|---|---|---|--|
| | <p>12ai. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices</p> | | <p>12bi. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices</p> | | <p>12ci. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices</p> |
| | and | | and | | and |
| | <p>12aai. A capacity assessment in gender equality and the empowerment of women is carried out</p> | | <p>12bii. A capacity assessment in gender equality and the empowerment of women is carried out</p> | | <p>12cii. A capacity assessment in gender equality and the empowerment of women is carried out</p> |
| | and | | and | | and |
| | <p>12aiii. A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is developed</p> | | <p>12biii. A costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women implemented</p> | | <p>12ciii. A costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is evaluated</p> |
| | | | and | | and |
| | | <p>12biv. Capacity-building initiatives to develop skills and knowledge on gender equality and the empowerment of women are undertaken by personnel in specific roles and functions</p> | | <p>12civ. The effective use of skills and knowledge on gender equality and the empowerment of women, acquired through capacity development by personnel in specific roles and functions is demonstrated</p> | |
| | | | and | | and |
| | | <p>12bv. Unconscious bias training rolled out starting with senior leadership</p> | | <p>12cv. Unconscious bias training rolled out for all staff</p> | |

³¹ UN-SWAP 2.0 PI14 (Capacity Assessment) and PI15 (Capacity Development) have now merged into one indicator



What is the Capacity Development for gender equality?

ECOSOC Resolution E/2011/6 (see Annex; Mandates) notes the need for assessment of staff vis-à-vis gender equality and the empowerment of women. This performance indicator was developed based on [UN Development Group guidance on capacity development](#). While the UN Development Group does not cover the whole UN system, the methodologies that it has developed for capacity assessment and development are relevant across the system.

UN staff need the capacity to fulfil the UN's gender mandate. A capacity assessment comprises the first step to enhancing capacity.

A gender equality capacity assessment is a way to determine the understanding, knowledge, and skills that a given entity and its staff possess on GEEW, and on the entity's gender architecture and gender policy. Capacity assessment refers to the process by which information is gathered and analysed, and to the results of this analysis. These results are conveyed in a report that outlines the ways forward for a training or capacity development strategy or action plan.

A capacity assessment can be based on the entity's core values and competencies on GEEW. The assessment can be conducted as part of performance reviews or other ongoing staff assessments, or alternatively, as a self-administered online questionnaire.

UN Women has developed [a capacity assessment tool](#) which entities can use as a basis to develop their own capacity assessment plans.

What is capacity development for gender equality?³²

- ✓ **Capacity:** the ability of people, organizations and society as a whole to manage their affairs successfully.
- ✓ **Capacity Development:** the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.
- ✓ **Training for Gender Equality:** a specific activity that aims to promote a transformative process to provide knowledge, techniques and tools to develop skills and changes in attitudes and behaviours with the objective of creating an aware, competent and gender equitable society.
- ✓ **Gender equality capacity assessment:** a means of assessing the understanding, knowledge and skills that a given organization and individuals have on gender equality and the empowerment of women, and on the organization's gender architecture and gender policy. Capacity assessment refers to the process through which the information is gathered and analyzed and also to the results of this analysis.

How can entities mainstream gender equality within capacity development?

Capacity development is essential not only for achieving developmental goals, but also for maintaining and sustaining progress. In the UN-SWAP the minimum requirement for capacity development calls for all staff to acquire the capacities necessary to promote GEEW in their work; for instance through introductory gender training for non-gender specialists, and tailored training for gender focal points and gender specialists. To exceed requirements for this performance indicator senior managers would receive tailored training during their orientation.

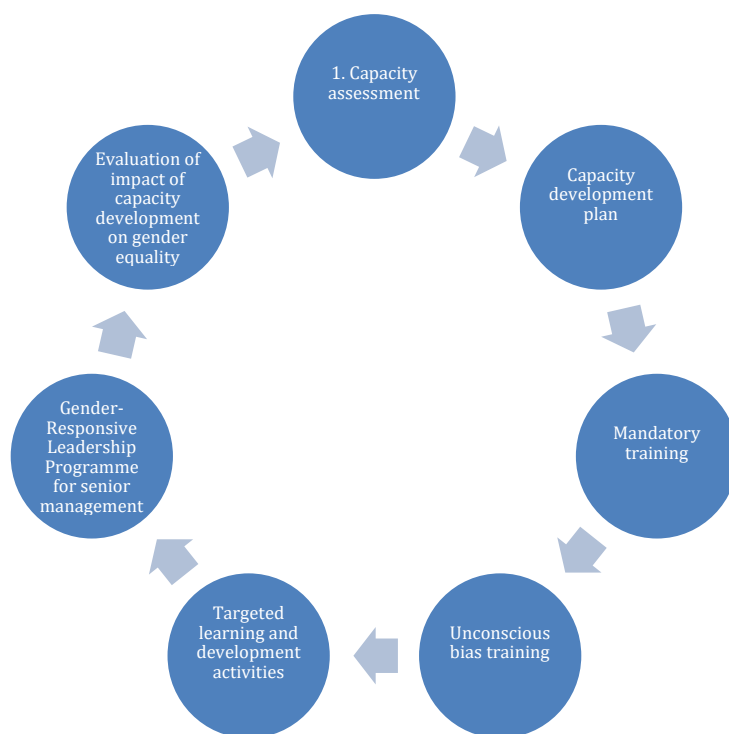
Entities with an ongoing mandatory training for all staff, including senior managers, meet or exceed 50 per cent more UN-SWAP performance indicators than entities which do not have the above in place. This points to the foundational role of adequate gender related capacities at all levels to drive progress

³² Source: UN Women Training Centre (2016) [Gender Equality Capacity Assessment Tool](#)

across all UN-SWAP indicators, beyond Performance Indicator 15. Entities aiming to improve their overall performance should therefore target capacity development as a lever for progress.

The diagram below sets out the different stages involved in capacity development. These are explained in more detail below.

Figure 1: The capacity development process in UN-SWAP 3.0



Who is the Business Owner for this indicator?

- Human Resources, Learning and Development Departments/ Sections.
- The Capacity assessment can be conducted with the support of the Gender function.
- The Capacity development plan needs to be by the aforementioned, with the endorsement of senior management to ensure up, and form part of corporate learning and development strategy.

What are the specific requirements for this indicator?

There are **five key requirements** for this indicator that entities are asked to **progressively achieve progress** on during the UN-SWAP 3.0 period:

Requirement 1: Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices.

Requirement 2: A capacity assessment in gender equality and the empowerment of women is carried out.

Requirement 3: A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is developed, implemented and carried-out.

Requirement 4: Entities should ensure that **personnel in specific roles and functions undertake capacity-building initiatives** to develop skills and knowledge on gender equality and the empowerment of women (*meets requirements*), and **demonstrate how the skills and knowledge** on gender equality and the empowerment of women, **acquired through capacity development by personnel, are effectively utilized** (*exceeds requirements*).

Requirement 5: Entities should **roll out unconscious bias training**, starting with **senior leadership** (*meets requirements*), and eventually extending it to **all staff** (*exceeds requirements*).

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources, examples** and a **step-by-step checklist** to support you to determine your entity’s rating. The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating. Finally, you will find the **template for the indicator action plan** following the checklist for ease of reference to complete.

Requirement 1: Ongoing mandatory training

| | |
|--------------------------------|--|
| Approaches requirements | 12ai. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices. |
| Meets requirements | 12bi. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices. |
| Exceeds requirements | 12ci. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices. |

Capacity development is essential not only for achieving developmental goals, but also for maintaining and sustaining progress. This requirement for all personnel to acquire the capacities necessary to promote GEWE in their work; for instance, through introductory gender training for non-gender specialists, and tailored training for gender focal points and gender specialists.

Entities with an ongoing mandatory training for all staff, including senior managers, meet or exceed 50 per cent more UN-SWAP performance indicators than entities which do not have the above in place. This points to the foundational role of adequate gender related capacities at all levels to drive progress across all UN-SWAP indicators, beyond Performance Indicator 12. Entities aiming to improve their overall performance should therefore target capacity development as a lever for progress.

Examples of mandatory trainings include [I Know Gender](#) 1-2-3, or other entity-specific mandatory trainings. Please note that mandatory training on diversity and inclusion in the workplace does not meet the criteria for this indicator. The training needs to be focussed on all aspects of gender equality and women’s empowerment, with a focus on both operational and programmatic aspects.

Requirement 2: Capacity assessment carried out

| | |
|--------------------------------|---|
| Approaches requirements | 12a.ii., 12b.ii., 12c.ii. A capacity assessment in gender equality and the empowerment of women is carried out |
| Meets requirements | |
| Exceeds requirements | |

Capacity assessment is the baseline requirement for this indicator. In order to approach requirements for this indicator UN entities are expected to assess the capacity of entity personnel to deliver results for gender equality and women’s empowerment.

Entities are expected to carry out a capacity assessment of all relevant staff and use the findings to establish a capacity development plan, with resources and timelines outlined, to meet capacity gaps at all levels at least every five years. Carrying out a capacity assessment **at least every five years will allow entities to determine if their capacity development strategy is working.**

There are several distinct steps to follow when conducting the capacity assessment.



Considerations at the Beginning of the Process

- Before starting the capacity assessment, it’s important to take the following into account:
 - **Previous Efforts:** What has already been accomplished regarding staff surveys and capacity assessments? Does the entity have a gender policy? If so, how does this exercise complement or enhance that policy?
 - **Strategic Alignment:** How does this capacity assessment relate to the entity's strategic planning cycle? How does it fit into the budgeting cycle?
 - **Integration with Gender Mainstreaming:** In what ways can the capacity assessment be linked to other aspects of the gender mainstreaming process or SWAP reporting to maximize its effectiveness and impact?

Securing Support³³

It is crucial to secure senior management support for the capacity assessment. Consider who will distribute the questionnaire, as this can significantly impact the response rate and staff motivation to complete the survey.

Producing the Capacity Assessment Report³⁴

Once the responses have been collected, a capacity assessment report should be prepared. The report must include the following elements:

- **Broader Mandates:** Reference broader mandates for capacity development related to gender equality within the UN system.
- **Specific Needs:** Establish a clear connection to the specific needs and mandate of the entity.
- **Narrative and Importance:** Provide a compelling narrative that illustrates the significance of the findings and their implications for the entity.
- **Recommendations:** Include clear recommendations, highlighting 2-3 key action points that feed into the capacity development plan.

The capacity assessment report feeds into the **capacity development plan**.

Requirement 3: Costed capacity development plan

| | |
|--------------------------------|--|
| Approaches requirements | 12a.iii. A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is developed |
| Meets requirements | 12a.iii. A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is implemented |
| Exceeds requirements | 12a.iii. A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is evaluated |

To **meet and exceed requirements**, a corporate capacity development plan should be designed, costed, and implemented to support personnel in delivering results for gender equality and the empowerment of women. In order to **exceed requirements**, in addition to the above, the plan should be evaluated to assess its impact on institutional gender equality outcomes, ensuring continuous improvement and greater effectiveness.

To effectively implement this, the UN entity needs to consider several key factors.

- The development plan should be tailored to the specific needs and context of the personnel, ensuring that it includes comprehensive training and capacity-building activities focused on gender equality and women's empowerment.
- The plan should be costed appropriately, with a clear budget allocation for its execution.
- The entity should put in place a robust monitoring and evaluation mechanisms to assess the effectiveness of the plan, ensuring that it delivers measurable improvements in gender equality outcomes, in relation to the entity's mandated areas of work and context.

It is important to consider including the following aspects in the capacity development plan:

- Commitment to an institutional learning environment.
- Type and number of staff/ personnel to be reached by the intervention/training programme.
- Costs of activity (if to be delivered by Gender Unit, this should be highlighted as a cost, rather than considered "free of charge").

³³ For assistance in developing the capacity assessment questionnaire, please refer to ANNEX: Updated Capacity Assessment Template.

³⁴ For more details on the report structure, please see ANNEX: Draft Structure Capacity Assessment Report.

- Clear responsibility for resources allocated to each activity.
- Timeframe (e.g. Year 1, Year 2, Year 3)
- A gradual progression from Year 1 activities to Year 3 activities, to ensure a clear and consistent learning journey.

According to the Gender Equality Acceleration Plan (GEAP), it is the responsibility of the HR Director, along with the Directors of Planning and Budget, to allocate a dedicated portion of the budget for the development of the gender framework and capacity development across the system. This includes implementing gender training, starting with the next budget cycle. This can serve as an advocacy tool to secure the necessary resources for accurately funding the capacity development plan.

Requirement 4: Capacity-Building Initiatives

| | |
|--------------------------------|---|
| Approaches requirements | N/A |
| Meets requirements | 12biv. Capacity-building initiatives to develop skills and knowledge on gender equality and the empowerment of women are undertaken by personnel in specific roles and functions |
| Exceeds requirements | 12civ. The effective use of skills and knowledge on gender equality and the empowerment of women , acquired through capacity development by personnel in specific roles and functions is demonstrated |

In line with the key findings of the capacity assessment and the priorities identified, specific personnel profiles should participate in learning and development activities to deliver results for gender equality and the empowerment of women.

Specifically, entities should ensure that personnel in specific roles and functions receive stand-alone training on how to promote gender equality and the empowerment of women. This does not preclude training on gender equality and the empowerment of women being mainstreamed into other entity training. Training should be adapted by personnel/ staff member type (ex. non-gender specialist should receive introductory gender training similar to UN Women's I Know Gender e-course).

Moreover, the specific learning and development activities should be adapted to meet the needs of each entity. Nevertheless, it is expected that they will meet the established quality criteria in training for gender equality, and will follow feminist pedagogical principles.³⁵

The following constitutes an adequate level of entity-wide training:

- Training on gender equality and the empowerment of women takes place for all relevant staff - at least one day of training for new staff during the first year, minimum of one day of training once every two years after this.
- Gender specialists and gender focal points receive specific, tailored training - minimum two days of training a year on GEEW.

Entities should determine which training courses, from the number of courses available, are most relevant for their staff.

The effective use of skills and knowledge on gender equality and the empowerment of women, acquired through capacity development, is demonstrated when personnel apply these competencies to their specific roles and functions. For example:

- **Designing Gender-Sensitive/ Responsive Policies:** Developing inclusive policies that address women and girl's rights and gender equality, such as ensuring equal representation of women in leadership roles.

³⁵ For more information, see UN Women Training Centre (2019) Feminist Pedagogies in Training for Gender Equality and Quality in Training for Gender Equality.

- **Implementing Gender-Focused Programs:** Applying gender analysis to design and execute programs that address the specific needs of women, like maternal health or women’s economic empowerment.
- **Monitoring and Evaluation:** Using gender expertise to track and assess the impact of programs, ensuring that gender equality goals are met, such as evaluating women’s participation in job training programs.
- **Advocacy and Awareness Raising:** Leading efforts to advocate for gender equality issues, such as raising awareness about gender-based violence or promoting women’s political participation.

Requirement 5: Unconscious Bias Training

| | |
|--------------------------------|--|
| Approaches requirements | N/A |
| Meets requirements | 12bv. Unconscious bias training rolled out starting with senior leadership |
| Exceeds requirements | 12cv. Unconscious bias training rolled out for all staff |

In addition to ongoing mandatory training for all staff, all leadership personnel must participate in unconscious bias training to meet requirements for this indicator. If all personnel participate in unconscious bias training, the entity will exceed requirements.

Unconscious bias might be based upon various criteria such as gender, age, weight, skin colour, physical disability, job title, level of education, sexuality, accent, social status and religion; and these criteria then influence our decision-making and behaviour. Gender stereotypes are deeply entrenched in belief systems and are still viewed as ‘social norms’. Promotion of gender equality is frequently seen as a ‘women’s issue’, whereas it is about men too. In the workplace, men too suffer from gender stereotypes with respect to professions considered ‘feminine’. Men therefore have a key role to play as champions of diversity and inclusion in support of gender-equal relations.

Unconscious bias persists in the workplace, including within the United Nations and this has had a direct impact upon recruitment and selection decisions. The lack of women and visible minorities in leadership positions is often connected to unconscious bias. We make assumptions about someone’s ability to contribute to a project or mission due to their age; we overlook someone that might have a different work history/life experience than we do. There are many ways unconscious bias can impact a team, unit, or organization.

The United Nations like any organization wants to make sure that personnel are doing the best work, and creating an environment where people work together efficiently, creatively, and collaboratively.



Evidence base

Examples of documents to attach to substantiate reporting:

- Capacity assessment survey and outcome
- Costed entity-wide capacity development plan
- Document stating that gender training is mandatory for all staff
- Tracking/monitoring data
- GRL Training outline for senior management
- Unconscious bias trainingssNote: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those shared to the UN-SWAP Knowledge Hub.



Example: Meeting Requirements

Ongoing mandatory training

The **United Nations Development Programme (UNDP)** has adopted a new approach to compliance training, introducing two complementary course specializations, each to be completed by all personnel within specific timelines.

- **Mandatory Courses Specialization:** This includes courses with the most immediate impact on staff's security, safety, and well-being, such as prevention of sexual harassment and prevention of sexual exploitation. These courses must be completed within 30 days of assuming a role at UNDP.
- **Core Courses Specialization:** The gender course is now part of this specialization and must be completed within the first 3 months of assignment.

To further enhance UNDP staff and managers' understanding of gender equality and support the achievement of gender equality in the workplace, the mandatory **Gender Journey** course was updated and rolled out in 2021. The course covers:

- Understanding Gender
- Gender Equality in Development and Achieving the Sustainable Development Goals (SDGs)
- Individual Commitment to Gender Equality
- Gender Equality within UNDP
- Gender Mainstreaming and Gender Analysis in Programmes
- Becoming an Effective Leader for Gender Equality (targeted at managers)

As of November 15, 2023, 93% of UNDP staff have completed the **Gender Journey** course.

Capacity assessment carried out

The **International Atomic Energy Agency (IAEA)** undertook its first ever survey on gender equality in 2018. This included an assessment of staff's knowledge and skills in relation to gender equality and most specifically on gender mainstreaming. The results of the survey were disseminated to all staff. The basis of the survey results served as an important input into the revised Gender Action Plan of the Agency. The Gender Action Plan, along with its Implementation Matrix clearly outlines the tasks, milestones and responsible party to achieve the objectives outlined.

The **United Nations Office for Disarmament Affairs (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.

In 2020, the **United Nations Children's Fund (UNICEF)** commissioned a strategic review of its gender capacity-building and credentialing initiatives across the organizational levels. This independent review engaged programme staff, senior leadership, and UNICEF partners – UN Agencies, research institutions, and NGOs. The objectives of the review were (a) to assess the current gender capacity-building efforts, identifying key gaps and highlighting concrete opportunities to strengthen key initiatives; and (b) to recommend cost-effective strategies and platforms for capacity-building that UNICEF should

consider adopting, testing, and monitoring. Five elements of UNICEF's gender capacity were assessed: gender capacity-building strategy; the enabling environment for capacity building; onboarding; learning platforms; and credentialing. The review collected primary data (online survey results, key-informant interviews and focus groups) from a variety of sources across 71 countries. Based on findings from the strategic review of its gender capacity-building and credentialing initiatives, UNICEF drafted a new Organization Learning Plan for Gender Equality (2021-2025).

In line with UN Women guidelines, the **United Nations Economic and Social Commission for Western Asia (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.

Capacity-Building Initiatives

Following the 2020 capacity assessment, the **International Trade Centre's (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 GEEW, 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 GEEW 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.



Example: Exceeding Requirements

Unconscious Bias Training

Through the United Nations System Staff College (UNSSC) Blue Line online learning platform, the **International Trade Centre (ITC)** has made the '**Leveraging Diversity in the Workplace**' training

available to its personnel. This training aims to recognize, reflect on, and address both conscious and unconscious biases. Key components of the training include:

- **Intersectionality:** Exploring how overlapping identities and experiences shape individuals' perspectives, helping to understand the complexity of discrimination and privilege.
- **Positive Impact of Diversity:** Recognizing how diversity benefits organizations and encourages cognitive diversity within teams.
- **Psychological Safety:** Identifying actions to foster psychological safety and support the development of cognitively diverse teams.
- **Inclusive Leadership:** Advocating for leadership practices that align with the United Nations' 2030 Agenda, promoting inclusion and equity within the workplace.

In 2017, various agencies in Nairobi, comprising the **UN Office at Nairobi (UNON)**, **UN Environment (UNEP)**, **UN Habitat** and the **International Organization for Migration (IOM)**, targeted their senior managers (P-5 level and above) to attend a groundbreaking workshop on [Gender, Unconscious Bias and Inclusive Management](#)—the first-ever session on these issues for Senior Managers of the UN system in Nairobi, with an afternoon session dedicated to gender focal persons and middle managers. During the workshop, sSenior managers and staff members were instructed on how to address fight against unconscious bias within the workplace.



Additional Information

Details of UN System-wide training courses can be found on the [UN Women Training for Gender Equality Community of Practice \(CoP\) platform3F4F](#)³⁶. UN Women has also produced a [Compendium of Good Practices for Training in Gender Equality](#).

[United Nations Gender Focal Points capacity-building programme](#), collaboratively designed by the ITCILO and the UN Women Training Centre, will introduce GFPs to the UN gender architecture and the latest gender policies and frameworks. The programme includes a five-week online learning and action-planning phase. GFPs will explore strategies and tools for identifying and addressing obstacles to gender equality in their context. They will examine gender-mainstreaming tools relating to GEEW, and their concrete application. After the learning journey, the learners will be able to:

- Recognise gender inequalities within your organization especially after COVID-19
- Employ the international legal framework to strengthening gender equality and the empowerment of women within UN entities, supporting your organization in the achievement of the UN targets
- Manage and apply strategies and tools to efficiently mainstream gender equality and the empowerment of women within your UN organization in the new era post COVID-19
- Design an organizational strategy for change capable to overcome resistances
- Conceive an individual and concrete action plan aimed to strengthening gender equality and the empowerment of women to be immediately implemented in your organization.

Introductory Online Gender Course “I Know Gender”:

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.

³⁶ The Training for Gender Equality CoP is a global online community for knowledge sharing on Training for Gender Equality. It includes a calendar of trainings and a clearinghouse of training resources.

The **overall objective** of I Know Gender is to develop and/or strengthen understanding and awareness of basic concepts of GEEW 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:

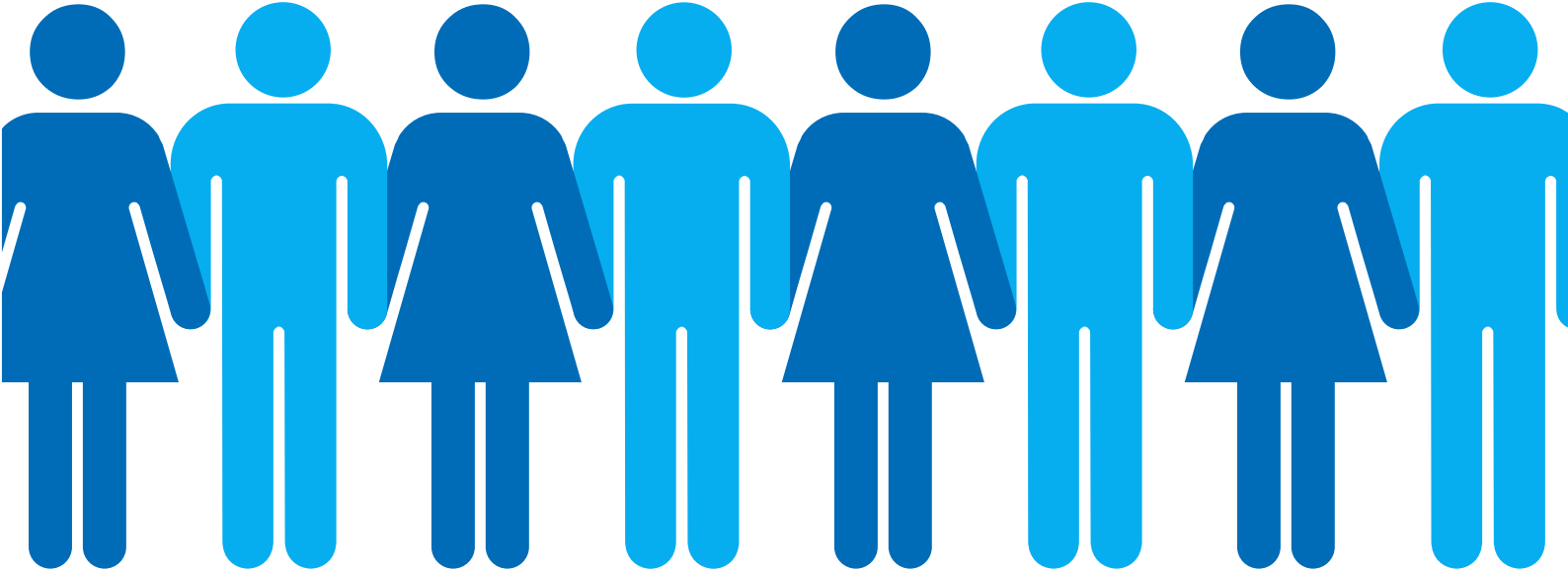
- Is a contribution of UN Women to the UN System and can be used as needed by each entity. It complements and include references, when possible, to other existing UN courses.
- Does not replace the mandatory existing courses required by different agencies.
- Provides a background of general knowledge and information about GEEW.
- 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 June 2023, **UNDP (United Nations Development Programme)** published the [2023 Gender Social Norms Index Report: Breaking down gender biases: Shifting social norms towards gender equality](#).

Recognizing the importance of tackling biased gender social norms to achieve gender equality and the Sustainable Development Goals. The Gender Social Norms Index (GSNI) quantifies biases against women, capturing people’s attitudes on women’s roles along four key dimensions: political, educational, economic, and physical integrity. The index, covering 85 percent of the global population, reveals that close to 9 out of 10 men and women hold fundamental biases against women.

F. ORGANIZATIONAL CULTURE AND HUMAN RESOURCES






**PERFORMANCE INDICATOR
13**

ORGANIZATIONAL CULTURE



13. Performance Indicator: Organizational Culture

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|---|---|
| <p>13ai. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> | <p>13bi. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> <p>and</p> <p>13bii. An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality</p> | <p>13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women</p> <p>and</p> <p>13cii. An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality</p> <p>and</p> <p>13ciii. Agreed-upon recommendations from the internal power analysis are implemented</p> |



What is the Organizational Culture indicator?

A positive and supporting organizational culture for all personnel has been repeatedly identified as a key enabler in the promotion of gender equality and the empowerment of women, including achieving and sustaining gender parity. The available literature considers “organizational culture” as a set of deeply rooted beliefs, values and norms (including traditions, structure of authority and routines) in force within the institution; and a pattern of shared basic assumptions internalized by the institution. This is materialized in the following:

- Ways in which the institution conducts its business, treats its employees and partners
- Extent to which decision-making involves all personnel (irrespective of rank, grade or opinion) and power and information flows (formal and mostly informal)
- Commitment of personnel towards collective objectives

In 2019, UN Women developed the [Enabling Environment Guidelines](#) for the UN system to support implementation of the Secretary-General’s System-wide Strategy for Gender Parity and the United Nation’s efforts to create enabling working environments through implementing workplace flexibility, family-friendly policies and standards of conduct. The [Supplementary Guidance](#) provides additional recommendations and good examples with regards to recruitment and talent management . The newly developed [Field-specific Enabling Environment Guidelines](#) provides tailored guidance for offices, leaders and personnel in the field, especially in mission settings, to increase the representation of women and accelerate efforts to reach parity in the UN system.

The United Nations (UN) launched its UN Values and Behaviours framework on March 18, 2019. This framework provides a strong foundation for us to build the United Nations 2.0, based on four values: Inclusion, Integrity, Humility and Humanity. These values are brought to life by five behaviours: Connect & Collaborate; Analyse and Plan; Deliver Results with Positive Impact; Learn and Develop; and Adapt and Innovate.

Who is the Business Owner for this indicator?

Each entity has several functional units that often work collaboratively to foster a supportive and enabling work environment. Here are the key functional units generally involved: Human Resources, Diversity and Inclusion, Culture and Change Management, Training and Development, Staff Representatives and Union(s), Ethics, and the Gender Function under the oversight of senior management.

Elements derived from the Gender Equality Acceleration Plan (GEAP)?

| Table x: Excerpts from the GEAP | |
|--|---|
| ✓ | Each entity will conduct an internally facilitated power analysis with the aim to identify and remove barriers to equal opportunities and access for female personnel and inclusive decision making. |
| ✓ | Each entity will: <ul style="list-style-type: none"> • enable inclusive decision making, through revisiting structures, meetings, feedback loops etc. • institute a series of behavioral science informed measures to reduce gendered bias and stereotypes in selection, recruitment and promotion. • roll our bias training to all staff - starting with leadership. • revisit policies that constrain job candidate’s eligibility or interest in positions they are qualified for. • define staffing standards, training and deployment preparation needed for supporting the implementation of the entity's gender equality goals in relation to their headquarters, regional and country architecture. |

There are **three key requirements** for this indicator that entities are asked to **progressively achieve progress** on during the UN-SWAP 3.0 period:

Requirement 1: Organizational culture fully supports promotion of gender equality and the empowerment of women.

Requirement 2: An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality.

Requirement 3: Agreed-upon recommendations from the internal power analysis are implemented.

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources, examples** and a **step-by-step checklist** to support you to determine your entity’s rating. The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating. Finally, you will find the **template for the indicator action plan** following the checklist for ease of reference to complete.



Requirement 1: Organizational culture fully supports the promotion of GEWE

| | |
|--------------------------------|---|
| Approaches requirements | 13ai., 13bi, 13ci, Organizational culture fully supports promotion of gender equality and the empowerment of women |
| Meets requirements | |
| Exceeds requirements | |

This requirement calls for entities to **demonstrate that organizational culture fully supports promotion of gender equality and the empowerment of women. If any of the required actions listed under the requirements to “meet” the indicator have not been undertaken, the rating for this Performance Indicator is “approaches requirements”.**

To meet this Performance Indicator, the UN entity needs to demonstrate in its reporting that it is carrying out **all** of the following.

1 Facilitative Policies

- 1.1 Implement, promote and report on facilitative policies for parental, family and emergency leave, breast-feeding/nursing and childcare.
- 1.2 Implement, promote and evaluate policies related to work-life balance/professional and personal life integration, including part-time work and flexible working arrangements, such as staggered working hours, telecommuting, scheduled breaks for extended learning activities, compressed work schedules, financial support for parents travelling with a child, and phased retirement.
- 1.3 Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade (optional).
- 1.4 Periodic staff meetings by units are scheduled during core working hours and on working days of staff working part-time, with teleconference or other IT means actively promoted.

CREATING AN ENABLING ORGANIZATIONAL CULTURE

Actions that can be undertaken³⁷:

By the entity

- Ensure senior leaders express support for non-discriminatory parental leave policies and act as role models by taking their full parental leave.
- Ensure a breastfeeding/bottle-feeding policy is in place.

By managers

- Be supportive of new parents, caregivers and individuals whose personal circumstances might create specific needs.
- Ask expecting and new parents what support they need, including during their transition back to work.

As an individual

- Seek information regarding family-friendly policies and support provided via online sources, your manager and the Gender Focal Point in your organization.

³⁷ [Enabling Environment Guidelines for the United Nations System](#), 2019

- Parental leave should be requested at least 10 weeks before delivery, or at the earliest possible time, so the organization can begin coverage and handover procedures.

2 Monitoring Mechanisms

- 2.1 Conduct, disseminate results of, and report on regular global surveys and mandatory exit interviews which obtain and analyse data relevant for an assessment of the qualitative aspect of organizational culture and provide insight into issues that have a bearing on recruitment, retention and staff experience, including staff well-being, equality and zero tolerance for unethical behaviour, including online.
- 2.2 Implement policies for the prevention of discrimination and harassment, including special measures for prevention from sexual exploitation and sexual abuse, ethics office, abuse of authority, administration of justice, conflict resolution and protection against retaliation. Demonstrate adherence to all system-wide and agency/ organization- specific sexual harassment policies, including the CEB Model Policy adopted in November 2018, and the UN system's Model Code of Conduct. When investigations are called for, use the Investigators' Manual as a guide for consistent, effective and efficient investigations into sexual harassment complaints that puts victims/survivors at the centre of efforts to address sexual harassment in the UN system.
- 2.3 UN rules and regulations on ethical behaviour are enforced and personnel are required to complete the mandatory ethics training, with zero tolerance for discrimination, harassment, including sexual harassment and abuse of authority implemented.

To demonstrate enactment of the preceding requirements, entities are required to upload supporting documentation, such as policies, surveys and training manuals, to the UN-SWAP online reporting system.



Requirement 2: Internal Gender and Power Analysis

| | |
|--------------------------------|---|
| Approaches requirements | N/A |
| Meets requirements | 13bii. and 13cii. An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality |
| Exceeds requirements | |

In this context the entity is required to conduct an **internal gender and power analysis or equivalent** of the systems, structures and hierarchies and formal and informal decision-making is conducted.

A robust gender and power analysis is one that looks not only at gendered gaps in access or outcomes but interrogates why these gaps exist, for whom they are greatest (and why), who is incentivized to create or maintain them, who benefits and loses from them, and what systemic shifts need to occur to prevent gaps (even while working to close them). Such an analysis takes an intersectional lens; because treating gender inequality as an issue of power requires understanding men's and women's status within the entity not just based on their gender; but also other aspects of their identity (such as their race, their age, their disability status, and their geographic context).³⁸

³⁸ Independent Review of the UN System's Capacity to Deliver on Gender Equality: Final Report, 2023

Gender and Power (GAP) analysis

- ✔ A Gender and Power (GAP) analysis is a type of action research **aimed at identifying, examining, and addressing inequality and bias**, thereby driving transformative systemic change.
- ✔ Within the framework of the United Nations system, **GAP analysis is essential for assessing the impact of gender and power inequalities on institutional policies, programs, and practices.**
- ✔ This analysis explores the **intersections of gender and power inequalities, providing a deeper understanding of the specific types and depths of existing inequity within UN entities.** UN organizations should utilize GAP analysis to identify and analyze inequalities, dismantle barriers to equitable and meaningful participation, and advance gender equality.

For entities with only an HQ presence the analysis should cover the whole of the entity. For entities with regional and country offices the focus should be on HQ and the regional and country offices. The minimum standard is that the analysis is a substantive exercise that feeds into a strengthening of organizational culture and supporting the entity's normative commitment to gender equality.

Key areas of focus for the internal gender and power analysis could include the following:

EXAMPLE 1: Leadership Representation

- **Current Situation:** Women are underrepresented in senior leadership positions within the UN system, including at the Under-Secretary-General level and other senior roles. For instance, while women make up a significant portion of the UN workforce, they hold fewer decision-making roles compared to men, especially in peacekeeping, political affairs, and high-level diplomatic positions.
- **Gendered Power Imbalance:** The power structures in place within the UN may be influenced by gender biases that prioritize male leadership, particularly in high-profile areas such as peace and security, where men traditionally dominate.
- **Action:** Ensure a proactive strategy to achieve gender balance in senior roles, with a focus on promoting women into decision-making positions.

EXAMPLE 2: Gender Integration in Policies and Programming

- **Current Situation:** While gender equality is a core mandate of the UN, gender integration into policies and programs varies across departments. Some specialized agencies and programs (like UN Women) are more focused on gender equality, while other parts of the UN system may have gender-sensitive approaches that are not consistently applied or prioritized.
- **Gendered Power Imbalance:** There may be a lack of consistent accountability and mechanisms for integrating gender into all aspects of the UN's work, from development programs to humanitarian aid and peacebuilding. This may result in policies that do not fully address the gendered impacts of global challenges.
- **Action:** Ensure that gender analysis is systematically integrated into all UN programs and policies, requiring that every entity applies a gender and power lens when designing and implementing initiatives. Regularly review the gender responsiveness of the programs and adjust them based on feedback and outcomes.

EXAMPLE 3: Access to Resources and Opportunities

- **Current Situation:** Within the UN system, resource allocation for gender equality initiatives, including funding for women's rights programs or gender-responsive projects, is not always equitable or prioritized across all departments.
- **Gendered Power Imbalance:** Women's organizations and gender-focused initiatives may struggle to access funding or recognition compared to larger, more mainstream UN programs. For example,

projects that focus on gender equality and women’s empowerment may be deprioritized compared to larger initiatives that focus on economic growth or security.

- **Action:** Establish clear, targeted funding streams for gender equality programs and ensure that resources are allocated equitably across departments. Develop transparent funding processes that prioritize gender equality and the empowerment of women and girls, with clear monitoring and evaluation metrics.

EXAMPLE 4: Institutional Culture and Gender Norms

- **Current Situation:** The UN system, like many large organizations, may have an ingrained culture that reflects broader global gender norms. This can manifest in subtle biases, stereotyped assumptions about the roles of women, or unequal treatment in terms of career advancement opportunities.
- **Gendered Power Imbalance:** Women may face systemic barriers, including gendered expectations around leadership styles, work-life balance, and access to professional development opportunities. This can affect their ability to rise within the organization.
- **Action:** Conduct organizational culture audits to assess the gendered dynamics within the UN system, focusing on practices that hinder women’s advancement. Promote training on unconscious bias, create mentorship programs for women, and ensure equal opportunities for career advancement, including flexible work arrangements to support gender equality in the workplace.



Requirement 3: Agreed-upon recommendations implemented

| | |
|--------------------------------|--|
| Approaches requirements | N/A |
| Meets requirements | |
| Exceeds requirements | 13ciii. Agreed-upon recommendations from the internal power analysis are implemented |

To exceed requirements for this indicator, entities should conduct an internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making, as well as implement the recommendations emanating from the analysis.

In this regard, heads of all UN departments and offices, specialized agencies, and funds and programmes are expected to ensure that their entities have a plan to operationalize the commitment to placing women and girls at the centre of the UN system’s work, underpinned by a strong gender and power analysis.

To **implement the recommendations from an internal gender and power analysis (or equivalent)** in a UN entity, focusing on systems, structures, hierarchies, and decision-making processes, here are 5 key steps:

- 1. Conduct a Comprehensive Gender and Power Analysis:**
 - Begin by assessing the gender dynamics, power structures, and decision-making processes within the entity. This analysis should identify any existing gender inequalities, power imbalances, and barriers to equal participation at all levels, including both formal and informal decision-making processes.

2. **Develop an Action Plan Based on the Findings:**
 - Create a detailed, actionable plan to address the recommendations emerging from the analysis. This plan should prioritize the most critical areas for intervention, such as leadership diversity, gender-sensitive policies, and inclusive decision-making practices, ensuring alignment with the entity's overall goals.
3. **Engage Stakeholders Across the Entity:**
 - Involve leadership, staff, and key stakeholders in the process to ensure that the action plan is well-informed, inclusive, and supported. This could include workshops, consultations, and collaborative discussions to build a shared understanding and commitment to gender equality and power balance.
4. **Integrate Gender and Power Considerations into organizational Policies, Practices and Systems:**
 - Ensure that the recommendations are incorporated into existing systems, structures, and policies. This may involve adjusting recruitment processes, performance evaluation criteria, training, and the allocation of resources to ensure gender equality and the equitable distribution of power.
5. **Monitor, Evaluate, and Report Progress:**
 - Establish a robust monitoring and evaluation framework to track the implementation of the recommendations. This includes setting clear indicators of success, conducting regular reviews, and reporting progress to senior management and relevant stakeholders to maintain accountability and transparency.

These steps will help the UN entity not only address gender and power imbalances but also foster a more inclusive and effective environment for decision-making at all organizational levels.



Evidence base

Examples of documents to attach to substantiate reporting:

- Facilitative policies
- Surveys
- Exit interview template
- Gender and power analysis report
- Training/learning materials
- Demonstrate uptake of FWA implementation and accessibility by gender, grade and location.

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



Example: Meeting Requirements

Organizational culture fully supports promotion of GEWE

Facilitative Policies

In 2019 UN-SWAP reporting, 59 entities (86 per cent) reported implementing, promoting and reporting on facilitative policies for parental, family and emergency leave, breast-feeding and childcare. The reports also indicate a growing trend towards surrogacy policies, further extensions to the length of parental leave and, in certain cases, supplementing parental leave provisions with additional special leave with pay. Such policies can enable personnel to effectively balance personal, family and professional commitments throughout their career. Standardized parental leave can support women's career advancements and allow opportunities for more equal sharing of care work and changing mindsets both at home and in the workplace.

Several entities have revised their parental leave policies in recent years. As of November 2020, the following entities have extended maternity leave to 24 weeks: **the Food and Agriculture Organization (FAO), UNAIDS, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), the UN Refugee Agency (UNHCR), UN Women, the World Health Organization (WHO) and the World Food Programme (WFP)**. Some entities have also extended the paternity and adoption leaves. The **United Nations Development Programme (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. The **United Nations Office for Project Services (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.

In terms of creating enabling environments for staff with young children to return to work, inclusive breastfeeding/bottle-feeding policies and onsite childcare can bring positive outcomes to staff and their families. Most United Nations entities have a policy in place that offers two hours off for breastfeeding/bottle-feeding daily, and 73 per cent of surveyed entities from the 2021 Report of the Secretary General on the Improvement of the Status of Women in the UN system have a designated lactation room available for staff.

The **United Nations Economic and Social Commission for Western Asia (ESCWA)** tracks the number and status of flexible working arrangements (FWA) requests through an online system. The online tracking system allows staff to set requests for any of the four FWA options. The online application also serves as a resource hub containing all documents related to FWAs, i.e. frequently asked questions, myths and facts about FWAs, STI on FWA. Each request follows an approval process that is aligned to ESCWA's rules and regulations. Managers not approving FWAs requests are obliged to justify their decision, which is reflected in a quarterly report produced by the application. This is expected to allow ESCWA to detect and thus facilitate addressing resistance.

The **Office of the High Commissioner for Human Rights (OHCHR)** has developed an internal mechanism to track implementation and use of Flexible Work Arrangements and UN Regulations on ethical behaviour to make reporting possible. This mechanism is also an additional tool to ensure that management is accountable for the way in which these policies are implemented.

The **Joint United Nations Programme on HIV and AIDS (UNAIDS)** implements facilitative measures under its new Flexible Working Arrangements policy, including: Flexible Working Hours; Compressed Working Schedule, and Flexible Place of Work/Teleworking. In addition, the policy provisions supporting facilitative measures with regards to maternity-paternity leave, breastfeeding hours, Family leave for child care, adoption, family emergency, Special leave without pay (after maternity, for childcare

or family issues) as well as part-time work are available and regulated under Staff Rules and Regulations.

The **United Nations Office for Project Services (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 favourably, provided the request fully meets business needs and there are no costs associated to it.

Official Duty Travel provisions are in place to support personnel travelling with infants (children who are under two years of age), such as reimbursement of a portion of the cost of ticket and of the personnel member's DSA to help cover the travel costs.

The Flexible Work Arrangement policy includes part-time and various other options which enables personnel approaching retirement to continue working with a reduced workload, and eventually transition from full-time work to full-time retirement.

Monitoring Mechanisms

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 per cent of the staff population – a marked increase from 39 per cent in 2017. Entities have analysed results and developed action plans to target and improve the weak areas identified in the survey.

The Global Staff Survey is the **United Nations Development Programme (UNDP)**'s biennial internal mechanism to track implementation and accessibility, by gender, to work-life policies and unethical behaviors. An on-line course on Prevention of Sexual Harassment is mandatory for all UNDP staff.

The **United Nations System Chief Executives Board for Coordination (CEB)** established the [CEB Task Force for Addressing Sexual Harassment within the Organizations of the UN System](#) in 2017. The Task Force identified harmonization of sexual harassment policy, improvements in sexual harassment reporting and data collection, strengthening investigative capacity, and enhanced awareness-raising, outreach and communication as priority areas for system wide action. The Task Force has developed and approved a set of concrete, system-wide measures to coherently address the issue of sexual harassment, including a CEB Statement on Addressing Sexual Harassment within the Organizations of the UN System, a UN System Model Policy on Sexual Harassment, the sexual harassment screening database "[Clear Check](#)," a [Guide for Managers: Prevention of and Response to Sexual Harassment in the Workplace](#) and [Code of Conduct](#). The Interagency Committee and CEB Task Force on Addressing Sexual Harassment in the UN System has also created a [Facilitators' Guide](#) to encourage and assist entities to implement sessions on values, attitudes and organizational culture in relation to prevention of sexual misconduct (sexual exploitation and abuse and sexual harassment).

UN Ethics-related Legal Arrangements

The **Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8)** was promulgated to ensure that all staff and non-staff personnel of the United Nations Secretariat are aware of their role and responsibilities in maintaining a workplace free of any form of misconduct. For the 2021 [Report of the Secretary General on the Improvement of the Status of Women in the UN system](#), 73 per cent of surveyed entities had offered new training on addressing sexual harassment and abuse in the past two years. Further, 91 per

cent of surveyed entities have in place the minimum standards of the United Nations System Model Policy on Sexual Harassment and 77 per cent have taken steps to strengthen a victim-centred approach when investigating sexual harassment and sexual exploitation and abuse-related complaints.

The **Department of Management Strategy, Policy and Compliance (DMSPC)** implemented a victim assistance tracking system in peacekeeping operations in 2018. The system captures critical information and enhances data management in addition to improving reporting capabilities and serving as a communicative tool to achieve victim assistance coordination.



Example: Exceeding Requirements

Internal Gender and Power Analysis (or equivalent)

The **International Labour Office (ILO)** has developed a methodology for [participatory gender audit](#), which has been widely used within the UN system and elsewhere. This accountability tool is well accepted by ILO constituents, ILO administrative units, regional partners and the UN family to assess and monitor progress towards the achievement of gender equality. It is also a tool for gender mainstreaming in the Common Country Assessments and UNDAF processes. The audit recommendations are firmly owned by the audited entity. Training of audit facilitators (TOF) creates a multiplier effect by building capacity on gender equality among Member States, national gender experts and UN staff. To support this, the International Training Centre of the ILO in Turin (ITC-Turin) has conducted since 2007 a standard course on “Training for gender audit facilitators” (offered in English, French and Spanish).

The **United Nations Economic and Social Commission for Western Asia (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.

In 2022, the **United Nations Environment Programme (UNEP)** embarked the Participatory Gender Audits in stages. By 2022, participatory gender audit have been conducted with 3 UNEP sub-entities (UNEP/MAP, Law Division and Latin America & Caribbean Regional Office) and the report from the UNEP MAP office has been validated. By carrying out the gender audit in stages, the lead facilitator is able to identify the emerging gaps and challenges and map out ways to address these. In 2023, the number of UNEP offices to be audited will increase and the lead facilitator will carry out the audit together with the three other staff that were trained as ILO PGA Facilitators in 2021.



Additional Information

[United Nations System-wide Training Module](#) This training outlines the responsibilities of each person working for the United Nations so that they know how to respond in accordance with the victim-centred approach as soon as they become aware of an allegation of sexual misconduct, irrespective of whether they are providing direct assistance to complainants and victims.


The [United Nations Secretariat's United to Respect \(UTR\) Course](#) is designed to promote dignity and respect in the workplace and ensure that all personnel understand their responsibility to foster and protect a positive work culture—one grounded in civility and respect. Everyone is encouraged to actively address workplace issues constructively, preventing prohibited conduct and responding appropriately if it occurs. The [UTR Toolkit](#) provides practical guidance and ideas to help staff become more engaged and proactive in establishing and maintaining a harmonious and civil work environment, while also offering accessible support for those affected by prohibited conduct.

**PERFORMANCE INDICATOR
14**

**PROTECTION FROM SEXUAL ABUSE
AND EXPLOITATION (PSEA) AND
SEXUAL HARASSMENT (SH)**



14. Protection from Sexual Abuse and Exploitation (PSEA) and Sexual Harassment (SH)

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|---|--|
| <p>14ai. Entity-wide Action Plan developed and implemented (or on track for implementation) based on risk assessments across the entity globally on Protection from Sexual Exploitation and Abuse using a victim-centered approach</p> <p>and</p> <p>14aii. Entity developed, disseminated, and implemented an entity-level protection sexual harassment measures using a victim-centred approach for their actions, in line with UN system standards and good practices</p> | <p>14bi. Entity-wide Action Plan developed, resourced and implemented (or on track for implementation) based on risk assessments across the entity globally on Protection from Sexual Exploitation and Abuse using a victim-centered approach</p> <p>14bii. Entity developed, disseminated, and implemented an entity-level protection sexual harassment measures using a victim-centred approach for their actions, in line with UN system standards and good practices</p> <p>and</p> <p>14biii. Report on the PSEA actions taken provided to entity's governing body and the Office of the Special Coordinator on improving the UN response to sexual exploitation and abuse (OSCSEA)</p> <p>and</p> <p>14biv. Report on SH measures taken provided to the entity's governing body</p> | <p>14ci. Entity-wide Action Plan developed, fully-funded and implemented based on risk assessments, across the entity globally on Protection from Sexual Exploitation and Abuse using a victim-centered approach</p> <p>and</p> <p>14cii. Entity developed, disseminated, and implemented an entity-level protection sexual harassment measures using a victim-centred approach for their actions, in line with UN system standards and good practices</p> <p>and</p> <p>14ciii. Report on the PSEA actions taken provided to entity's governing body and the Office of the Special Coordinator on improving the UN response to sexual exploitation and abuse (OSCSEA)</p> <p>and</p> <p>14civ. Report on the SH measures taken provided to the entity's governing body</p> <p>and</p> <p>14v. Update of progress achieved in the promotion of a lasting change in organizational culture, behavior and attitudes towards all forms of SEA and SH included in its annual report to entity's governing body</p> |



What is the Protection from SEA and SH indicator?

Protection from Sexual exploitation and abuse (SEA)

Sexual exploitation and abuse (SEA) are rooted in power imbalances, often exacerbated by inequalities, particularly gender inequality. The [UN has recognized sexual exploitation and abuse as a system-wide challenge](#) that requires a unified and coordinated response. To address this, the UN collaborates with partners, communities, and member states to implement a harmonized, inclusive, and effective approach to preventing and responding to sexual exploitation and abuse.

The UN aims to uphold high standards of conduct, ensuring that those responsible for sexual exploitation and abuse are held accountable, while also providing support and assistance to victims.

In 2003, the Secretary-General's issued a bulletin on special measures for protection from and sexual exploitation and abuse ([ST/SGB/2003/13](#)), which established the standards of conduct applicable to all personnel of the United Nations, including personnel of separately administered organs and programmes of United Nations system organizations. The UN Secretary General has emphasized the need for emphasising the need for a robust transformation in all aspects of our operations and resource allocations, with a focus on preventing sexual exploitation and abuse and promoting a "speak-up" culture within the Organization.

2024 Report of the Secretary-General on Special measures for protection from sexual exploitation and abuse (HERE: [A/78/774](#))

The Office of Internal Oversight Services (OIOS) received 162 reports of sexual exploitation and abuse in 2023, an increase of 65 per cent from the 98 reports received in 2019.

The overall increase in reports of all types of misconduct received by OIOS was 28 per cent during the same period. In 2023, OIOS opened 130 investigations into complaints of sexual exploitation and abuse (up from 85 in 2022), 30 of which were being investigated jointly with national investigation officers from the respective troop- and police-contributing countries.

In line with the new strategy (SMR 71/818), launched in 2017 the Secretary-General called on all Agencies, Funds, and Programmes to step up, adopting stronger measures to prevent, detect, report, and take decisive action against those who commit these abhorrent acts.

As part of his strategy, the Secretary-General has UN entities to adopt new measures and strengthen existing ones to better prevent, detect, report and take action against personnel, who commit these inexcusable and abhorrent acts. For PSEA, the strategy called for the development of action plans and submission of action plans by UN entities.

In 2019, the [United Nations Protocol on the Provision of Assistance to Victims of Sexual Exploitation and Abuse](#) (the 'Protocol') was endorsed by the United Nations Secretary-General's High-Level Steering Group on Sexual Exploitation and Abuse, as part of its commitment to advancing a UN systemwide approach to the support that is provided to victims of SEA. The Protocol puts forward a set of core principles, norms and operational measures to protect the rights and dignity of victims and improve our response and support for their needs. The Protocol outlines the accountability of all UN entities to ensure that appropriate assistance is promptly provided to victims of SEA, and the roles and responsibilities for doing so based on the existing UN and humanitarian architecture at country level.

**United Nations Protocol on
the Provision of Assistance to Victims
of Sexual Exploitation and Abuse**
12 December 2019

Victim assistance is the provision of services to individuals with needs directly arising from sexual exploitation or sexual abuse perpetrated by United Nations staff or related personnel. [According to the Protocol \[HERE\]](#):

- The provision of safe, quality assistance is part of the accountability of the United Nations system in response to SEA.
- Every child and adult complainant or victim of sexual exploitation and abuse has the right to receive services irrespective of whether the victim cooperates with a United Nations or other investigation or accountability procedures, regardless of decisions by organizations or others to investigate the case and regardless of the outcome of an investigation.
- Victims are not required to identify the perpetrator or prove that they are victims of SEA to access services.

**The Office of the Special Coordinator on Improving the UN response to sexual exploitation and abuse
(OSCSEA)**

Established in 2017, the main mandate of OSCSEA was **to improve the UN's response to sexual exploitation and abuse (SEA)**. This office was tasked with several key responsibilities:

1. **Coordinating the UN's response** to SEA allegations, ensuring there was a unified and robust response across the organization.
2. **Supporting and strengthening systems and policies** within the UN to prevent sexual exploitation and abuse, including ensuring accountability for perpetrators.
3. **Improving assistance to victims** of sexual exploitation and abuse, with an emphasis on providing support for the survivors in a respectful, confidential, and victim-centered manner.
4. **Advocacy and oversight** of the implementation of measures designed to prevent and address SEA, including engaging with member states, UN agencies, and external stakeholders to reinforce the organization's commitment to combatting these issues.
5. **Reporting and transparency** on SEA incidents and improving the handling and processing of allegations to ensure accountability and deterrence.

Victims of Sexual Exploitation and Abuse

In 2007, the General Assembly adopted the [UN Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse](#). It ensures coordinated aid for victims, covering medical care, psychosocial support, legal assistance, and basic needs like food, clothing, and shelter. The strategy applies to UN staff, consultants, volunteers, contractors, peacekeepers, and partner organization personnel.

In 2017, the Secretary-General established the role of the Victims' Rights Advocate (VRA) to ensure lasting support for victims of sexual exploitation and abuse across the UN system. The Victims' Rights Advocate collaborates with governments, civil society, and human rights organizations to build strong support networks and ensure that local laws provide meaningful remedies for victims.

Senior Victims' Rights Officers (SVROs) were appointed in 2016 to areas with high rates of sexual exploitation and abuse allegations. They ensure that victims are treated with respect, sensitivity, and compassion, and receive timely assistance. Senior Victims' Rights Officers also keep victims informed on their case status and support paternity and child support claims when children are born from these incidents.

In 2016, the Secretary-General established the [Trust Fund in Support of Victims of Sexual Exploitation and Abuse](#). The Trust Fund has been instrumental in bridging service gaps by providing vital support to complainants, victims, and children born as a result of sexual exploitation and abuse, as well as fostering resilience through community outreach and targeted assistance programmes.

Addressing Sexual Harassment (SH)

Harassment of any type is antithetical to the principles of the UN, and sexual harassment undermines its credibility and degrades its staff. The Secretary-General and UN system leaders committed to a zero-tolerance approach to tackling sexual harassment, to strengthening victim-centred prevention and response efforts, and fostering a safe and inclusive working environment across the UN system.

In May 2018, CEB issued a [CEB Statement on Addressing Sexual Harassment within the Organizations of the UN System](#) in which UN system leaders unequivocally reiterate their firm commitment to upholding a zero-tolerance approach to sexual harassment. To realize these commitments, CEB established in November 2017 the CEB Task Force on Addressing Sexual Harassment within the organizations of the UN system ('Task Force'), to drive joint action in key priority areas. In November 2018, the CEB Task Force developed the Model Policy on sexual harassment to lead to the issuing of consistent and strengthened sexual harassment policies throughout the UN system. On 14 June 2023 the [UN System-wide Knowledge Hub on Addressing Sexual Harassment](#) was launched. This effort to strengthen collaboration and partnerships across the United Nations system to eliminate sexual harassment serves as a vital tool, consolidating resources, tools, and best practices from across the UN system to address sexual harassment. The Hub is available to all UN personnel, Member States, civil society, and the public, fostering transparency and accountability.

UN Secretary-General's Task Force on Sexual Harassment

Harassment of any type is antithetical to the principles of the UN, and sexual harassment undermines its credibility, denies the principles of non-discrimination on the basis of sex and gender, and degrades its staff. The Secretary-General and UN system leaders committed to a zero-tolerance approach to tackling sexual harassment, to strengthening victim-centred prevention and response efforts, and fostering a safe, equal and inclusive working environment across the UN system. To realize these commitments, the UN System Chief Executives Board for Coordination (CEB) established in November 2017 the [CEB Task Force on Addressing Sexual Harassment within the Organizations of the UN system](#) ('Task Force').

"Sexual harassment results from a culture of discrimination and privilege, based on unequal gender relations and power dynamics. It has no place in the United Nations system. Leaders of UN System organizations reiterate their firm commitment to uphold a zero-tolerance approach to sexual harassment; to strengthen victim-centred prevention and response efforts; and to foster a safe and inclusive working environment."

[CEB Statement on Addressing Sexual Harassment Within the Organizations of the UN System](#)

Elements derived from the Gender Equality Acceleration Plan (GEAP)?

We have no tolerance for sexual exploitation and abuse and sexual harassment and put the rights and dignity of victims and survivors at the forefront of all prevention and response.

- ✓ A system-wide action plan for supporting victims' rights adopted by all entities to ensure that victim rights are consistently upheld, with a special emphasis on making sure personnel, partners and programme participants can access support in all locations.
- ✓ Working closely with the UN Office of the Victims' Rights Advocate, all leaders in every entity of the UN system will begin dissemination Q4 2023.
- ✓ An action plan for supporting victims' rights adopted by all entities by Q2 2024.
- ✓ UN entities to agree on resourcing of PSEA at country level. UN Women to work with RCs/HCs to provide oversight of this PSEA mechanism and ensure it is implemented with victims' rights at the centre.

- ✓ A small group working on technological solutions will be established under HLCM.
- ✓ All leaders will stay vigilant and take action against sexual harassment and everyday sexism.



Who are the business owners for this indicator

The adequate planning and reporting on PSEA and SH would be the primary responsibility of an entity's senior-most official responsible for human resources management, ethics or specialized body focused on PSEA and SH. For SEA all heads of entities and offices, along with RCs (at country level) are required to sign and submit a management letter.



What are the requirements for this indicator

There are **five key requirements** for this indicator that entities are asked to progressively achieve progress on during the UN-SWAP 3.0 period.

Requirement 1: Entities should have **developed and implemented, or be on track to implement**, a comprehensive, entity-wide Action Plan on Protection from Sexual Exploitation and Abuse, using a victim-centered approach.

Requirement 2: Entity should have **developed, disseminated, and implemented an entity-level protection sexual harassment measures**, using a victim-centered approach.

Requirement 3: Entities should **report to their governing bodies** and OSCSEA on the PSEA actions taken.

Requirement 4: Entities should **report to their governing bodies** on the SH measures taken.

Requirement 5: Update of **progress achieved in the promotion of a lasting change in organizational culture, behavior and attitudes towards all forms of SEA and SH** included in its annual report to entity's governing body.

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources and examples** to support you to determine your entity's rating.

Requirement 1: Action Plan on SEA developed, resourced and implemented

| | |
|------------------------------|--|
| Approach requirements | 14ai. Entities should have developed and implemented, or be on track to implement, based on risk assessments , an entity-wide Action Plan on Protection from Sexual Exploitation and Abuse and Protection from Sexual Harassment, using a victim-centered approach. |
| Meets requirements | 14bi. Entities should have developed, resourced and implemented, or be on track to implement, based on risk assessments , an entity-wide Action Plan on Protection from Sexual Exploitation and Abuse and Protection from Sexual Harassment, using a victim-centered approach. |

| | |
|----------------------------|--|
| Exceed requirements | 14ci. Entity-wide Action Plan developed, fully-funded and implemented based on risk assessments , an entity-wide Action Plan on Protection from Sexual Exploitation and Abuse and Protection from Sexual Harassment, using a victim-centered approach. |
|----------------------------|--|

To *approach and meet* for this indicator, entities are expected to demonstrate planned entity wide measures and victim-centered actions implemented to address SEA and SH across all its operations, programs, and locations. The actions should be holistic, covering prevention, response, and accountability. Importantly, it must prioritize the needs and rights of victims, ensuring that their safety, dignity, and access to support services are central.

To *exceed requirements*, implies that entities should not only have a comprehensive list of measures and actions but also identify specific risks related to SEA and SH in its work, environments, and populations served. The risk assessment should evaluate the likelihood and potential severity of SEA and SH occurring, based on factors such as the context of operations, vulnerability of affected populations, the behavior of staff or peacekeepers, and local challenges.

Requirement 2: Measures on SH developed, disseminated and implemented

| | |
|------------------------------|--|
| Approach requirements | 14a.ii., 14b.ii. and 14c.ii. Entity developed, disseminated, and implemented an entity-level protection sexual harassment measures using a victim-centred approach for their actions, in line with UN system standards and good practices |
| Meets requirements | |
| Exceed requirements | |

Requirement 3 and 4: Report on the PSEA actions and SH measures taken

| | |
|------------------------------|--|
| Approach requirements | N/A |
| Meets requirements | 14b.ii. and 14c.ii. Report on the PSEA actions taken provided to entity's governing body and the OSCSEA |
| Exceed requirements | |
| Approach requirements | N/A |
| Meets requirements | 14b.iv. and 14c.iv. Report on the SH measures taken provided to entity's governing body |
| Exceed requirements | |

To *meet and exceed requirements* for this indicator, entities should ensure that a **report on the PSEA actions and SH measures taken, is provided to the entity's governing body**. Currently, Regional Coordinators, office heads are required to submit a management letter to the OSCSEA for PSEA on the actions taken.

In principle, this implies that entities are expected to take concrete actions to prevent and address SEA and SH and ensure that a report detailing these actions is regularly submitted to their governing bodies (such as the Executive Boards, senior leadership, or other equivalent oversight bodies).

The report should show concrete efforts beyond mere compliance, showcasing proactive steps taken to prevent SEA and SH, and ensuring there are measures in place for monitoring, evaluating, and improving the responses to these issues, including and not limited to:

1. **Accountability:** Entities must hold themselves accountable for their actions in preventing and responding to SEA and SH.
2. **Transparency:** Entities should be transparent about the progress and challenges in addressing SEA and SH, demonstrating clear actions taken and results achieved.
3. **Engagement with Governing Bodies:** Governing bodies should be actively engaged in reviewing the reports and holding entities accountable, which may include providing guidance or requiring corrective measures if necessary.
4. **Commitment to Lasting Change:** Entities must go beyond temporary solutions, demonstrating sustained and effective efforts to change organizational culture and address the root causes of SEA and SH within the UN system.

All United Nations personnel are required to uphold the highest standards of conduct, and the UN takes all reports of wrongdoing seriously. Sexual exploitation and abuse violate international standards and harm victims, and such acts are strictly prohibited. Personnel are strongly encouraged to report any instances of sexual exploitation and abuse they become aware of, with the option to do so anonymously. Reports will be handled confidentially and shared only with those who need to know.

The UN mandates that all staff or affiliated personnel report incidents of sexual exploitation and abuse. Retaliation for reporting such concerns should also be reported.

Requirement 5: Promotion of a lasting change in organizational culture

| | |
|------------------------------|--|
| Approach requirements | N/A |
| Meet requirements | |
| Exceed requirements | 14cv. Update of progress achieved in the promotion of a lasting change in organizational culture, behavior and attitudes towards all forms of SEA and SH included in its annual report to entity's governing body |

To *exceed the requirements* for this indicator, entities must **demonstrate tangible progress in fostering lasting changes in organizational culture, behavior, and attitudes towards all forms of SEA and SH**, as outlined in their annual report to the governing body.

Meeting the minimum requirements for preventing SEA and SH is insufficient. To go beyond compliance, entities are expected to show measurable progress in driving positive, lasting changes in their organizational culture and attitudes toward SEA and SH. This requires more than just adherence to rules and regulations; it necessitates a sustained, deeper commitment to transforming how the organization addresses and prevents these issues.

Such progress should be clearly reflected in the entity's annual SEA and SH report, which must be submitted to its governing body or equivalent.



Evidence base

- Annual Reports on SEA and SH.
- External Audits and Evaluations.
- Report and results of system-wide or entity surveys on SEA and SH, such as the Annual perceptions of personnel survey done by OSCSEA.
- Training and Capacity-Building reports and metrics.

- Policies and strategies providing guidance and standards for implementing, monitoring and reporting on SEA and SH, including on gender equality and human rights.



Useful resources

SEXUAL EXPLOITATION AND ABUSE: POLICIES AND PROTOCOLS

Secretary-General's Bulletins

- ST/SGB/2019/8 [Addressing discrimination, harassment, including sexual harassment, and abuse of authority](#) (10 September 2019)
- ST/SGB/2017/2/Rev.1 [Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations](#) (28 November 2017)
- ST/SGB/2003/13 [Special measures for protection from sexual exploitation and sexual abuse](#) (9 October 2003)
- ST/SGB/2002/13 [Status, basic rights and duties of United Nations staff members 1 November 2002](#)
- ST/SGB/2002/9 [Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission](#) 18 June 2002
- ST/SGB/1999/13 [Observance by United Nations forces of international humanitarian law](#) 6 August 1999

Standards of Conduct

- ST/AI/2017/1 [Unsatisfactory conduct, investigations and the disciplinary process](#) 26 October 2017
- [Policy documents that incorporate the UN Standards of Conduct](#) (CDU Website)

SEXUAL EXPLOITATION AND ABUSE: TOOLS

Risk Management

- [DMSPC Misconduct Risk Management Tools](#)
- [DMSPC/DPO Sexual Exploitation and Abuse Risk Management Toolkit](#)
- [Preparing a Joint SEA Risk Assessment Technical Note](#)
- SEARO (<https://psea.interagencystandingcommittee.org/iasc-sea-risk-overview-index>)

Reference

- [Comprehensive Assistance Strategy](#)
- [UN Glossary on Sexual Exploitation and Abuse \(English\)](#) (2nd Edition, 2017)
- UNSDG 2019 standard legal templates for UN inter-agency pooled funds (MOU, SAA, and Q&A) (link is accessible at mptf.undp.org/document/legal)
- [Military Aide Memoire: Commanders' guide on measures to combat Sexual Exploitation and Abuse in United Nations military](#)
- [IASC PSEA website](#)
- [Rules on sexual conduct for humanitarian workers: IASC Six Core Principles Relating to Sexual Exploitation and Abuse \[September 2019\]](#)

- [IASC Learning Package on Protection from Sexual Misconduct for UN partner organizations](#)
- [Accountability Chart](#)
- [Reports:](#)
 - [West Africa Report \(OIOS\) - A/57/465](#)
 - [Zeid Report - A/59/710](#)
 - [Group of legal Experts - A/60/980](#)
 - [IASC 2010 - Global Review of Protection from Sexual Exploitation and Abuse by UN, NGO, IOM and IFRC Personnel \(2010 IASC Global Review of Protection from SEA.pdf\)](#)
 - [CAR panel report – A/71/99](#)
 - [IASC Global Report 2021 – SEA and SH \(IASCExternalReview_GlobalReportPSEAH_2021.pdf\)](#)

SEXUAL HARASSMENT: POLICIES AND PROTOCOLS

- [UN System Model Policy on Sexual Harassment](#)
- [UN System Code of Conduct](#)
- [CEB Statement on Addressing Sexual Harassment within the Organizations of the UN System](#)
- [A Victim-centred Approach to Sexual Harassment within the Organizations of the United Nations](#)
- Overview CEB Task Force on Addressing Sexual Harassment within the organizations of the UN system ('Task Force'), [key priority areas and initiatives](#)

SEXUAL HARASSMENT: TOOLS

- Narrative report on the [results of the 2022 survey of UN system entities](#) on Reporting of Sexual Harassment in the UN System
- Launch: UN system-wide Knowledge Hub on Addressing Sexual [HERE](#)
- UN System-wide Knowledge Hub [HERE](#)
- UN System-Wide Training Module on the Rights and Dignity of Victims of Sexual Exploitation and Abuse and Sexual Harassment [HERE](#)



Examples

Action Plan on SEA and SH developed and implemented and reporting on the PSEA and SH actions taken

The **UN World Food Programme's (WFP)** approach to Protection from Sexual Exploitation and Abuse (PSEA) prioritizes victims and aligns with the UN Secretary General's Bulletin on PSEA, which defines SEA as gross misconduct and grounds for termination.

- **Ethics Office and PSEA Focal Points:** The [Ethics Office](#) supports prevention measures across the organization, guiding over 300 PSEA focal points in regional and field offices. These focal points are responsible for raising awareness, supporting prevention efforts, and handling SEA reports, which are referred to WFP's Office of Inspections and Investigations.
- **Cindy McCain's Role:** Executive Director Cindy McCain serves as the Inter-Agency Standing Committee (IASC) Champion on PSEA and SH through 2024. Her priorities include operationalizing a victim-survivor centered approach, promoting organizational culture change, and supporting capacity strengthening across the sector.

- **Women’s Advisory Group:** This group provides independent expertise to advise on PSEA and SH priorities, with a focus on high-risk countries. The group emphasizes the importance of women-led NGOs and civil society organizations in guiding prevention efforts and victim/survivor support.

The **United Nations Development Programme (UNDP)** has a zero-tolerance policy for all forms of sexual exploitation, abuse, and harassment (SEAH), whether perpetrated against recipients of assistance or coworkers. Such actions violate human rights and undermine the core values of the United Nations.

UNDP follows the UN Secretary-General’s Bulletin on Sexual Exploitation and Abuse (ST/SGB/2003/13) and includes this in its Code of Ethics. Sexual harassment is addressed in the UNDP Policy on Harassment, Sexual Harassment, Discrimination, and Abuse of Authority.

Prevention

- UNDP conducts rigorous pre-employment checks to prevent the rehiring of known offenders, participating in the "Clear Check" system with other UN agencies to track individuals involved in substantiated cases of sexual misconduct.
- UNDP requires all personnel to take inter-agency online courses on preventing sexual exploitation, abuse, and harassment, focusing on conduct expectations, consequences of misconduct, and its impact.

Response

- UNDP investigates all allegations of sexual misconduct, imposes sanctions when allegations are substantiated, and may refer cases for criminal prosecution.
- Staff members are not immune from prosecution for crimes, and the UN does not protect staff who commit such crimes.

Assistance and Protection

- UNDP staff members are protected from retaliation for reporting misconduct in good faith, and retaliation is a punishable offense.
- Victims of sexual misconduct receive psychosocial and medical assistance through UNDP’s collaboration with partners.

Transparency

- UNDP publishes annual reports on disciplinary actions taken, including cases of sexual misconduct.
- Real-time reports and consolidated data on sexual exploitation and abuse are provided to the Office of the Special Coordinator and published in the Secretary-General’s report on protection measures.

How to Report

- All allegations of sexual misconduct should be reported to the Office of Audit and Investigations.

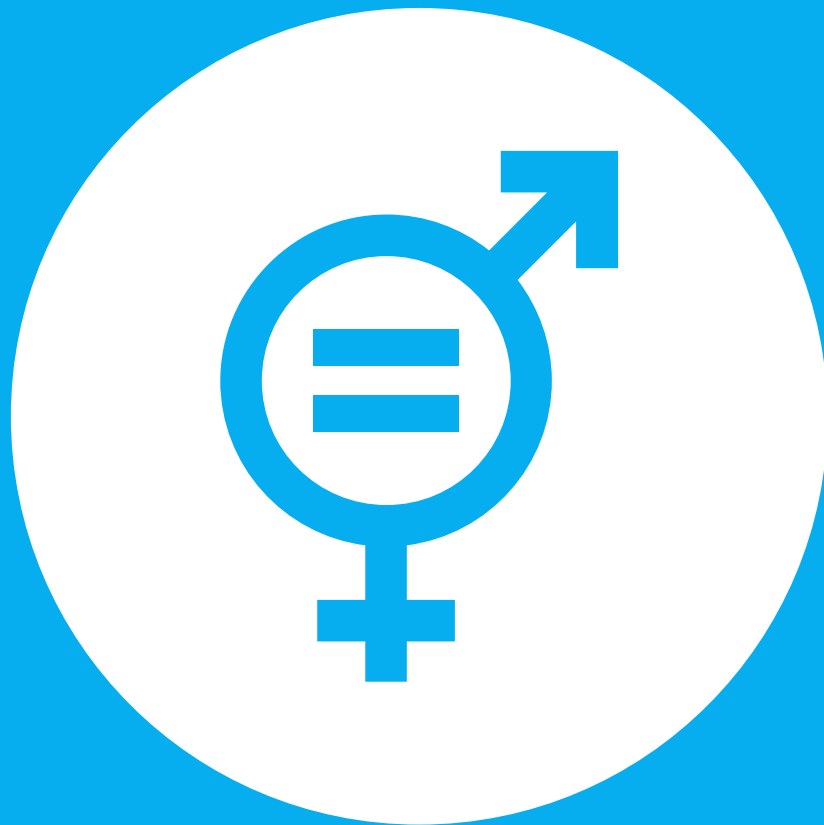
Promotion of a lasting change in organizational culture

- Enhanced transparency on actions taken by the organisation against perpetrators of SEA and SH – e.g. WHO
- Secretariat compendium of disciplinary measures
- Considering the interconnection between SEA and SH and the common underlying issues, (especially with discrimination and abuse of authority, etc.)




- all entities that have combined PSEAH policies/procedures to address SEA and SH. For example, UN Women, WHO, UNFPA, etc.
- UNICEF's new Safeguarding policy – which brings under the same umbrella all misconduct that can cause harm to anyone (externally) that comes in contact with the UN (although, noticeably, this excludes SH)
- Coordinated safe reporting channels and avenues for personnel and communities, ensuring protection from retaliation (preferably coordinate inter-entity to ensure ease of reporting). For example, UNOPS developed AWAAZ in Afghanistan (also used for reporting all concerns with regards to sexual misconduct) used by PSEA network entities for SEA. Also, one-stop-shop portals/hotlines to report all misconduct. For e.g. Secretariat/OIOS, IOM, and many other.
- Dedicated capacity to support victims within entity. For e.g., IOM, WHO, etc.

**PERFORMANCE INDICATOR
15**

EQUAL REPRESENTATION OF WOMEN



15. Performance Indicator: Equal Representation of Women

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|---|---|
| 12a. Plan in place to achieve the equal representation of women for all professional and higher staff levels | 12b. Equal representation of women for all professional and higher staff levels is reached | 12c. Equal representation of women for all staff levels is reached |



What is the Equal Representation of Women indicator?

In 2017 the Secretary-General issued the [System-Wide Strategy on Gender Parity](#) to operationalize system-wide efforts to advance this priority. The Strategy notes (p.5):

The goal of gender parity at all levels in the UN is a commitment that is now two decades old, and is reflective of core values that are as old as the Organization itself. In the intervening years there has been no shortage of policies, reports and recommendations to further this goal; yet implementation has been hampered in the main by a lack of sustained political will and accountability, absence of accompanying measures and enabling conditions for real reform, and resistance at different moments from key stakeholders.

According to the latest [report of the Secretary-General on the Improvement in the Status of Women \(2023\)](#), in 21 entities the overall representation of women was between 40-49 per cent, while in 5 entities the figure was below 40 per cent. In 10 entities, the share of women was 50 per cent or more. The gender gap is greatest at management levels and in the field, including in peace operations.

Lack of parity leads to institutional conditions that are not conducive to gender equality outcomes. However, parity cannot stand alone and must be accompanied by reforms that model inclusion and actively prevent harmful bias and stereotypes in decision-making.

All entities will ensure that they update, report on, and meet their targets under the Gender Parity Strategy (GPS), including in UNCTs, missions, liaison offices etc. The EOSG will lead on an update of the GPS with a focus on missing areas and addressing the areas or entities in need of most accelerated effort.

GENDER PARITY TARGETS

Gender parity, or the equal representation of women, is considered by the strategy, and for the purposes of UN-SWAP reporting, to be within the **47 per cent to 53 per cent margin**.



Evidence base

Examples of documents to attach to substantiate reporting:

- Entity-specific Gender Parity Strategy and/or Implementation Plan
- Entities will also be required to submit gender parity data by level on the online reporting platform.

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



Who is the Business Owner for this indicator?

The head of the entity, along with the directors of divisions, should take primary responsibility for adequate planning and reporting on the equal representation of women. This includes ensuring that gender equality is prioritized within the organization's overall strategy and leadership decisions, with the entity's senior-most official responsible for human resources management overseeing its implementation.

Elements derived from the Gender Equality Acceleration Plan (GEAP)

- ✓ All entities ensure that they meet their targets under the Gender Parity Strategy.



What are the requirements for this indicator?



How to approach requirements

To approach the requirement for this Performance Indicator, the UN entity **must have a plan in place for achieving the equal representation of women**, based on the [Secretary-General's System-wide Strategy on Gender Parity](#). The strategy provides recommended actions across a range of areas including leadership, accountability recruitment, retention, talent management, senior appointments, mission settings and creating an enabling environment. A **sample** of these is below:

- ✓ Annual targets set by level to reach gender parity before the ultimate deadline of 2028.2F3F³⁰
 - While a proposed methodology is presented in the strategy, entities are free to establish targets as they choose provided they result in the attainment of parity by the 2028 deadline. It is recommended that entities review anticipated vacancies and retirements in evaluating opportunities to advance progress towards gender parity.

³⁰ For UN Secretariat departments and offices, targets have been provided by OHRM. Targets in Phase 1 initially focus on staff on fixed/permanent/continuous appointments at the Professional levels and higher. In phase 2, departments and offices will include General Service and national staff on fixed/permanent/continuous appointments (please see pages 12 & 15 of strategy).

- ✓ How senior managers will be held accountable for meeting targets.
- ✓ Incentives for promoting parity.
- ✓ How the entity intends to accelerate progress towards meeting its targets, e.g. through workforce planning; temporary special measures; strengthening of organizational culture; addressing unconscious bias in recruitment; retention, progression and talent management; outreach for recruitment, and as appropriate, specific action in relation to mission settings.
- ✓ How the entity will ensure real-time data is made available to hiring managers and entity heads to track process and implement accountability measures.
- ✓ The internal oversight mechanism through which progress will be monitored, and details of reporting.
- ✓ Resources required to achieve targets.
- ✓ The institutional structure, including focal points appointed at a senior level with clear and written terms of reference and an appropriate dedication of time, resources, and training.

Issues of organizational culture, including in relation to gender parity, are covered in Performance Indicator 13. For further details review the Secretary General's System-wide Strategy on Gender Parity, [the Enabling Environment Guidelines for the United Nations system, its supplementary Guidance and the Field-Specific Enabling Environment Guidelines](#).



How to meet requirements

To meet requirements for this indicator, entities should have **reached the equal representation of women for all professional and higher staff levels**.

Entities must submit up to date staffing statistics, for all levels, to substantiate their rating.



How to exceed requirements

To exceed requirements for this indicator entities should meet requirements and **ensure equal representation at all staff levels**.



Current practice

The **United Nations University (UNU)**'s Gender Action Plan has a clearly stated objective to achieve gender parity at all levels by 2024 (see PI12). The UNU Council (governing body) monitors the implementation of UNU's Gender Action Plan each year, through an annual standing agenda item at their meeting. The annual gender report (referred to as the gender and diversity report since 2021) provides an annex setting out all the goals of UNU's Gender Action Plan for the year and the status of achieving set objectives in the plan. Further, the report contains statistics on UNU's gender parity at all levels including P4 and above. UNU has an external gender parity page which is updated daily automatically showing UNU's parity at all levels including by institute. All of these mechanisms, including the ongoing advocacy by the UNU Rector and senior management of recruiting more women at the senior level are evidence of UNU's significant efforts in this area.

In March 2018, the **United Nations Office in Vienna (UNOV)** and the **United Nations Office on Drugs and Crime (UNODC)** hosted the “Leadership, Women and the UN” workshop which was facilitated by the UN System Staff College (UNSSC) in Vienna. The week-long workshop brought together twenty-seven UN system-wide staff members at the P4 and P5 levels for reflections about the gender dimension of leadership, power and influence. The workshop facilitated self-awareness through a 360-degree leadership assessment that utilized individual leadership action plans to ensure a truly transformational leadership experience. Given the excellent feedback received, UNOV/UNODC has requested the UNSSC to establish this important workshop in Vienna on an annual basis.

Multiple UN entities have implemented policies to ensure an equal representation of women in decision-making processes and bodies. For instance, UNHCR ensures gender parity in committees, advisory bodies and boards. UNIDO adopted an administrative instruction titled “Equal representation of women: UNIDO’s policy on panel parity”.

Examples of special measures:

- 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.
- The **United Nations Development Programme (UNDP)** used to have women-only candidate pools for bureaus that had fallen below 45% representation to strengthen accountability of managers to reach gender balance targets. To monitor, collect and analyze data and draw timely and meaningful insights from it, UNDP uses its PowerBI platform which provides up-to-date information on the entire workforce, as well as by grade, by office, etc. There is also a dashboard with information on UNDP gender parity that is publicly available.
- Multiple entities enforce the removal of ranking of recommended candidates to allow for greater latitude in the final selection process, and compare candidates’ qualifications against the job vacancy requirements, as opposed to against one another;
- Both the **United Nations Refugee Agency (UNHCR)** and **UNDP** apply flexibility in around time in post criteria for female candidates. The new Recruitment and Assignments Policy of UNHCR requires interview panels to be diverse and assisted by local HR/admin colleagues. The new policy also calls for parity at all levels, stipulating that: “When two or more candidates fully meet the requirements of a position and are considered substantially equally qualified, preference will be given to female candidates until gender parity is achieved at the relevant grade level.” The composition of the Joint Review Board is determined jointly with DHR and the Staff Council, and every effort is made to ensure various aspects of diversity, including gender balance. The JRB oversees and reviews selection processes to make sure that they are conducted in line with the policy. Part of this oversight is directly related to ensuring that the gender clause is applied as required.

Recruitment and talent management

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 per cent of new appointments for mission leadership in 2021 were Global Call nominees.



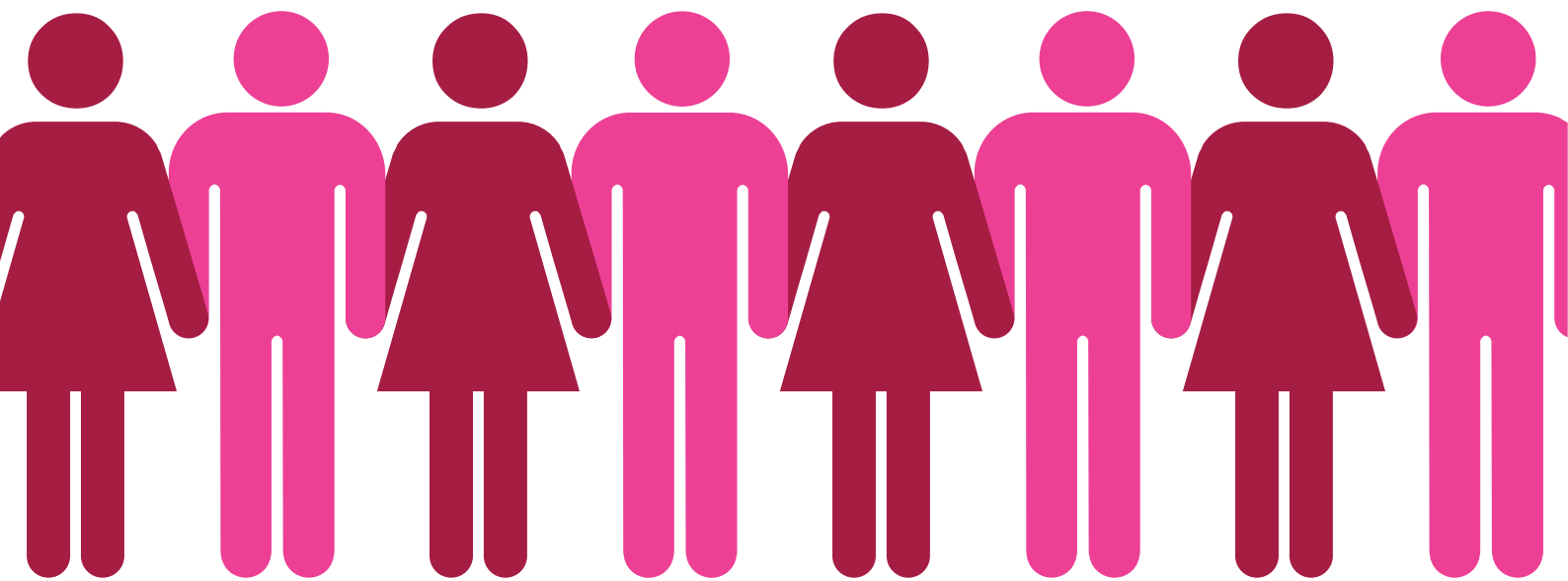
Additional Information

The availability of up-to-date data during the recruitment process is critical to support leadership and hiring managers in making decisions that will be immediately reflected in the organization's representation of women, especially in traditionally male-dominated sectors or for senior positions. In 2021, UN Women in collaboration with UNDP launched the [UN System-Wide Dashboard on Gender Parity](#) that collects data on gender representation in nearly 40 UN agencies. The representation of women and men can be viewed by grade, staff category, duty station and age group and can be filtered by organization. This monitoring tool should be widely utilized by UN leadership and hiring personnel to track progress and target interventions during the recruitment process to ensure the achievement of gender parity within the UN system. The dashboard would be available also for the Member States, civil society representatives and other partners as an instrument to improve the effectiveness and credibility of the United Nations as a whole.

The [UN Women website](#) contains information about the representation of women in the UN system including: the Reports of the Secretary-General on the [Improvement of the status of women in the UN system](#), which provides system-wide sex-disaggregated data on the selection, representation, advancement and retention of women, information on progress made and obstacles encountered in achieving gender balance, and recommendations for accelerating progress; key policies and acts; and the Enabling Environment Guidelines with the Supplementary Guidance and the Field-Specific Enabling Environment Guidelines.

The Office of the Focal Point for Women in the UN System at UN Women [leads and coordinates the network of nearly 500 UN Gender Focal Points](#), driving system-wide efforts to achieve gender parity and create enabling working environments across the UN. This includes advocating for gender parity, supporting inclusive work environments, and promoting capacity building, sharing good practices, and fostering interagency collaboration. As per SGB/2008/12, departmental focal points for women shall be appointed in each department, office, regional commission and mission, and they are encouraged to join the Network. For more information, please contact focalpoint.forwomen@unwomen.org.

G. KNOWLEDGE, COMMUNICATION AND COHERENCE






**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 **16aii**. 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 (**16ai**, **16bi**), (2) **to leverage knowledge management system** to share gender-related information internally and externally (**16aii**, **16bii**), and (3) mainstream gender concerns in **high-level reports and/ or briefings** (**16biii**).

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.

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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.

**PERFORMANCE INDICATOR
17**

INTERAGENCY ENGAGEMENT



**17. Performance Indicator: UN System Inter-Agency Engagement
Business Owner: Inter-Agency Coordination Unit (or equivalent)**

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|---|---|--|
| <p>17ai. Entity participated systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women.</p> <p>and</p> <p>17a.ii. Entity undertakes a UN-SWAP peer review process at least once every 4 years</p> | <p>17bi. Entity effectively mainstreamed gender perspective into inter-agency coordination mechanisms</p> <p>and</p> <p>17b.ii. Entity undertakes a UN-SWAP peer review process at least once every 4 years</p> <p>and</p> <p>17b.iii. Agreed upon recommendations from the UN-SWAP peer review process implemented</p> | <p>17ci. Entity effectively mainstreamed gender perspective into inter-agency coordination mechanisms</p> <p>and</p> <p>17c.ii. Entity undertakes an UN-SWAP peer review process at least once every 4 years</p> <p>and</p> <p>17c.iii. Agreed upon recommendations from the UN-SWAP peer review process implemented</p> <p>and</p> <p>17c.iv. Entity supports implementation of at least one UN-SWAP Performance Indicator in another entity</p> |



What is UN system inter-agency engagement for gender mainstreaming?

The [UN System-Wide Policy on Gender Equality and the Empowerment of Women](#) (2006) calls on all entities within the UN system implement the [ECOSOC agreed conclusions 1997/2](#) requiring gender mainstreaming across the UN system.

UN System inter-agency engagement is a key aspect of *harmonizing and enhancing gender mainstreaming efforts across the system* and an important component of ensuring sustained progress on gender equality and women’s empowerment. Inter-agency coordination and coherence mechanisms have been established as part of overall UN reform efforts to harmonize practices, reduce duplication of effort and create efficiencies and synergies, among other benefits. It *involves three or more UN entities* collaborating through a formalized mechanism to further harmonize and enhance gender mainstreaming efforts such as the joint development of norms, standards, guidance, policies, tools, knowledge or data products. It can also include the development and implementation of communications and advocacy initiatives and/or focus on information sharing or practice exchange. Some high-level coordination mechanisms also provide strategic direction, oversight and act as decision-making bodies. Application or adherence by entities to the common standards and measures developed may be monitored and reported through the mechanism.

NOTE: For the purposes of this performance indicator, inter-agency engagement is not inclusive of joint programmes/initiatives is a distinct type of inter-agency engagement at the programmatic level that is addressed in UN-SWAP 3.0 Performance Indicator 3.

What are the different types of UN system inter-agency engagement mechanisms for gender mainstreaming?

There are two main types of UN system inter-agency mechanisms that entities can engage with to promote and advance gender mainstreaming in a meaningful way. *This performance indicator tracks and measures entities contributions to both.*

1. By engaging with inter-agency mechanisms established with the aim of **harmonizing and advancing entities gender mainstreaming efforts** through the application of common standards and measures and inter-agency exchange of experiences. **The UN-SWAP performance framework is the key example**, but others include the IANGWE and Gender Theme Groups at the regional and country-levels. These mechanisms were established to address gender mainstreaming more generally across all areas.

The [United Nations system-wide Action Plan on Gender Equality and the Empowerment of Women \(SWAP\)](#) was developed to operationalize the system-wide policy by developing common understandings, enhancing system-wide coherence in practice, and taking a progressive and supportive approach to improving accountability for gender mainstreaming. It is responsive to both UN reform and the system-wide policy.

2. By promoting and enhancing gender mainstreaming within **within broader UN system inter-agency mechanisms established to coordinate or bring coherence to UN system efforts within sectoral, thematic, or managerial areas** they engage with while implementing their core mandates. These mechanisms were not established to address gender mainstreaming but provide a forum to do so. Some examples include:
 - Taskforces dedicated to **management functions** such as the CEB's *Human Resources Network, Finance and Budget Network, Digital and Technology Network, Procurement Network, Inter-Agency Security Management Network, UN RIAS*, etc.
 - Collaborative mechanisms for joint follow-up action on specific thematic issues such as *UN-Water, UN-Oceans, UN-Energy, High-Level Task Force on Global Food and Nutrition Security*, etc.
 - Mechanisms established to coordinate UN system operations on **specific thematic or sectoral areas** such as *Inter-Agency Cluster on Trade and Productive Capacity, Inter-Agency Mechanism for South-South Cooperation, Inter-Agency Network on Youth Development, Inter-Agency Coordination Group against Trafficking (ICAT)*, etc.

These are a few examples, but there are likely many other inter-agency mechanisms that can be identified that entities engage with in some manner, regardless of its mandate



Who is the business owner for this indicator?

Inter-Agency Coordination Units/Focal Points and Gender Units/Focal Points would act as the business owner/s for this indicator. For entities that do not have such units or focal points, the UN-SWAP Focal Point should identify the most appropriate business owner within the entity.



What are the requirements for this indicator?

There are **three key requirements** for this indicator that entities are asked to progressively achieve progress on during the UN-SWAP 3.0 period:

Requirement 1: Entities should participate in *inter-agency coordination mechanisms* to advance gender equality and women’s empowerment.

Requirement 2: Entities should *undertake a UN-SWAP Peer Review* at least once every four years and *implement agreed upon recommendations*.

Requirement 3: Entities should provide *peer support another entity to implement at least one UN-SWAP 3.0 Performance Indicator*.

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources, examples** and a **step-by-step checklist** to support you to determine your entity’s rating. The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating.

Requirement 1: Inter-agency coordination mechanisms

| | |
|------------------------------|--|
| Approach requirements | 17ai. Entity participated systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women. |
| Meet requirements | 17bi and 17ci. Entity effectively mainstreamed gender perspective into inter-agency coordination mechanisms |
| Exceed requirements | |

Entities are expected to pursue gender mainstreaming within **at least one inter-agency mechanism** that they engage with related to GEEW, sectoral, thematic or managerial matters. Entities that engage with many mechanisms can report on those which they wish to prioritize for gender mainstreaming.

To *approach requirements*, entities should demonstrate systematic participation. **Systematically participating** in an inter-agency coordination mechanism requires that the entity **regularly attends meetings and initiates the inclusion of gender equality** concerns within the discussions or agenda of the meetings. To *meet and exceed requirements*, entities should demonstrate that they not only systematically participate, but **effectively participate** in an inter-agency coordination mechanism. This

involves entities demonstrating how they have been ***instrumental in advocating that gender is mainstreamed or included in the specific actions, products, discussions or other deliverables*** being pursued by the mechanism.

Where one or more UN-SWAP entity is a member, it is good practice to combine efforts to enhance effectiveness. It is understood that entities may not always be able to demonstrate the completion of actions or products, but they should at least demonstrate evidence of effort. Where there is strong resistance, demonstrating more openness or receptivity to consider gender equality issues in the future is also valid progress.

Requirement 2: UN-SWAP Peer Review

| | |
|------------------------------|---|
| Approach requirements | 17aii. Entity undertakes a UN-SWAP peer review process at least once every 4 years |
| Meet requirements | 17bii and 17cii. Entity undertakes a UN-SWAP peer review process at least once every 4 years |
| Exceed requirements | 17biii and ciii. Entity implements agreed upon recommendations from the UN-SWAP peer review process |

The ***UN-SWAP Peer Review*** process is an effective way to share best practices and facilitate mutual learning about UN-SWAP implementation and gender mainstreaming ***among two or more UN system entities***, ideally with similar mandates or operational size. It consists of a comprehensive review and exchange of experiences that both ***supports harmonization of gender mainstreaming practices*** and acts as a valuable part of the ***quality assurance process of entities self-reporting*** through an integrated approach that fosters continued improvement with:

- ✓ Entities held ***accountable*** to their commitments and frameworks, ensuring adherence to established standards.
- ✓ ***Good practices, successful experiences and insights*** shared, enabling entities to learn from one another and adopt effective strategies.
- ✓ ***Processes and challenges reviewed***, identifying areas for improvement and opportunities for growth.
- ✓ ***Internal capacities strengthened***, leading to more effective reporting and behavior change.
- ✓ ***Reporting credibility and accuracy enhanced*** through rigorous peer assessments.
- ✓ ***Networking and partnerships fortified***, advancing collective efforts towards gender mainstreaming.

The [UN-SWAP 3.0 Peer Review Guidance](#) provides essential guidance for conducting an effective UN-SWAP Peer Review. It outlines the principles driving the process, details the roles of the involved individuals, and specifies the workflow, follow-up actions, and available tools. It also includes a Theory of Change. In order to ***approach requirements***, entities should ***conduct a UN-SWAP Peer Review process at least once every four years*** in line with the guidance and reporting templates., the ***UN-SWAP Peer Review Planning Calendar*** below is meant to support you comply with this requirement.

| UN-SWAP Peer Review Planning Calendar | |
|---|---|
| If you completed your last peer review in... | You should plan to complete your next peer review in... |
| 2020 | 2024 |
| 2021 | 2025 |
| 2022 | 2026 |
| If your entity completed a peer review prior to 2020 or has never conducted a peer review.... | 2026 |
| 2023 | 2027 |
| 2024 | 2028 |
| 2025 | 2029 |
| 2026 | 2030 |

Peer Review reports are expected to include agreed recommendations. To *meet and exceed requirements* for this indicator, entities will need to **demonstrate that they have implemented or made progress against these agreed recommendations**. A good practice is to develop a simple action plan to support systematically tracking and reporting actions taken. For those **entities who completed a UN-SWAP Peer Review prior to 2025 that does not include agreed recommendations**, you are encouraged to **select at least two action points** based on the peer review findings that you can commit to achieving prior to the next peer review. These can be used to track progress per the indicator requirement. The table below is meant to guide you to determine if your progress meets or exceeds requirements.

Requirement 3: UN-SWAP Peer-to-Peer Support

| Determining rating implementation of recommendations | |
|--|---|
| Meet requirements | Demonstrate progress and/or completion of approximately 50% of recommendations. |
| Exceed requirements | Demonstrate completion of 100% of recommendation. |
| Approach requirements | N/A |
| Meet requirements | |
| Exceed requirements | 17civ. Entity supports implementation of at least one UN-SWAP Performance Indicator in another entity. |

While UN-SWAP cross-entity learning is embedded in the UN-SWAP peer review process, some entities not yet meeting requirements for one or more indicators would benefit from more direct support from peers who have been able to meet or exceed those indicators. To exceed requirements for this indicator, entities should support at least one other entity to better implement at least one indicator. Entities that are exceeding requirements are best placed to provide insights and best practices. Some

guiding questions to help identify where you could best provide support include:

- ✓ What indicators have you met or exceeded?
- ✓ What best practices or innovations have you developed that could be adopted by other entities?
- ✓ What challenges have you faced in implementing the indicator/s and how did you address them? What would you do differently?
- ✓ Which peers would most benefit from your advice given their mandate, structure, size, etc.?

Remember to document and report the support provided including an increase in performance indicator rating for the recipient.



Evidence base

Examples of documents to attach to substantiate reporting:

- Peer review report
- Implementation updates on peer review recommendations
- Documents that demonstrate gender mainstreaming in inter-agency coordination mechanisms
- Examples of how the entity has supported another entity to improve performance

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



Useful resources

- [UN-SWAP 3.0 Peer Review Guidance](#)



Examples

Inter-Agency Coordination Mechanisms

UN-SWAP Peer Reviews

In 2019, **International Organisation for Migration (IOM)** and the **World Food Programme (WFP)** successfully completed a peer review on all reportable 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 notes 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 noted 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.

In 2020, the **International Trade Center (ITC)** partnered with the **World Health Organization (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.

In 2022, the **Universal Postal Union (UPU)** and the **International Telecommunication Union (ITU)** conducted a peer review of the organizations' 2021 performance against UN-SWAP 2.0. Both the UPU and ITU agreed that the peer review would cover all 17 indicators for each entity, with a particular focus on low-performing indicators to make the best use of time and of this mechanism for feedback and improvement. Best practices and lessons learned were drawn from the indicators that the entities met or exceeded.

Examples of implementation of peer review recommendations (forthcoming).

UN-SWAP Peer-to-Peer Support

In 2020, the **United Nations Development Programme (UNDP)** continued supporting the Office of the High Commissioner for Human Rights (OHCHR) to implement the OHCHR Gender Incentive 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.

In 2021, the **International Trade Centre (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 Policy Lab initiative with the broader UN-SWAP community.

The **United Nations Population Fund (UNFPA)** constantly provides support to other UN entities by sharing knowledge, data, and information on UNFPA's Gender Marker system.

**PERFORMANCE INDICATOR
18
STAKEHOLDER ENGAGEMENT**



18. Performance Indicator: Stakeholder Engagement

|  Approaches requirements |  Meets requirements |  Exceeds requirements |
|--|---|---|
| <p>Option 1 18ai. Entity has established consultation system/s through which organization/s or associations that promote gender equality and/or the rights and empowerment of women and girls can inform relevant programming and/or inter-governmental processes</p> <p>and/or</p> <p>Option 2 18aii. Entity engages with organizations or associations that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in activities led or supported by UN entities</p> | <p>18bi. Entity regularly consults appropriate organization/s or associations that promote gender equality and/or the rights and empowerment of women and girls through established consultation system/s to inform relevant programming and/or inter-governmental processes</p> <p>and</p> <p>18bii. Entity regularly engages with organizations or associations that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in activities led or supported by UN entities</p> | <p>18ci. Entity programming and/or inter-governmental processes are informed by organization/s or associations that promote gender equality and/or the rights and empowerment of women and girls</p> <p>and</p> <p>18cii. Entity regularly engages with organizations or associations that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in activities led and/or supported by UN entities</p> <p>and</p> <p>Option 1 18ciii. Entity contributes to enabling economic opportunities for women and girls and/or supporting access to financing</p> <p>and/or</p> <p>Option 2 18civ. Entity builds and maintains strategic partnerships with the private sector and/or philanthropy for advancing gender equality and the empowerment of women and girls</p> |



Stakeholder Engagement and Gender Mainstreaming

What is stakeholder engagement?

For the purposes of this indicator, **stakeholder engagement** is defined as the process of communicating and collaborating with the people who have an influence, interest or have been/will be impacted by the work of an organization or institution. It involves properly identifying, analysing and prioritizing relevant stakeholders and then developing a plan for how to effectively and meaningfully engage them.³⁶

Stakeholders can **offer expertise and insights** related to programming and inter-governmental processes about **community needs, perspectives, and the practical implications** of policy or programming decisions. They can also be **active participants** in UN-led or supported activities or **strategic partners** for advancing UN entities' objectives, including providing a stronger voice for women and girls.

Which UN stakeholders are prioritized for engagement to advance GEEW?

In the context of the UN system, entities engage with a wide range of governmental and non-governmental stakeholders. This performance indicator focuses on engagement with three specific **non-governmental stakeholders** who have been identified as key to accelerate progress on gender equality and the empowerment of women and girls (GEEW) and as part of multi-stakeholder partnerships under SDG 17 to pursue acceleration across the framework.

1. **Civil Society**, and more specifically **organization/s that promote gender equality and/or the rights and empowerment of women and girls**.

These are **formal and informal** organizations, groups, networks, associations, collectives, federations or constituent groups whose main objective is to advance gender equality and protect the rights and empowerment of women and girls. Consultation and participation with these organizations are considered to have the highest potential for driving results for GEEW.

These stakeholders are often referred to as women's organizations, women-focused organizations, or gender equality organizations. They usually represent the specific voices and perspectives of women and girls within a geographic area, a thematic or sectoral area, an intersectional population (e.g., ethnic or religious, women living with disabilities, etc.), or by professional association (women lawyers, women in government, women doctors, etc.). Some examples are provided below for illustrative purposes, but please note that this list is not exhaustive:

- International, regional and national level non-governmental organizations, civil society organizations, community-based organizations and faith-based organizations. Examples include *Society for Women and AIDS in Africa (UNFPA)*, *Women's International League for Peace and Freedom (FAO)*, and *the Malaysian Woman's Action for Tobacco Control and Health (WHO)*.
- Professional organizations, networks, associations and federations such as the *Women in Maritime Associations (IMO)*, *International Federation of Women and*

³⁶ Tractivity, [Stakeholder Engagement: Concept and Overview](#)

Business Professionals (ILO), and the African Gender and Development Evaluators' Network (UN Women).

UN entities engagement with organization/s that promote gender equality and/or the rights and empowerment of women and girls has been and remains a crucial aspect of the **human rights-based approach** and **gender mainstreaming strategy** both of which call for the participation and inclusion of vulnerable and marginalized groups. This is a core strategy for mainstreaming women and girls' voices within the work or each entity and within sector or mandate area. It is also important for accountability and transparency. Engagement works to build closer relationships and trust between UN entities and women and girls' rights organizations.

ECOSOC resolution on mainstreaming a gender perspective into all policies and programmes in the United Nations System (E/RES/2024/3)

"Recognizing the important contribution of civil society actors, including non-governmental organizations, in advancing the implementation of the Beijing Declaration and Platform for Action and in supporting gender mainstreaming into all policies and programmes in the United Nations system,"

"Para 10 (o) Continuing to include gender equality networks in planning and programme

2. **Private Sector stakeholders** are defined as for-profit or commercial enterprises or businesses; or business associations and coalitions (cross-industry, multi-issue groups; cross industry, issue-specific initiatives; industry-focused initiative). These can include multinational companies; large domestic companies; micro, small, and medium enterprises (MSMEs). Run by businesses or individuals, these entities are not under the control of the state but can play a major role in the economy, politics and social life.
3. **Philanthropic Organizations** - non-profit, non-governmental organizations (NGOs) with principal funds to make grants to charitable organizations. Often referred to as foundations or charities, their main goal is to improve society and the well-being of individuals through their grant-making. They may be linked to individuals or corporations.

One good practice for entities to engage with these stakeholders is to develop a **gender-responsive stakeholder engagement plans** to proactively identify and create new opportunities for advancing GEEW. Such a plan would support entities to systematically identify processes and activities where these stakeholders would be most relevant to engage and plan accordingly.

What are the specific requirements for this indicator?

There are **three key requirements** for this indicator that entities are asked to **progressively achieve progress** on during the UN-SWAP 3.0 period:

- Requirement 1:** Entities should **regularly consult with organization/s that promote gender equality and/or the rights and empowerment of women and girls** for relevant programming and/or inter-governmental processes.
- Requirement 2:** Entity should **engage organizations that promote gender equality and/or the rights and empowerment of women and girls in meaningful participation** in UN-led or supported activities.

Requirement 3: Entities should either ***open opportunities for women and girls to access financing/economic opportunities or build strategic partnerships on GEEW with private sector actors or philanthropic organizations.***

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources, examples** and a **step-by-step checklist** to support you to determine your entity’s rating. The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating. Finally, you will find the **template for the indicator action plan** following the checklist for ease of reference to complete.

Who is the business owner for this indicator?

Strategic Partnerships Units, Civil Society Units and/or Private Sector Focal Points would act as the business owner/s for this indicator. For entities that do not have such units or focal points, the UN-SWAP Focal Point should identify the most appropriate business owner.

Requirement 1: Consultation Systems

| | |
|--------------------------------|---|
| Approaches requirements | Option 1 18ai. Entity has established consultation system/s through which organization/s that promote gender equality and/or the rights and empowerment of women and girls can inform relevant programming and/or inter-governmental processes. |
| Meets requirements | 18bi. Entity regularly consults appropriate organization/s that promote gender equality and/or the rights and empowerment of women and girls to include through established consultation system/s. |
| Exceeds requirements | 18ci. Entity programming and/or inter-governmental processes are informed by organization/s that promote gender equality and/or the rights and empowerment of women and girls. |

This requirement calls for entities to establish systems to regularly and meaningfully consult with organization/s that promote gender equality and/or the rights and empowerment of women and girls as part of programming and inter-governmental processes. Consulting is a process of engaging these groups in a more structured manner and including them within decision-making processes. The requirement provides gradual steps that entities can take over time that provides a path for meeting and/or exceeding the requirement.

Entities have **two options to approach requirements** – consultation or meaningful participation. However, entities will have to demonstrate progress on both aspects to meet requirements.

Entities that opt to focus on consultation to approach requirements should establish formal consultation mechanisms where organization/s that promote gender equality and/or the rights and empowerment of women and girls can be included. These mechanisms should enable these groups to voice their perspectives and advocate for the needs and priorities of women and girls within the programming or inter-governmental processes to be informed by stakeholders. Some things to keep in mind regarding consultation mechanisms:

- may **need to be established** where they do not already exist within an entity.

- Identify **existing mechanisms** where inclusion of organization/s that promote gender equality and/or the rights and empowerment of women and girls has been overlooked or not prioritized.
- formal **consultation mechanisms** may be time-bound, have term limits or can be continuing and should have clear Terms of Reference or Terms of Engagement. They can focus on one programming or inter-governmental process or can be established to provide consultation on a wide range of processes. Examples include:
 - **Consultative Status** which allows specific groups to participate and attend meetings of the entity.
 - **Civil Society Advisory Groups** that normally have broad and diverse representation and provide guidance and advice to UN entities on key political issues, as well as policy and programme matters at the global and regional levels.
 - **Steering Committees, Working Groups** and **Taskforces** established to develop and deliver policies, guidelines, or other products.
 - **Reference Groups** established for evaluations, audits, or other UN processes.

Each entity is encouraged to **identify the programming and/or inter-governmental process/es** they engage with where the inclusion of organization/s that promote gender equality and/or the rights and empowerment of women and girls in consultation mechanisms is relevant or should be prioritized. Some examples of processes where consultation mechanisms have been established include:

- **strategic planning processes** at the global, regional or country level.
- development of entity **policies and strategies and plans**.
- **global or regional inter-governmental conferences, summits or meetings**, especially where an entity has a formal role as the secretariat function or equivalent (e.g., CSW and UN Women, Conference of Parties and Rio Convention Secretariats, etc.).

Finally, each entity will need to **identify the organization/s that promote gender equality and/or the rights and empowerment of women and girls** relevant to the specific programming of inter-governmental processes requiring consultation. The focus for selection is not necessarily on how the group or organization is named, but rather the intent of their work – representing women and girls voices and perspectives, empowering and promoting women and girls, protecting the rights of women and girls, and advancing gender equality, etc. UN entities are also mandated to pay particular attention to inclusion of organization/s that promote gender equality and/or the rights and empowerment of women and girls in **crisis response sector or in conflict or crisis settings**.

Once the consultation mechanisms are established, the programming or inter-governmental process/es to be consulted are determined and the organization/s that promote gender equality and/or the rights and empowerment of women and girls to be included are identified and invited, to **meet requirements** asks entities to demonstrate that they are in fact **regularly consulting** with these groups. Regularly implies that the group is consulted at **set intervals** on a **recurring** basis per the Terms of Reference. It implies a commitment to **sustained and consistent consultation** rather than ad-hoc or occasional engagement.

Finally, to **exceed requirements**, entities are asked to demonstrate **how programming and inter-governmental processes have been informed** by the regular consultation with organization/s that promote gender equality and/or the rights and empowerment of women and girls. This implies that the needs, priorities and perspectives of said group/s are duly considered and reflected within processes.

When reporting against this requirement, it is noted that some entities have had minimal if any consultation experience with such groups, while others have robust mechanisms that have been in

place for some time. For the latter, reporting can highlight some key examples that showcase effective consultation processes.

Requirement 2: Meaningful Participation

| | |
|---------------------------------------|---|
| Approaches requirements | Option 2 18a.ii. Entity engages with organizations that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in UN-led or supported activities. |
| Meets and exceeds requirements | 18b.ii. Entity regularly engages with organization/s that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in UN-led or supported activities. |

In this context, **meaningful participation** refers to the right of organization/s that promote gender equality and/or the rights and empowerment of women and girls to have the opportunity to **express their views, influence and/or have an impact on decisions on UN-led or supported activities**. It implies the active and substantial involvement of women's organizations in United Nations initiatives, where they are not just consulted but have real influence on decision-making processes, shaping agendas, and contributing their expertise across various UN activities, particularly in areas like peacebuilding, humanitarian response, and policy development, with a focus on gender equality issues.

By including the perspectives of organizations that promote gender equality and/or the rights and empowerment of women and girls, UN activities actively **mainstream gender** by better reflecting the needs and priorities of all members of society. The insights and expertise that these groups bring to the table **improves the relevance and effectiveness** of activities and builds legitimacy and credibility for UN-led and supported activities.

To strengthen their **right to participate**, engagement should be carefully planned to avoid tokenism. While participation can be ad hoc or systematic, it should focus both on **gathering substantive inputs** and **communicating outcomes and decisions**. UN entities should aim to engage with a **diversity of women and girls' organizations** including those representing marginalized and excluded populations.

Reminder: Entities have **two options to approach requirements** – consultation or meaningful participation. However, entities will have to demonstrate progress on both aspects to meet requirements.

To **approach requirements**, an entity can opt to **demonstrate meaningful participation** of organizations that promote gender equality and/or the rights and empowerment of women and girls **through one or more entity-led or supported activity**. To **meet and exceed requirements**, all entities are required to **demonstrate that they regularly engage in meaningful participation** with these groups in **one or more UN-led or supported activity**. This can be demonstrated through the development of stakeholder engagement policies and strategies and evidence of how this is implemented. Or entities can show how they are systematically making participation accessible to groups. The requirement is possible to meet within a wide range of UN-led or supported activities, including:

- development of **policies and strategies** that consistently **prioritize, remove barriers to and incentivize** women and girls' organizations and their representatives to participate fully and meaningfully in entity activities, including building skills to effectively engage with UN processes.

- Adopting a **gender-responsive participatory approach** for programme design, implementation, monitoring and evaluation.
- Ensuring **meetings and events** organized provide a space for the lived experiences of women and girls to be heard on all topics.
- Support organizations that promote gender equality and/or the rights and empowerment of women and girls to hold **leadership positions** in UN-led activities (e.g., negotiation teams, mediation processes, and expert advisory groups, etc.).
- Allow for organizations that promote gender equality and/or the rights and empowerment of women and girls to actively contribute to **policy development and agenda setting** for UN-led or supported activities.

You will find examples of meaningful participation of organizations that promote gender equality and/or the rights and empowerment of women and girls in the **Examples** section.

Requirement 3: Opening Opportunities and/or Strategic Partnerships

| | |
|-----------------------------|---|
| Exceeds requirements | Option 1 18ciii. Entity contributes to opening opportunities for women and girls to access financing or providing economic opportunities . |
| Exceeds requirements | Option 2 18civ. Entity builds strategic partnerships with the private sector and/or philanthropy for advancing gender equality and the empowerment of women and girls. |

In addition to further strengthening and/or expanding actions towards consultation and meaningful participation, to **exceed requirements** for this indicator, entities are called on to open new opportunities for women and girls to **access financing or economic opportunities** and/or to enter into **new strategic partnerships** for advancing GEEW with the **private sector and/or philanthropic** organizations. Entities have **a choice of pursuing one of these two additional requirements in addition to the meeting the exceeds standard for consultation and meaningful participation**.

Note: *It is possible to pursue a strategic partnership with a private sector actor or philanthropic organization that opens new financing or economic opportunities for women and girls – meeting both requirements 18ciii and 18civ.*

Opening Opportunities

The GEAP strongly identifies the persistent under-resourcing for gender equality initiatives as a key barrier to progress. A key aspect of empowering women and girls and the organizations that represent them is by facilitating their access to available financing and/or economic opportunities that may often be out of reach due to inequality and discrimination. A special emphasis is given to raising **financing for women’s organizations in conflict and crisis settings**.

| GEAP | |
|------|--|
| ✓ | Open multiple opportunities for local women girls and their representatives to access financing.... |
| ✓ | <i>“Strengthen financing that seeks to address systemic gender inequalities. Women have historically been marginalized in economic and financial systems, resulting in unequal access to resources, opportunities, and decision-making power.”</i> |
| ✓ | Pillar 4.3. Commit to raise \$300 million for women’s organizations in conflict and crisis settings over the next three years through existing financing mechanisms, such as the WPHF. |
| ✓ | <i>“Women organizations are at the forefront of crisis response and gender equality work</i> |

✓ *Strengthening financing for all organizations promoting women’s and girls’ rights will address systemic gender inequalities. Women have historically been marginalized in economic and financial systems, resulting in unequal access to resources, opportunities, and decision-making power.”*

UN entities have several different ways in which they can pursue this requirement within the context of their individual mandates. The list below is not exhaustive, and UN entities are encouraged to consider creative and new ways to meet this requirement (e.g., through in-kind donations, etc.):

Support access to economic opportunities

- Adopting **gender-responsive procurement policies** to provide new opportunities to women and women-led businesses and service providers.
- Aligning **implementation partner selection guidelines** to pursue and systematically consider organization/s that promote gender equality and/or the rights and empowerment of women and girls for selection – especially in non-GEEW related work areas.
- Hosting **industry roundtables** with relevant professional women’s networks/associations.

Support access to financing opportunities

- Establishing **new grant of funding mechanisms** - or expand existing mechanisms - targeting women, girls and the organizations who represent them.
- Establish **more flexible criteria for funding** in settings where CSO activism is under threat or where civic space is limited – especially for women and girls.
- Adapting and simplifying **reporting and proposal requirements** to make financing more accessible to women and girls, including organization/s that promote gender equality and/or the rights and empowerment of women and girls
- Advocate to make UN managed funds more accessible to women and girls through **streamlined and simplified procedures**.
- Holding **donor roundtables** or otherwise working to connect women’s and girls’ directly with donors and other financing opportunities and make space for women-led discussions on financing.

Mobilize new resources for financing women and girls’ rights organizations, especially in conflict and crisis settings, and contexts where gender equality and women’s rights are contested.

Strategic Partnerships

A **strategic partnership** for GEEW is defined as a long-term and mutually beneficial collaboration that involves two or more actors to grow together and achieve common GEEW goals. Partnering with the **private sector** is not new to the United Nations system. Some organizations have cooperated with the private sector for decades and these partnerships have taken many different forms and has been established at all levels with an array of activities undertaken from advocacy, fundraising, policy dialogue, development cooperation and initiatives to pursue innovations in products and services.

Excerpts from 2030 Agenda

Paragraph 67

“Private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation. We acknowledge the diversity of the private sector, ranging from micro-enterprises to cooperatives to multinationals. We call upon all businesses to apply their creativity and innovation to solving sustainable development challenges. We will foster a dynamic and well-functioning business sector, while protecting labour rights and environmental and health standards in Ce with relevant international standards and agreements and other ongoing initiatives in this regard.” **Goal 17C** “Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.”

UN entities are also encouraged by the GEAP to specifically pursue strategic partnerships with private sector actors (e.g., corporations, academic institutions, etc.) and philanthropies (public and private foundations) relevant to their mandate and work areas.

Excerpts from the GEAP

- ✓ ***Pillar 5.3 Build strategic partnerships with private sector and philanthropy in support of our transformation.***
- ✓ *SDG Goal 17 supports revitalizing the global partnership for sustainable development, including gender equality. The 2030 Agenda is universal and calls for action by all countries – developed and developing – to ensure no one is left behind. It requires partnerships between governments, the private sector, and civil society.*

Some examples of strategic partnerships for GEEW with private sector and philanthropies is included under the Examples section.



Evidence base

Examples of documents to attach to substantiate reporting:

- Gender-responsive stakeholder engagement plans
- Documents that demonstrate regular consultation with organizations promoting GEEWG
- Documents that demonstrate regular engagement with organizations promoting GEEWG
- Documents that demonstrate contribution to financial accesses
- Partnership documents with private section
- Partnership documents with philanthropy

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



Useful resources

Meaningful Stakeholder Engagement

- [The Routledge Handbook on Meaningful Stakeholder Engagement](#)
- [Framework for meaningful engagement](#)
- [Stakeholder engagement and the 2030 Agenda: A practical guide \(UN DESA\)](#)
- [What is good practice: A framework for analysing the quality of stakeholder engagement in implementation and follow-up for the 2030 Agenda \(UNDP and UNESA\)](#)

Private Sector Engagement

- [The UN Global Compact Office](#)

The Global Compact works with offices across the United Nations system to ensure that the organization is ready and able to partner strategically with the private sector. It chairs and coordinates the UN System Private Sector Focal Points (PSFP) network, a community of practice designed to encourage more coherent, principle-based and impactful UN-business partnerships and coordinates the development of policy and guidelines emphasizing the importance of due diligence and accountability in partner selection and engagement.

- [Guidelines on a principle-based approach to cooperation between the United Nations and the business sector](#)

[Women's Empowerment Principles](#)



Examples

Meeting Requirements

Consultation Mechanisms

UNDRR Stakeholder Engagement Mechanism

In 2018, UNDRR set up the "UNDRR Stakeholder Engagement Mechanism" (UNDRR-SEM) to leverage the convening and advocacy powers of the MGoS and other stakeholder groups for the integration of disaster risk reduction into the broader 2030 Agenda. The UNDRR-SEM creates an open and structured avenue for close engagement of stakeholders in the implementation of the Sendai Framework through key global, regional and national policy processes.

Meaningful Participation (forthcoming)

Exceeding Requirements (forthcoming)

Opening opportunities for financing/ economic opportunities.

International Trade Centre

The [Women Exporters in the Digital Economy \(WEIDE\) Fund](#), launched by the World Trade Organization (WTO) and ITC in February 2024, aims to empower women entrepreneurs by helping them grow their businesses through international trade and digitalization.

The \$50-million WEIDE Fund is expected to unlock opportunities in international trade and digital trade for women entrepreneurs through grants and support from financial institutions to reduce the finance gap; technical assistance and training related to digital skills and improving export competitiveness; export markets, by connecting more women to digital market platforms; networks and support services, by creating more inclusive and effective business ecosystems including leveraging partnerships with the private and public sectors. The fund specifically targets women-led micro, small and medium-sized enterprises in the formal sector which are already exporting, or which are ready to start exporting or women-led, micro and small enterprises in the formal sector with export potential.

UN Voluntary Trust Fund for Victims of Trafficking in Persons (UNODC)

Our mission at the UN Voluntary Trust Fund for Victims of Trafficking in Persons (UNVTF) is to provide direct humanitarian, legal and economic assistance to victims of human trafficking through experienced NGOs around the world. The Trust Fund supports interventions that facilitate early identification of human trafficking victims, including the use of innovative strategies and technologies to support appropriate victim assistance, and promote engagement with persons with lived experience of trafficking, taking into account trauma-informed responses for victims' reintegration into society.

Strategic Partnerships with Private Sector/Philanthropies

UNFPA and Essity

In 2024, Essity (a Swedish hygiene and health company committed to mainstreaming menstrual health metrics in the workplace, and advocating for gender equity in the private sector) became UNFPA's first global partner to pilot and endorse sexual and reproductive health and rights [metrics](#) developed by the [Coalition for Reproductive Justice in Business](#). It marks a significant step towards the global promotion of menstrual health metrics and gender equality across workplaces worldwide. This partnership underscores the need for multi-stakeholder collaboration to close the gap in menstrual health. By leveraging joint networks, UNFPA and Essity aim to amplify joint advocacy messages and engage new audiences, reinforcing the importance of menstrual health in achieving the Sustainable Development Goals. UNFPA and Essity will present initiatives related to the partnership at key global forums, including the United Nations General Assembly (UNGA) and the World Economic Forum (WEF), to raise awareness and drive systemic change.

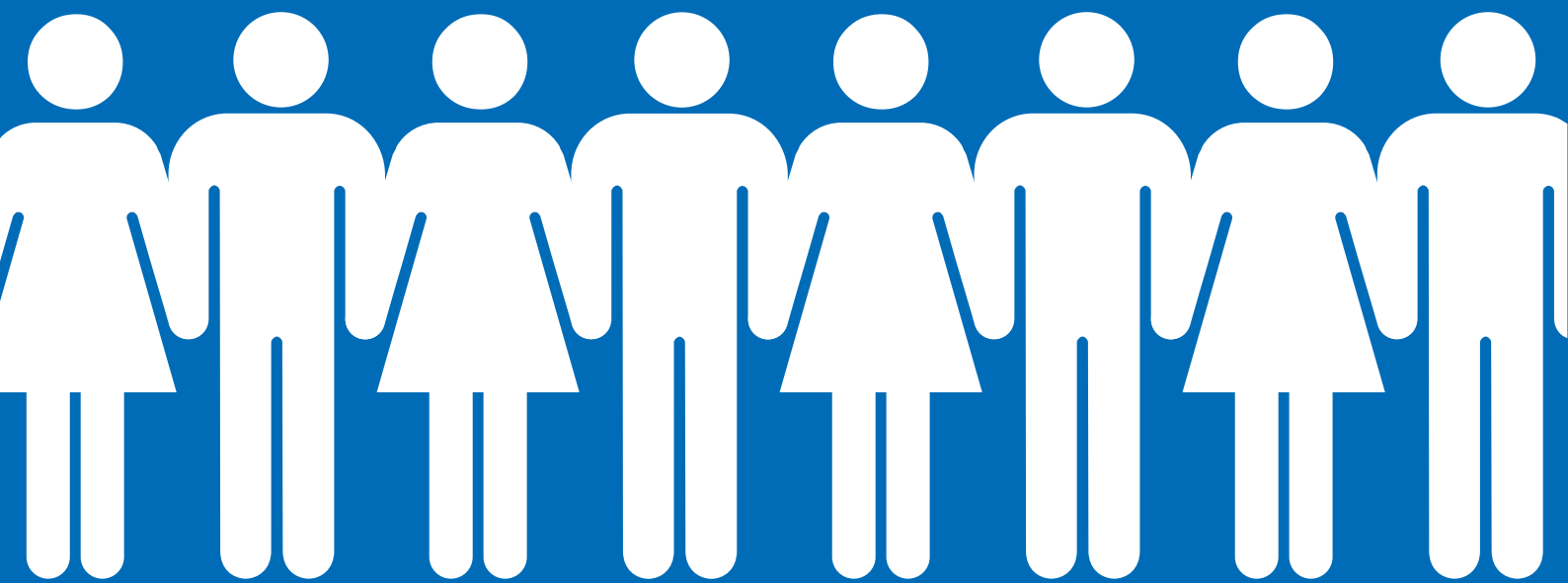
UNDP and UN OCHA: Connecting Business Initiative's Gender and Disaster Management Workstream

As the world continues to see more severe and frequent disasters, the crucial role the private sector plays in disaster management has become more apparent. A joint initiative by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Development Programme (UNDP), CBI supports both crisis response and development efforts by integrating and engaging the private sector strategically before, during and after emergencies, increasing the scale and effectiveness of the response and recovery in a coordinated manner. CBI Member Networks work with over 9,000 members that together represent 1,336,475 businesses of all sizes and in a wide range of industries. The initiative aims to become the go-to hub for business networks involved in disaster management, both by strengthening collaboration with governments, development partners and humanitarian actors and by contributing to the efforts to save the lives and livelihoods of people affected by crisis in vulnerable countries. CBI's workstream on Gender and Disaster Management develops materials to assist the private sector in these efforts such as the publication [Gender, Disaster Management and the Private Sector](#).

UN - Nippon Foundation Capacity Building Programmes (UN OLA)

The United Nations – Nippon Foundation Capacity-building Programmes include a series of fellowships and training activities, as well as a vibrant Alumni Network. In partnership with, and funded by the Nippon Foundation, these programmes are implemented by the Division for Ocean Affairs and the Law of the Sea, Office of Legal Affairs of the United Nations, in collaboration with the Nippon Foundation and host institutions. The Fellowship Programmes are committed to achieving 50/50 gender balance and geographical diversity in its participants with female candidates are strongly encouraged to apply.

ANNEX



Annex 1: UN-SWAP 3.0 and Secretariat entities with a mainly administrative function

The UN-SWAP was developed in close consultation with the UN Secretariat, including the Office of Programme Planning, Finance and Budget, and guidance on UN-SWAP reporting has been revised to take into account changes in the UN Secretariat programme budget. Consultations have also been undertaken with UN-RIAS (United Nations Risk and Internal Audit Services), UNEG (United Nations Evaluation Group), HR Focal Points including the Department of Management Strategy Policy, and Compliance (DMSPC), the Office of the Special Coordinator on improving the UN response to sexual exploitation and abuse. Please note that the current UN Secretariat **Programme planning manual for PPB2025** recommends mainstreaming gender equality and empowerment of women (GEEW) in two ways, as appropriate:

- Showcase in the strategy, by providing programme specific information on activities, policies and strategies derived/in line with the UN SWAP 3.0
- Showcase in the results
 - Results and performance measures which contribute to GEEW
 - Performance measures which include indicators specific for measuring progress for GEEW

The UN-SWAP has attempted to account for the varied nature of the UN system by revising its guidance to ensure that it is appropriate for all entities. The UN Secretariat entities with a mainly administrative function have specific mandates in relation to the promotion of gender equality and the empowerment of women, and it is important that UN-SWAP reporting captures the full range of UN Secretariat achievements.

The administrative entities of the United Nations Secretariat play critical roles in supporting the overall mission of the UN, which includes promoting peace, security, and development, as well as addressing cross-cutting issues such as gender equality and the rights of women and girls. Their specific functions can vary but generally encompass several areas:

- i. **Human resources management:** recruitment and staffing, training and development, and performance management.
- ii. **Budget and financial management:** which involves budget preparation and execution, accounting and reporting, and resource mobilization.
- iii. **Administrative support services:** procurement and supply chain management, facility management, and logistics and transport services.
- iv. **Information and communication technology (ICT):** IT infrastructure management, cybersecurity, and technical support.
- v. **Legal and compliance services:** legal advice and policy development.
- vi. **Public information and communication:** media relations, public outreach, and communication strategy development.
- vii. **Monitoring and evaluation:** program evaluation and data collection and analysis.

I. Gender-related SDG Results

A. Results-based Management

01. Performance Indicator: Strategic Planning Gender-related SDG results

UN-SWAP Performance Indicators 1 and 2 focus on entities that carry out an intersectional gender analysis, incorporate sex-disaggregated data throughout their strategic planning processes and include, achieve and report on at least one high-level result on gender equality and the empowerment of women, tied to the SDGs, in their main strategic planning document or its equivalent. The focus of these indicators is on normative areas of activity and development/humanitarian results, and they **may be not applicable for some Secretariat**

entities with a mainly administrative function, or training and research institutes. If that is the case, they should report these indicators as ‘not applicable’.

02. Performance Indicator: Reporting and Use of Data on Gender-related SDG results

Entities should report ‘not applicable’, if they do not report on at least one high-level result on gender equality and the empowerment of women, tied to the SDGs, in their main strategic planning document, as explained above.

03. Performance Indicator: Achievement of Gender-related SDG results

Entities with a mainly administrative function and training and research institutes should report on gender-related results not reported on elsewhere in the UN-SWAP, under Performance Indicator 3, the title of which has been adapted for these entities to: “Gender-related results not captured elsewhere in UN-SWAP reporting.”

Examples of these results are: organizing discussions that focus on gender mainstreaming, with balanced panels; implementation of gender-responsive policies in human resources practices, leading to increased female representation at all levels of the UN; development and implementation of guidelines to promote gender equality in procurement; ensuring gender-sensitive language in official documentation and reports; development of safety protocols that specifically address the needs of female staff and delegates in high-risk environments; implementation of gender-aware security assessments in UN facilities and missions; promotion of initiatives that support women's leadership and participation;; engagement with Member States on gender mainstreaming and the advancement of women's rights..

Please note that reporting under this Indicator is mandatory for all UN-SWAP reporting entities and should not include areas covered by other Performance Indicators. For example, gender policy and parity are covered by indicators 6 and 15, leadership by indicator 7, organizational culture by indicator 13, and capacity development by indicator 12. Any reporting under indicator 3 should therefore be in addition to reporting on these other indicators, focusing primarily on gender-related results that contribute to meeting transformative SDG targets.

B. Oversight

04. Performance Indicator: Evaluation

Entities with a mainly administrative function do not for the most part carry out evaluations. Where evaluations are carried out, they should meet the requirements set out for this Performance Indicator. Self-evaluations should be assessed against the guidance for this type of evaluations provided by the Office of Internal Oversight Services (OIOS) / UN Evaluation Group (UNEG). If evaluations are not carried out the rating for this indicator should be “not applicable”.

05. Performance Indicator: Audit

Audit is a centralized function in the UN Secretariat and entities should report according to the data provided by OIOS. UN Women will share the OIOS input with all UN-SWAP Focal Points in the Secretariat before the reporting deadline.

II. Institutional Strengthening to Support Achievement of Results

C. Accountability

06. Performance Indicator: Policy

Entities should report on their gender equality strategy (policy) and/or equivalent, including their parity implementation plan. To meet requirements, entities should have a gender policy that is costed and resourced, with tracking and reporting on deliverables in place. To exceed requirements, entities should report at least every two years to the Governing Body or its equivalent on the implementation of the gender equality policies or equivalent.

07. Performance Indicator: Leadership

Entities should report as per the Technical Guidance.

08. Gender-responsive Performance Management

Performance management is a centralized function in the UN Secretariat, and entities should report according to the data provided by DMSPC. UN Women will share the DMSPC input with all UN-SWAP Focal Points in the Secretariat before the reporting deadline. Entities are encouraged to complement the data provided by DMSPC, ensuring that the report accurately and comprehensively covers all institutional contributions to gender equality and the empowerment of women related to this indicator.

D. Financial Resources

09. Performance Indicator: Gender Equality Marker

Use of UMOJA IPMR (Integrated Planning, Management and Reporting) is mandatory for managing all UN-Secretariat projects funded through extra-budgetary resources (XB) from voluntary contributions. With the introduction of the IPMR module in UMOJA, UN Secretariat entities can record the gender equality marker code for each project/output in IPMR and to track gender-related expenditures throughout the project cycle, based on a 4-point gender marker (GEM) scale. UN Secretariat entities should report 'not applicable' only if they do not have XB-funded projects and/or if the entity has not yet started reporting, including pilot reporting, on other funding sources in IMPR, such as, Regular Budget (RB) funds from assessed contributions.

10. Performance Indicator: Financial Targets

UN Secretariat entities with a primarily administrative focus should report 'not applicable' for this Performance Indicator, until the configuration of this system is finalized, and financial allocations can be tracked for all budget sources—except when extra-budgetary sources provide for more than 20 per cent of their funding. Entities which have more than 20 per cent of their funding derived from Extra-budgetary funding should develop a resource allocation system specific to these resources.

E. Institutional Capacity

11. Performance Indicator: Gender Architecture

Entities should report as per the Technical Guidance.

12. Performance Indicator: Capacity Development

Entities should report as per the Technical Guidance.

F. Organizational Culture and Human Resources

13. Performance Indicator: Organizational Culture

Entities should report as per the Technical Guidance.

[NEW] 14. Performance Indicator: Tackling the Prevention of Sexual Abuse and Exploitation (PSEA) and Sexual Harassment

Entities should report as per the Technical Guidance.

15. Performance Indicator: Equal Representation of Women

Entities should report as per the Technical Guidance.

F. Knowledge, Communication and Coherence

16. Performance Indicator: Knowledge Management and Communication

Entities should report as per the Technical Guidance.

17. Performance Indicator: Interagency Engagement

Entities should report as per the Technical Guidance.

[NEW] 18. Performance Indicator: Stakeholder Engagement

Entities should report as per the Technical Guidance.

Annex 2: Glossary

Gender Mainstreaming

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

Equal Representation of Women

The goal of gender balance / gender parity / the equal representation of women and men applies throughout the United Nations system, and in every department, office or regional commission, overall and at each level. Gender parity applies to all posts, without regard to the type or duration of the appointment, the series of Staff Rules under which the appointment is made, or the source of funding.

Gender Equality – Equality Between Women and Men

“Gender equality” refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men are the same but that women's and men's rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but concerns all men, women, girls and boys. Equality between women and men is both a human rights issue and a precondition for, and indicator of, sustainable people-centred development.

Source: <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

Gender

“Gender” refers to the social attributes and opportunities associated with being male and female, and the associated relationships between women, men, girls and boys. The attributes, opportunities and relationships assigned to women and men, girls and boys, are socially constructed and are learned; they are context and time-specific, and thus subject to change. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources and decision-making opportunities.

Source: <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

Annex 3: Mandates

I. Gender-related SDG Results

A. Results-based Management

01. Performance Indicator: Strategic Planning Gender-related SDG results

A/RES/62/208 (para 56 and 61)⁴ calls upon the organizations of the United Nations development system, within their organizational mandates, to further improve their institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks.

A/RES/75/233 (para 12) calls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).. in particular with regard to gender-responsive performance management and strategic planning, and to enhance the collection, availability and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels.

E/RES/2024/3 (para 10a) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... ensuring, where relevant, that corporate and country-level strategic documents, including the United Nations Sustainable Development Cooperation Framework, or equivalent planning framework in accordance with programme countries' priorities, are based on robust and systematic gender analysis and data disaggregation, and mainstream a gender perspective, through a dedicated gender equality outcome as well as the integration of gender equality and the empowerment of all women across all other Sustainable Development Goal-related outcome areas (twin-track approach).

02. Performance Indicator: Reporting and Use of Data on Gender-related SDG results

A/RES/62/208 (para 57) calls upon the United Nations development system to further improve qualitative and quantitative reporting on gender equality, including gender disaggregated data.

A/RES/75/233(para 12) calls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).. in particular with regard to gender-responsive performance management and strategic planning, and to enhance the collection, availability and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels...

E/RES/2024/3 (para 10b) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...supporting the application of a gender perspective in the preparation of organization-wide and country-level documents, such as the strategic, programmatic and results-based frameworks and evaluations, and continuing to promote more coherent, accurate and effective monitoring and reporting on progress on gender equality, the impact of the promotion of gender equality and the use of common indicators on gender equality and the empowerment of all women and girls, taking into account the situation

of women and girls who face multiple and intersecting forms of discrimination and those in vulnerable situations.

E/RES/2024/3 (para 10c) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...continuing to strengthen results-based management and results-based budgeting to enable robust system-wide reporting and aggregation of gender-related results, including financial investments for the achievement of gender equality and the empowerment of all women and girls.

E/RES/2024/3 18 (par 10d) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...fully implementing the System-wide Action Plan 2.0 (UN-SWAP 2.0) and enhancing the consistency and accuracy of reporting in order to achieve full annual reporting on results by the entire United Nations system, and continuing to promote the institutionalization of transparency and robust accountability systems.

E/RES/2024/3 (para 10g) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...including by enhancing standards and methodologies for the use of the United Nations system at the global, regional and country levels in order to improve the systematic collection, analysis, dissemination and use of accurate, reliable, transparent and comparable data and statistics and, where applicable and with due respect for confidentiality, open data and statistics related to achieving gender equality, disaggregated by, inter alia, income, sex, age, race, ethnicity, migratory status, disability, geographical location and other characteristics relevant in national contexts.

03. Performance Indicator: Achievement of Gender-related SDG results

ECOSOC Resolution 2005/31 (para 4c) calls on the UN system to fully incorporate a gender perspective in programme budgets and multi-year funding frameworks and into all results-based budgeting processes.

E/RES/2024/3 (para 2) The Economic and Social Council urges the United Nations system, drawing lessons, including from the coronavirus disease (COVID-19) pandemic and its recovery efforts, to accelerate gender mainstreaming into policies and programmes in responding to other health emergencies, as well as in support of the gender-responsive implementation of the 2030 Agenda for Sustainable Development¹⁸ at the global, regional and country levels.

E/RES/2024/3 (para 3) Also urges the United Nations system to further accelerate gender mainstreaming into its policies and programmes, in addressing emergencies and other global challenges, including poverty, conflict, climate change, hunger, food insecurity and malnutrition, and water scarcity when delivering on respective mandates.

E/RES/2024/3 (para 10o) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...continuing to include gender equality networks in planning and programme implementation, as well as continuing to build strategic partnerships with relevant actors, including civil society and women's organizations, as appropriate.

E/RES/2024/3 (paragraph 10h) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country level...including by increasing the investment in and focus on outputs and outcomes relating to gender equality and the empowerment of all women and girls to support the implementation of the 2030 Agenda for Sustainable Development, including through enhanced common budgetary frameworks, gender-responsive planning and budgeting, common methodologies for reporting on contributions to the mainstreaming of a

gender perspective in the implementation of the 2030 Agenda, joint funding mechanisms, including pooled funding, and joint resource mobilization efforts.

B. Oversight

04. Performance Indicator: Evaluation

ECOSOC Resolution 2007/33 (para 4a) requests the United Nations system, including United Nations agencies, funds and programmes within their organizational mandates, to strengthen institutional accountability mechanisms, including through a more effective monitoring and evaluation framework for gender mainstreaming based on common United Nations evaluation standards.

Quadrennial Comprehensive Policy Review ECOSOC Resolution 67/226 notes the development of the **norms and standards** for evaluation by the **United Nations Evaluation Group** as a professional network, and encourages the use of these norms and standards in the evaluation functions of United Nations funds, programmes and specialized agencies, as well as in system-wide evaluations of operational activities for development. It encourages the United Nations development system to institute greater accountability for gender equality in evaluations conducted by country teams by including gender perspectives in such evaluations.

05. Performance Indicator: Audit

A/RES/64/141 (para 21) encourages increased efforts by Governments and the United Nations system to enhance accountability for the implementation of commitments to gender equality and the empowerment of women at the international, regional and national levels, including by improved monitoring and reporting on progress in relation to policies, strategies, resource allocations and programmes, and by achieving gender balance.

The CEB Policy on gender equality and the empowerment of women states: Enhancing oversight through improved monitoring, evaluation, audit and reporting procedures is critical to ensuring accountability of all United Nations staff, including senior and mid-level management, for their performance in gender mainstreaming.

II. Institutional Strengthening to Support Achievement of Results

C. Accountability

06. Performance Indicator: Policy

ECOSOC Agreed Conclusions 1997/2³⁷ calls on all entities of the United Nations system, making full use of the expertise and support of gender units or focal points, to institutionalize mainstreaming of a gender perspective at all levels through specific steps, including by the adoption of gender mainstreaming policies and the formulation of specific mainstreaming strategies for sectoral areas.

A/RES/72/147 (para 29) requests the Secretary-General to accelerate further his efforts to achieve the goal of 50/50 gender balance at all levels throughout the United Nations system, including in the field and in peacekeeping missions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101, paragraph 3, of the Charter of the United

³⁷ ECOSOC Agreed Conclusions 1997/2. Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

Nations, considering, in particular, women from the developing and the least developed countries, countries with economies in transition and unrepresented or largely underrepresented Member States, and to ensure the implementation of measures, including temporary special measures, as well as the strengthening of the implementation of policies and measures for work-life balance and to prevent and address harassment and abuse of authority in the workplace, so as to accelerate progress, and managerial and departmental accountability with respect to gender balance targets.

A/67/347³⁸ recommends that Senior managers at all entities should be held accountable, in accordance with the relevant and applicable procedures, for their responsibility in the implementation of the prescribed measures through, inter alia, enhanced performance objectives; management compacts; appointment of focal points at appropriately high-levels, with terms of reference, access to management and minimal 20 per cent allocation of time to associated functions; regular use of exit interviews and surveys of management and staff to identify organizational culture barriers, causes of separation and remedial measures and; full implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, the unified accountability framework for the Organization's work on gender equality and the empowerment of women, unanimously endorsed by CEB and welcomed by the Economic and Social Council, and mandatory annual reporting by entities.

E/RES/2024/3 (para 10e) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... ensuring that gender equality policies of United Nations entities, when established or updated, are aligned with their strategic and programmatic priorities, as well as the performance indicators of UN-SWAP 2.0, and are reflected in the results-based frameworks, and taking into consideration the United Nations System-wide Gender Equality Acceleration Plan.

07. Performance Indicator: Leadership

The CEB system-wide policy on gender equality and the empowerment of women (CEB/2006/2) notes that the members of the CEB: “commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programmes.”

E/RES/2024/3 (para 10e) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...ensuring that managers provide strong leadership and support to promote and advance gender mainstreaming, and leveraging the leadership and convening role of resident coordinators, in accordance with the provisions of General Assembly resolution 75/233, to address gender equality and the empowerment of women and girls as an integral part of the work of United Nations country teams, including through common country programming processes, joint initiatives, collective advocacy and strengthening of the coordination of gender-responsive operational activities across sectors.

³⁸ Improvement in the Status of Women in the United Nations System. Report of the Secretary-General.

08. Performance Indicator: Gender-responsive Performance Management

ECOSOC Resolution 2006/36 (para 4) calls on the UN system to strengthen accountability systems for both management and staff, through, inter alia, the inclusion of objectives and results related to gender mainstreaming in personnel work-plans and appraisals.

A/RES/59/184³⁹ requests the Secretary General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, justice, anti-harassment and sexual harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for managerial accountability accelerate the goal of 50/50 gender distribution.

D. Financial Resources

09. Performance Indicator: Gender Equality Marker

Several ECOSOC resolutions⁴⁰ have either called upon or requested the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the UN system, including by tracking gender-related resource allocation and expenditure, including through the promotion of the use of gender markers.

The Quadrennial comprehensive policy review of operational activities for development of the United Nations system (2020) (para 12) calls upon all entities of the United Nations development system to continue to promote women's empowerment and gender equality by enhancing gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women... in particular with regard to gender-responsive performance management and strategic planning, and to enhance the collection, availability and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels...

E/RES/2024/3⁴¹ Noting the adoption in 2022 by the United Nations System Chief Executives Board for Coordination of the gender equality marker standard, which introduces a common methodology and format for tracking the contribution of United Nations activities to gender equality and the empowerment of women and girls.

E/RES/2024/3 (para 10e) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... collaborating with UN-Women to implement, by December 2025, a harmonized, quality-assured gender equality marker to allow for comparability and aggregation to set and meet financial targets on resources to be allocated for this purpose and to assess the resource deficits for gender equality and the empowerment of all women and girls, also in the context of United Nations Sustainable Development Cooperation Framework common budgetary frameworks and inter-agency pooled funds.

Data Standards for United Nations System-Wide Reporting of Financial Data⁴². The UN financial data set out in this document prescribe the requirements for UN system-wide financial data reporting exercises. This latest edition of the standards is dated March 2023 and includes the Gender Equality Marker as the VII Data Standard. This standard introduces a common UN methodology and format for tracking the contribution of UN activities to Gender Equality and the Empowerment of Women (GEEW) and defines the manner in which UN financial information

³⁹ GA Resolution 2005 Globalization and its impact on the full enjoyment of all human rights.

⁴⁰ ECOSOC resolutions 2011/6 para 7d, 2012/28 para 8d, 2013/16 para 10d, 2014/2 para 6f, 2015/12 para 14i, on Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

⁴¹ ECOSOC Resolution E/RES/2024/3. Mainstreaming a gender perspective into all policies and programmes in the United Nations system

⁴² <https://unsdg.un.org/resources/data-standards-united-nations-system-wide-reporting-financial-data>

(budget and expenditures) must be reported at activity level against the gender equality marker (UN GEM).

10. Performance Indicator: Financial Targets

ECOSOC Resolution 2011/6 (para 7c and 7j) requests the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: enhancing resource mobilization capacity and increasing the predictability of both human and financial resources for gender equality and the empowerment of women.

E/RES/2024/3 (para 10c) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...continuing to strengthen results-based management and results-based budgeting to enable robust system-wide reporting and aggregation of gender-related results, including financial investments for the achievement of gender equality and the empowerment of all women and girls.

E/RES/2024/3 (para 10h) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...increasing the investment in and focus on outputs and outcomes relating to gender equality and the empowerment of all women and girls to support the implementation of the 2030 Agenda, including through enhanced common budgetary frameworks, gender-responsive planning and budgeting, common methodologies for reporting on contributions to the mainstreaming of a gender perspective in the implementation of the 2030 Agenda, joint funding mechanisms, including pooled funding, and joint resource mobilization efforts.

ECOSOC Agreed Conclusions 1997/2⁴³ states that clear political will and the allocation of adequate and, if need be, additional human and financial resources for gender mainstreaming from all available funding sources are important for the successful translation of the concept into practice.

⁴³ ECOSOC Agreed Conclusions 1997/2. Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

E. Institutional Capacity

11. Performance Indicator: Gender Architecture

ECOSOC Resolution 2004/4 (para 9) requests all entities of the United Nations system to enhance the effectiveness of gender specialist resources, gender focal points and gender theme groups, by establishing clear mandates; by ensuring adequate training, access to information and to adequate and stable resources; and by increasing the support and participation of senior staff.

A/64/347⁴⁴ recommends that Senior managers at all entities should be held accountable, in accordance with the relevant and applicable procedures, for their responsibility in the implementation of the prescribed measures through, inter alia, enhanced performance objectives; management compacts; appointment of focal points at appropriately high-levels, with terms of reference, access to management and minimal 20 per cent allocation of time to associated functions.

A/RES/72/147 (para 29) calls upon the United Nations system to significantly increase its efforts towards achieving the goal of 50/50 gender balance, including with the active support of gender focal points and up-to-date statistics to be provided annually by entities of the United Nations system, including on the number and percentage of women and their functions and nationalities throughout the United Nations system, as well as information on the responsibility and accountability of the offices of human resources management and the secretariat of the United Nations System Chief Executives Board for Coordination for promoting gender balance...

A/RES/76/142 (para 39) requests the entities of the United Nations, at both headquarters and non-headquarters levels, to continue to appoint gender focal points to provide support for the advancement of gender parity, led and coordinated by UN-Women.

E/RES/2024/3 (para 10m) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...ensuring that United Nations entities retain a strong focus with resources on gender equality issues, and that gender equality units are able to do so with specific and dedicated resources and expertise, and that resource utilization and allocation is not diluted or compromised due to simultaneous focus on other cross-cutting thematic issues.

E/RES/2024/3 (para 10o) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...continuing to include gender equality networks in planning and programme implementation, as well as continuing to build strategic partnerships with relevant actors, including civil society and women's organizations, as appropriate.

12. Performance Indicator: Capacity Development

ECOSOC Resolution 2011/6 (para 7e and 7h) requests the United Nations system, including its agencies, funds and programmes within their organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: improving the application of a gender perspective in programming work and enhancing a broader approach to capacity development for all United Nations staff, including the Secretariat staff, including through working on guidelines which could provide specialized instructions on gender mainstreaming and serve as performance indicators against which staff could be assessed; and ensuring that all personnel, especially in the field, receive training and

⁴⁴ Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System

appropriate follow-up, including tools, guidance and support, for accelerated gender mainstreaming, including by providing ongoing capacity development for resident coordinators and the United Nations country teams to ensure that they are better able to assist national partners in achieving gender equality and the empowerment of women through their development frameworks.

E/RES/2024/3 (para 10k) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... assessing and addressing persistent capacity gaps on gender mainstreaming, including capacity-building, reskilling and upskilling, and using existing resources to assist in the development and application of a range and combination of different measures, including unified training modules on gender mainstreaming and on results-based management, in support of programming for gender equality.

ECOSOC Resolution 2006/36 (para 4a and 4c) Calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to make specific commitments annually to gender mainstreaming training, including in core competence development, and ensure that all gender equality policies, strategies and action plans include such commitments; and to make gender training mandatory for all staff and personnel and develop specific training for different categories and levels of staff.

E/RES/2024/3 (para 10k) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... assessing and addressing persistent capacity gaps on gender mainstreaming, including capacity-building, reskilling and upskilling, and using existing resources to assist in the development and application of a range and combination of different measures, including unified training modules on gender mainstreaming and on results-based management, in support of programming for gender equality.

E/RES/2024/3 (para 10l) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... Implementing substantive training, including mandatory training, for senior management, creating a leadership cadre that can better advance gender equality across the United Nations system.

The Quadrennial comprehensive policy review of operational activities for development of the United Nations system (2020) (para 91) urges the United Nations development system to align its staff capacities to support the implementation of the 2030 Agenda for Sustainable Development, including by building transformative and empowered leadership, repositioning staff capacities to respond to the cross-sectoral requirements of the 2030 Agenda, promoting inter-agency mobility and facilitating a mobile and flexible global workforce.

F. Organizational Culture and Human Resources

13. Performance Indicator: Organizational Culture

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

A/RES/55/69 requests the Secretary-General ...to intensify his efforts to create, within existing resources, a gender-sensitive work environment supportive of the needs of his staff, both women and men, including the development of policies for flexible working time, flexible workplace arrangements and child-care and elder-care needs, as well as the provision of more comprehensive information to prospective candidates and new recruits on employment opportunities for spouses and the expansion of gender-sensitivity training in all departments, offices and duty stations.

A/64/347.⁴⁵ recommends that executive heads of entities should place special emphasis on the promulgation and enhanced implementation of work-life policies and practices to meaningfully support flexibility in the workplace and to accommodate disproportionate caregiver burdens.

A/RES/72/147 requests the Secretary-General... to ensure the implementation of measures, including temporary special measures, as well as the strengthening of the implementation of policies and measures for work-life balance and to prevent and address harassment and abuse of authority in the workplace, so as to accelerate progress, and managerial and departmental accountability with respect to gender balance targets.

E/RES/2024/3 (para 14) requests the Secretary-General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, anti-harassment and sexual harassment policies, human resources and succession planning, work/family policies, management and institutional culture and mechanisms for managerial accountability accelerate the achievement of gender parity and, in this regard, to coordinate with the Office of the United Nations Ombudsman and Mediation Services in addressing these issues.

14. Performance Indicator: Tackling the Prevention of Sexual Abuse and Exploitation (PSEA) and Sexual Harassment

[.....]

⁴⁵ Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System

15. Performance Indicator: Equal Representation of Women

A/RES/76/142 (para 35 and 38)

35. Requests the Secretary-General to further accelerate his efforts to achieve the goal of 50/50 gender balance at all levels throughout the United Nations system, including in the field and in peacekeeping missions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101, paragraph 3, of the Charter of the United Nations, considering, in particular, women from the developing and the least developed countries, countries with economies in transition and unrepresented or largely underrepresented Member States, and to ensure the implementation of measures with clear targets and timelines, including temporary special measures, as well as the strengthening of the implementation of policies and measures related to creating enabling working environments, including for work-life balance, and to prevent and address all forms of discrimination, racism, harassment, including sexual harassment, abuse of authority in the workplace and sexual exploitation and abuse, so as to accelerate progress, and managerial and departmental accountability, inter alia, through leadership compacts and performance appraisal systems, with respect to attaining gender parity within the shortest feasible period;

38. Calls upon the entities of the United Nations system to significantly increase their efforts towards achieving the goal of 50/50 gender balance in all locations, including at the United Nations country team level, through a comprehensive range of actions, inter alia, as outlined in the Secretary-General's system-wide strategy on gender parity, as well as the recommendations contained in the Enabling Environment Guidelines for the United Nations System and the Field-specific Enabling Environment Guidelines, to continue to collaborate with UN-Women and with the active support of system-wide gender focal points and to provide sufficient financial and human resources for organizational change and for overcoming identified impediments to progress on gender balance, including setbacks from the COVID-19 pandemic.

E/RES/2024/3 (para 10p) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...continuing to achieve and, where appropriate, strengthening efforts to achieve gender parity, including through the implementation of the Secretary-General's system-wide strategy on gender parity, in appointments in the Professional and higher categories within the United Nations system at the headquarters, regional and country levels, inter alia, in appointments of resident coordinators, humanitarian coordinators, Special Representatives of the Secretary-General, Deputy Special Representatives of the Secretary-General and other high-level posts, including, as appropriate, through the application of temporary special measures, giving paramount consideration to the highest standards of efficiency, competence and integrity in full compliance with Article 101 of the Charter of the United Nations and keeping in mind the principle of equitable geographical representation, with due regard to the representation of women from developing countries.

The Quadrennial comprehensive policy review of operational activities for development of the United Nations system (2020) (para 112) calls upon the entities of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system at the global, regional and country levels for positions that affect operational activities for development, including appointments to Resident Coordinator and other high-level posts, with due regard to the representation of women from programme countries, in particular developing countries, while keeping in mind the principle of equitable geographic representation.

F. Knowledge, Communication and Coherence

16. Performance Indicator: Knowledge Management and Communication

ECOSOC Resolution 2007/33 (para 4a and 4c) calls upon the United Nations system to share and disseminate good practices, tools and methodologies electronically and through regular meetings on gender mainstreaming, including through the Inter-Agency Network on Women and Gender Equality and its task forces, as well as the United Nations country teams.

E/RES/2024/3 (para 10v) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... promoting strategic advocacy and coherent communications on gender equality issues within United Nations country teams.

A/RES/58/144⁴⁶ welcomes the objective of improving gender balance in action plans on human resources management for individual departments and offices, and encourages further cooperation, including the sharing of best practice initiatives, between heads of departments and offices, the Special Adviser on Gender Issues and Advancement of Women and the Office of Human Resources Management of the Secretariat in the implementation of those plans, which include specific targets and strategies for improving the representation of women in individual departments and offices.

17. Performance Indicator: Interagency Engagement

ECOSOC Resolution 2006/36 (para 4d) calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to create or expand electronic knowledge networks on gender mainstreaming to increase effective support for and follow-up to capacity -building activities; strengthen inter-agency collaboration, including through the work of the Inter-Agency Network on Women and Gender Equality, to ensure systematic exchange of resources and tools across the system to promote cross-fertilization of ideas.

ECOSOC Resolution 2004/4 (para 12) recommends that all entities of the United Nations system continue to promote cooperation, coordination, sharing of methodologies and good practices, including through the development of tools and effective processes for monitoring and evaluation within the United Nations, in the implementation of agreed conclusions 1997/2, in particular through the Inter-agency Network on Women and Gender Equality, and recommends further that all inter-agency mechanisms pay attention to gender perspectives in their work.

E/RES/2024/3 (para 6) stresses that the Inter-Agency Network on Women and Gender Equality constitutes a key forum for advocating, coordinating and monitoring progress in the mainstreaming of a gender perspective into the overall substantive normative, operational and programmatic work within the United Nations system, and looks forward to its continued role.

E/RES/2024/3 (para 10r) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... strengthening collaboration and coordination among United Nations staff working on gender equality and gender focal points to ensure systematic gender mainstreaming across the work of the United Nations in development, peace and security, and human rights, as well as in humanitarian action and in technical and non-technical areas of work where gaps and challenges remain.

18. Performance Indicator: Stakeholder Engagement

⁴⁶ GA Resolution 58/44. Improvement of the status of women in the United Nations system.

[.....]

Annex 4: UN-SWAP Performance Indicator Business Owner Network: Terms of Reference

The UN system-wide Action Plan (UN-SWAP) is a UN system-wide accountability framework designed to measure, monitor and drive progress towards gender equality and the empowerment of women across the UN system. It was endorsed by the United Nations Chief Executives Board for Coordination (CEB) in 2012.

Results are reported annually by entities and analysed in the [Secretary-General's report on mainstreaming a gender perspective into all policies and programmes in the UN system](#).

Reference to UN-SWAP-related commitments in entity gender equality policy, for instance:

1. Active participation in UN-SWAP technical working groups convened by UN Women.
2. Preparation of annual UN-SWAP reporting with enhanced internal quality assurance.
3. Identification of at least one UN-SWAP performance indicator per annum on which the entity will make progress.
4. The entity will make its UN-SWAP reporting available to all staff and post it on its website.

UN-SWAP 3.0 comprises 18 Performance Indicators (PIs), as outlined in the technical guidance.

Objectives:

Members of the UN-SWAP network provide inputs to the annual UN-SWAP report and recommend to senior management strategic interventions to increase the entity's rating of at least one Performance Indicator per year.

Through the UN-SWAP network, exchange among its members is facilitated. Members of the network participate in UN-SWAP technical working groups related to their area of expertise and share information with other members.

The network will conduct internal quality assurance by regularly assessing the accuracy of all indicator ratings according to the UN-SWAP 2.0 technical guidance issued by UN Women. These ratings will be critically reviewed and appropriately supported by evidence.

As an additional layer of quality assurance, the main UN-SWAP focal point/coordinator will collate and consolidate all information and will first submit the annual report to the Head of entity for approval before finalizing the annual submission to the UN-SWAP 2.0 self-reporting system.

Composition, roles and responsibilities:

Membership in the UN-SWAP network mirrors the technical areas related to the 17 Performance Indicators of the UN-SWAP 2.0 framework. Members of the network (usually referred to as Business Owners) are designated by the relevant Department Directors and are confirmed on annual basis by Department Directors as a part of the UN-SWAP reporting exercise. Members are responsible for providing technical inputs to the annual UN-SWAP reporting. As needed, the network will draw on additional internal and external technical expertise.

The network is coordinated by the main UN-SWAP focal point/coordinator designated by senior management.

| UN-SWAP Performance Indicator | Business owners/Focal points for UN-SWAP PI + alternate/support |
|---|---|
| PI1 Strategic Planning Gender-related SDG results | |
| PI2 Reporting and Use of Data on gender-related results | |

| | |
|--|--|
| PI3 Achievement of Gender-related SDG results | |
| PI4 Evaluation | |
| PI5 Audit | |
| PI6 Policy | |
| PI7 Leadership | |
| PI8 Gender-responsive Performance Management | |
| PI9 Gender Equality Markers | |
| PI10 Financial Targets | |
| PI11 Gender Architecture | |
| PI12 Capacity Development | |
| PI13 Organizational culture | |
| PI14 Capacity assessment | |
| PI15 Equal Representation of Women | |
| PI16 Knowledge Management and Communication | |
| PI17 Interagency Engagement | |
| PI18 Stakeholder Engagement | |
| Main UN-SWAP coordinator | |

Ways of working:

The UN-SWAP performance indicator business owner network will convene at least twice per year.

Annex 5: Self-Reporting Checklist

| Performance Indicator 1: Strategic Planning and Gender-Related Results | | | |
|--|---|--|--|
| Not Applicable | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | ai. An intersectional gender analysis , incorporating sex-disaggregated data, is carried out throughout its strategic planning process | <ul style="list-style-type: none"> ○ <i>Has your entity conducted an intersectional gendered analysis?</i> ○ <i>Has it used this analysis to inform its strategic planning document?</i> ○ <i>Has it incorporated sex-disaggregated data?</i> | No supporting documentation needs to be uploaded, but please prepare your response to the reporting question/s . |
| <input type="checkbox"/> | aii. At least one high-level result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent | <ul style="list-style-type: none"> ○ <i>Does your entity not have any path for contribute in any way to gender-related SDG achievement?</i> ○ <i>If you are a non-programmatic entity, does your entity not have the possibility to include an institutional or gender mainstreaming result in the document?</i> | No supporting documentation needs to be uploaded, but please prepare your response to the reporting question/s . |
| <p>⇒ If you check the box above, your rating for this indicator is “not applicable”. Please prepare your response to the reporting questions below.</p> <p>⇒ If you cannot check this box, please move on to “missing requirements”.</p> | | | |
| Missing | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | ai. An intersectional gender analysis , incorporating sex-disaggregated data, is carried out throughout its strategic planning process | <ul style="list-style-type: none"> ○ <i>Has your entity conducted an intersectional gendered analysis?</i> ○ <i>Has it used this analysis to inform its strategic planning document?</i> ○ <i>Has it incorporated sex-disaggregated data?</i> | No supporting documentation to be uploaded, but please: <ol style="list-style-type: none"> 1) prepare your response to the reporting question/s. 2) Complete the Indicator Action Plan to make progress on both requirements by the next reporting period. |
| <input type="checkbox"/> | aii. At least one high-level result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent | <ul style="list-style-type: none"> ○ <i>Does your entity not have at least one high-level gender-related result that contributes to SDG achievement in its</i> | |

| | | <p><i>main strategic planning document?</i></p> <ul style="list-style-type: none"> ○ <i>If you are a non-programmatic entity, does your entity not have an institutional or gender mainstreaming result in its main strategic planning document?</i> | |
|---|--|--|--|
| <p>⇒ If you can check one or both boxes above, you are “missing requirements”. Please prepare your response to the mandatory reporting question below.</p> <p>⇒ If you cannot check both boxes above, please move on to “approaching requirements”.</p> | | | |
| Approaches Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | <p>ai. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process</p> | <ul style="list-style-type: none"> ○ <i>Has your entity conducted an intersectional gendered analysis?</i> ○ <i>Has it used this analysis to inform its strategic planning document?</i> ○ <i>Has it incorporated sex-disaggregated data?</i> | Strategic Planning Document Intersectional Gendered Analysis report or equivalent |
| <input type="checkbox"/> | <p>aii. At least one high-level result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent</p> | <ul style="list-style-type: none"> ○ <i>Does your entity have at least one high-level gender-related result that contributes to SDG achievement in its main strategic planning document?</i> ○ <i>If you are a non-programmatic entity, does your entity have an institutional or gender mainstreaming result in its main strategic planning document?</i> | Strategic Plan Document or equivalent |
| <p>⇒ If you can check both boxes above, please move on to meeting requirements.</p> <p>⇒ If you do not “meet requirements”, your rating is “approach requirements”. Please prepare your response to the reporting questions below and upload all supporting documentation.</p> | | | |
| Meets Requirements | | Guiding Questions | Supporting document/s for this requirement can include: |

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| <input type="checkbox"/> | <p>bi. An intersectional gender analysis, incorporating sex-disaggregated data, is carried out throughout its strategic planning process</p> | <ul style="list-style-type: none"> ○ <i>Has your entity conducted an intersectional gendered analysis?</i> ○ <i>Has it used this analysis to inform its strategic planning document?</i> ○ <i>Has it incorporated sex-disaggregated data?</i> | <p>Strategic Planning Document Intersectional Gendered Analysis report or equivalent</p> |
| <input type="checkbox"/> | <p>bii. At least one high-level result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent</p> | <ul style="list-style-type: none"> ○ <i>Does your entity have at least one high-level gender-related result that contributes to SDG achievement in its main strategic planning document?</i> ○ <i>If you are a non-programmatic entity, does your entity have an institutional or gender mainstreaming result in its main strategic planning document?</i> | <p>Strategic plan or equivalent</p> |
| <input type="checkbox"/> | <p>biii. Adequate resources, both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity's budget document</p> | <ul style="list-style-type: none"> ○ <i>Has budget been allocated for the high-level gender-related results?</i> ○ <i>How was the budget allocated determined to be adequate to achieve the results?</i> ○ <i>Is there need to mobilize additional resources to ensure adequacy and/or enhance results? To achieve transformative results?</i> ○ <i>Have human resources been allocated for implementing the high-level gender-related results?</i> ○ <i>How were the human resources allocated determined to be adequate to achieve the results?</i> ○ <i>Will new staff be recruited for the</i> | <p>Budget Document, Strategic Plan with budget integrated, Human Resourcing Plan, narrative justification for budget and human resource allocation, resource mobilization plan.</p> |

| | | achievement of the results? | |
|--|--|--|--|
| <p>⇒ If you are not able to check both boxes above, you “approach requirements”. Please prepare your response to the reporting questions above for that rating and upload all supporting documentation.</p> <p>⇒ If you can check box boxes above, please move on to “exceeds requirements”.</p> <p>⇒ If you do not exceed requirements, you “meet requirements”. Please prepare your response to the reporting questions below and upload all supporting documentation.</p> | | | |
| Exceeds Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | bi. An intersectional gender analysis , incorporating sex-disaggregated data, is carried out throughout its strategic planning process | <ul style="list-style-type: none"> ○ <i>Has your entity conducted an intersectional gendered analysis?</i> ○ <i>Has it used this analysis to inform its strategic planning document?</i> ○ <i>Has it incorporated sex-disaggregated data?</i> | Strategic Planning Document Intersectional Gendered Analysis report or equivalent |
| <input type="checkbox"/> | bii. At least one high-level result on gender equality and the empowerment of women that is directly linked to SDG achievement is included in its main strategic planning document or equivalent | <ul style="list-style-type: none"> ○ <i>Does your entity have at least one high-level gender-related result that contributes to SDG achievement in its main strategic planning document?</i> ○ <i>If you are a non-programmatic entity, does your entity have an institutional or gender mainstreaming result in its main strategic planning document?</i> | Strategic Planning Document of equivalent |
| <input type="checkbox"/> | biii. Adequate resources , both human and financial, for implementation of the gender-related high-level results(s) are allocated/described in the main strategic planning document, and/ or the entity’s budget document | <ul style="list-style-type: none"> ○ <i>Has budget been allocated for the high-level gender-related results?</i> ○ <i>How was the budget allocated determined to be adequate to achieve the results?</i> ○ <i>Is there need to mobilize additional resources to ensure adequacy and/or enhance results? To achieve</i> | Budget Document, Strategic Plan with budget integrated, Human Resourcing Plan, narrative justification for budget and human resource allocation, resource mobilization plan. |

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| | | transformative results? ○ Have human resources been allocated for implementing the high-level gender-related results? ○ How were the human resources allocated determined to be adequate to achieve the results? ○ Will new staff be recruited for the achievement of the results? | |
| <input type="checkbox"/> | civ. Indicators in the strategic planning document and/or related results framework integrate a gender perspective. | ○ Does the main strategic planning document's associated results framework include indicators integrating a gender perspective across all results? | Results Framework with Indicators integrating a gender perspective highlighted. |
| <p>⇒ If you are not able to check all boxes above, please enter “meets requirements” and prepare your response to the reporting questions for that rating above and upload supporting documentation.</p> <p>⇒ If you can check all four boxes above, enter “exceeds requirements”. Congratulations! Please prepare your responses to the reporting questions below and upload supporting documentation. Please consider sharing your expertise and experience on PI 1 with other entities.</p> | | | |

| Performance Indicator 2: Reporting and Use of Data on Gender-Related SDG Results | | | |
|--|---|---|---|
| Not Applicable | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | 2ai. Entity does not have gender-related SDG results to measure and report? | <ul style="list-style-type: none"> ○ <i>Does your entity not contribute in any way to gender-related SDG achievement?</i> ○ <i>Has your entity rated itself as “not applicable” for PI 1?</i> | No supporting documentation needs to be uploaded, but please prepare your response to the reporting question/s . |
| <p>⇒ If you check the box above, your rating for this indicator is “not applicable”. Please prepare your response to the reporting questions below.</p> <p>⇒ If you cannot check this box, please move on to “missing requirements”.</p> | | | |
| Missing | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | 2ai. Entity has not developed guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an | <ul style="list-style-type: none"> ○ <i>Does your entity have guidance on how to measure and report on</i> | No supporting documentation to be uploaded, but please: |

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| | intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent | <i>results – including specific information on how to measure gender-related SDG results?</i> ○ <i>Does this guidance include information on how to utilize an intersectional approach and to collect sex-disaggregated data?</i> | 3) prepare your response to the reporting question/s . 4) Complete the Indicator Action Plan to make progress on both requirements by the next reporting period. |
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- ⇒ If you can check the box above, you are “**missing requirements**”. Please prepare your response to the mandatory reporting question below.
- ⇒ If you cannot check the box above, please move on to “**approaching requirements**”.

| Approaches Requirements | Guiding Questions | Supporting Document/s for this requirement can include: | |
|--------------------------------|--|---|---------------------|
| <input type="checkbox"/> | 2ai. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent | ○ <i>Has your entity issued or updated a guidance document outlining how to measure and report on gender-related SDG results?</i> ○ <i>Does the guidance include information on how to utilize an intersectional approach and collect and report on sex-disaggregated?</i> | Guidance document/s |

- ⇒ If you can check the box above, please move on to meeting requirements.
- ⇒ If you do not “meet requirements”, your rating is “**approach requirements**”. Please prepare your response to the reporting questions below and upload all supporting documentation.

| Meets Requirements | Guiding Questions | Supporting document/s for this requirement can include: | |
|---------------------------|--|---|-------------------|
| <input type="checkbox"/> | 2bi. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent | ○ <i>Has your entity issued or updated a guidance document outlining how to measure and report on gender-related SDG results?</i> ○ <i>Does the guidance include information on how to utilize an intersectional approach and collect and report on sex-disaggregated?</i> | Guidance document |

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| <input type="checkbox"/> | <p>2bii. High-level transformative result(s) on gender equality and the empowerment of women that are directly linked to SDG achievement reported to its Governing Body or equivalent by systematically utilizing sex-disaggregated data in its strategic plan monitoring and reporting</p> | <ul style="list-style-type: none"> ○ Has your entity been able to report high-level transformative results to the Governing Board (or equivalent) that show contribution to SDGs? ○ Has it made use of the intersectional and/or sex-disaggregated data from strategic plan monitoring? | Annual Reports, Progress Reports, Evaluations, Reviews, Executive Board meeting documentation, |
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- ⇒ If you are not able to check both boxes above, you “**approach requirements**”. Please prepare your response to the reporting questions above for that rating and upload all supporting documentation.
- ⇒ If you can check box boxes above, please move on to “exceeds requirements”.
- ⇒ If you do not exceed requirements, you “**meet requirements**”. Please prepare your response to the reporting questions below and upload all supporting documentation.

| Exceeds Requirements | Guiding Questions | Supporting Document/s for this requirement can include: | |
|--------------------------|--|---|--|
| <input type="checkbox"/> | <p>2ci. Guidance on measuring and reporting gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data developed and provided by the Entity Strategic Planning Unit or equivalent</p> | <ul style="list-style-type: none"> ○ <i>Has your entity issued or updated a guidance document outlining how to measure and report on gender-related SDG results?</i> ○ <i>Does the guidance include information on how to utilize an intersectional approach and collect and report on sex-disaggregated?</i> | Guidance document/s |
| <input type="checkbox"/> | <p>2cii. High-level transformative result(s) on gender equality and the empowerment of women that are directly linked to SDG achievement reported to its Governing Body or equivalent by systematically utilizing sex-disaggregated data in its strategic plan monitoring and reporting</p> | <ul style="list-style-type: none"> ○ Has your entity been able to report high-level transformative results to the Governing Board (or equivalent) that show contribution to SDGs? ○ Has it made use of the intersectional and/or sex-disaggregated data from strategic plan monitoring? | Annual Reports, Progress Reports, Evaluations, Reviews, Reports to Executive Boards or equivalent. Executive Board meeting documentation, PPTs, etc. |
| <input type="checkbox"/> | <p>2ciii. Gender analysis informs the allocation of adequate resources for gender equality and the empowerment of women</p> | <ul style="list-style-type: none"> ○ Has your entity conducted a gender analysis of reporting data? ○ Can you demonstrate that | Gender analysis, budget allocations, meeting minutes, ExB decisions, etc. |

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| | | <p>the analysis has helped to inform allocation of adequate resources?</p> <ul style="list-style-type: none"> ○ Has it led to more resources to address gender gaps? | |
| <p>⇒ If you are not able to check all boxes above, please enter “meets requirements” and prepare your response to the reporting questions for that rating above and upload supporting documentation.</p> <p>⇒ If you can check all three boxes above, enter “exceeds requirements”. Congratulations! Please prepare your responses to the reporting questions below and upload supporting documentation. Please consider sharing your expertise and experience on PI 2 with other entities.</p> | | | |

| Performance Indicator 3: Achievement of Gender-Related SDG Results | | | |
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| Not Applicable | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | <p>3ai.Entity does not have any planned gender-related results which will contribute to SDG achievement.</p> | <ul style="list-style-type: none"> ○ <i>Does your entity not contribute in any way to SDG achievement?</i> ○ <i>If so, are you certain there is no possibility to achieve gender-related results.</i> | <p>No supporting documentation needs to be uploaded, but please prepare your response to the reporting question/s.</p> |
| <p>⇒ If you check the box above, your rating for this indicator is “not applicable”. Please prepare your response to the reporting questions below.</p> <p>⇒ If you cannot check this box, please move on to “missing requirements”.</p> | | | |
| Missing | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | <p>3ai.Entity has not achieved or is not on track to achieve its planned gender-related results which will contribute to SDG achievement.</p> | <ul style="list-style-type: none"> ○ <i>Has your entity planned gender-related results, but these have not been achieved and are not on track to be achieved?</i> | <p>No supporting documentation to be uploaded, but please:</p> <ol style="list-style-type: none"> 1) prepare your response to the reporting question/s. 2) Complete the Indicator Action Plan to make progress on both requirements by the next reporting period. |
| <p>⇒ If you can check the box above, you are “missing requirements”. Please prepare your response to the mandatory reporting question below.</p> | | | |

| Approaches Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
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| <input type="checkbox"/> | 3ai. Entity has <i>achieved or is on track to achieve its planned gender-related results</i> which will contribute to SDG achievement. | <ul style="list-style-type: none"> ○ <i>Has your entity achieved or is it on track to achieve the gender-related results as outlined in the planning document?</i> ○ <i>Has your entity achieved or on track to achieve results in the priority areas?</i> | Results Frameworks, Annual Reports, Progress Reports, Donor Reports, Evaluations, Reviews, Audits, Other Assessments. |
| <p>⇒ If you can check the box above, please move on to meeting requirements.</p> <p>⇒ If you do not “meet requirements”, your rating is “approach requirements”. Please prepare your response to the reporting questions below and upload all supporting documentation.</p> | | | |
| Meets Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | 3bi. Entity has <i>achieved or is on track to achieve its planned gender-related results</i> which will contribute to SDG achievement. | <ul style="list-style-type: none"> ○ <i>Has your entity achieved or is it on track to achieve the gender-related results as outlined in the planning document?</i> ○ <i>Has your entity achieved or on track to achieve results in the priority areas?</i> | Results Frameworks, Annual Reports, Progress Reports, Donor Reports, Evaluations, Reviews, Audits, Other Assessments. |
| <input type="checkbox"/> | 3bii. Entity contributes to transformative gender-related results through joint initiatives and/ or joint programmes or equivalent . | <ul style="list-style-type: none"> ○ Has your entity been involved in joint initiatives or programmes? ○ Do any of these joint initiatives/programmes have planned gender-related results? ○ Are planned gender-related results of the joint initiative/programme achieved or on track to be achieved? | Annual Reports, Joint Progress Reports, Donor Reports, Joint Evaluations, Reviews, Audits, Other Assessments, Joint Programme Document, |
| <p>⇒ If you are not able to check both boxes above, you “approach requirements”. Please prepare your response to the reporting questions above for that rating and upload all supporting documentation.</p> <p>⇒ If you can check box boxes above, please move on to “exceeds requirements”.</p> <p>⇒ If you do not exceed requirements, you “meet requirements”. Please prepare your response to the reporting questions below and upload all supporting documentation.</p> | | | |
| Exceeds Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | 3ci. Entity has achieved or is on track to achieve results on gender equality and the empowerment of | <ul style="list-style-type: none"> ○ <i>Has your entity planned any transformative</i> | Annual Reports, Progress Reports, Donor Reports, |

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| | women which will contribute to meeting transformative SDG targets. | <i>gender-related results?</i> <ul style="list-style-type: none"> ○ <i>Has your entity achieved or is it on track to achieve these transformative results?</i> ○ <i>Are any of these transformative results in the priority areas?</i> | Evaluations, Reviews, Audits, Other Assessments. |
| <input type="checkbox"/> | 3cii. Entity contributes to gender-related results through joint initiatives and/ or joint programmes or equivalent. | <ul style="list-style-type: none"> ○ Has your entity been involved in joint initiatives or programmes? ○ Do any of these joint initiatives/programmes have planned gender-related results? ○ Are planned gender-related results of the joint initiative/programme achieved or on track to be achieved? | Annual Reports, Progress Reports, Donor Reports, Evaluations, Reviews, Audits, Other Assessments. |
| <p>⇒ If you are not able to check all boxes above, please enter “meets requirements” and prepare your response to the reporting questions for that rating above and upload supporting documentation.</p> <p>⇒ If you can check both boxes above, enter “exceeds requirements”. Congratulations! Please prepare your responses to the reporting questions below and upload supporting documentation. Please consider sharing your expertise and experience on PI 3 with other entities.</p> | | | |

| Performance Indicator 6: Policy | | | |
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| Not Applicable | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | 6ai. Entity has no possibility to put in place up-to-date gender policy/policies or equivalent. | <ul style="list-style-type: none"> • <i>Have you verified that there is absolutely no possibility to put in place up-to-date gender policies or equivalent?</i> • <i>Is it possible theoretically, but politically difficult given competing priorities, etc.? This would not qualify as 'not applicable'</i> | No supporting documentation needs to be uploaded, but please prepare your response to the reporting question/s . |
| <input type="checkbox"/> | 6aii. Entity has no possibility to put a costed action plan in place to implement its gender equality policies or equivalent. | <ul style="list-style-type: none"> • <i>Are you certain that it is not possible to establish a costed action plan in place to implement gender equality policies or equivalent?</i> • <i>Is it possible theoretically, but politically difficult given competing priorities, etc.? This</i> | |

| | | would not qualify as 'not applicable' | |
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| <p>⇒ If you check both boxes above, enter “not applicable” as your rating for this indicator and respond to the mandatory reporting question below.</p> <p>⇒ If at least one box is unchecked, move on to “missing”. This requirement is still applicable for your entity.</p> | | | |
| Missing | | Guiding Questions | Supporting Document/s Required |
| <input type="checkbox"/> | 6ai. Entity does not have up-to-date gender policy/policies or equivalent. | <p><i>Does the entity have a gender policy, gender strategy, gender action plan, gender framework, gender parity strategy, PSEA and/or SH action plan?</i></p> <p><i>Were these policies or equivalent developed more than five years ago?</i></p> | <p>No supporting documentation to be uploaded, but please:</p> <p>3) prepare your response to the mandatory reporting question/s.</p> <p>4) Complete the Indicator Action Plan to make progress on both requirements by the next reporting period.</p> |
| <input type="checkbox"/> | 6aii. Entity does not have a costed action plan in place to implement its gender equality policy/policies or equivalent. | <p><i>Does the entity have an action plan?</i></p> <p><i>Is the action plan not costed either fully or partially indicating financial and human resources to be allocated for achieving deliverables?</i></p> | |
| <p>⇒ If you can check one or both boxes above, you are “missing requirements”. Please prepare your response to the mandatory reporting question below.</p> | | | |
| Approaches Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | 6ai. Entity has up-to-date gender equality policy/policies or equivalent | <p><i>Does the entity have a gender policy, gender strategy, gender action plan, gender equality acceleration action plan, gender framework, gender parity strategy, PSEA and/or SH action plan?</i></p> <p><i>Were these policies or equivalent developed within the last five years?</i></p> <p><i>Do the policies align with the UN-SWAP</i></p> | Gender policies or equivalent documents with date |

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| | | <i>3.0 guidance for developing gender policies?</i> | |
| <input type="checkbox"/> | 6aii. Entity has a costed action plan in place to implement its gender equality policy/policies or equivalent. | <p><i>Does each deliverable have an initiation and completion date?</i></p> <p><i>Is a responsible party indicated for each deliverable?</i></p> <p><i>Is each deliverable costed either fully or partially indicating financial and human resources needed? What methods were used to determine allocations?</i></p> <p><i>Is there a clear plan for monitoring and reporting on progress?</i></p> | Costed Action Plan |
| <p>⇒ If you are not able to check both requirements above as completed, you are “missing requirements”. Please prepare your response to the mandatory reporting questions for that rating (see above).</p> <p>⇒ If you can check both requirements (ai and aii) as completed, move on to “meets requirements”.</p> <p>⇒ If you do not “meet requirements”, your rating is “approach requirements”. Please prepare your response to the mandatory reporting questions below and upload all supporting documentation.</p> | | | |
| Meets Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | 6bi. Entity has up-to-date gender equality policy/policies or equivalent. | <p><i>Does the entity have a gender policy, gender strategy, gender action plan, gender equality acceleration action plan, gender framework, gender parity strategy, PSEA and/or SH action plan?</i></p> <p><i>Were these policies or equivalent developed within the last five years?</i></p> <p><i>Do the policies align with the UN-SWAP 3.0 guidance for developing gender policies?</i></p> | Gender mainstreaming policy or strategy; gender parity strategy, PSEA or PSH, etc. |
| <input type="checkbox"/> | | <ul style="list-style-type: none"> Does the action plan meet all the | Costed action plan, progress report, |

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| | 6bii. Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation. | <p>requirements as outlined in the TN and SWAP 3.0 guidance?</p> <ul style="list-style-type: none"> • Are at least 50% of the deliverables achieved or on track to be achieved in terms of initiative and completion dates. | <i>monitoring report, annual report, annual review, mid-term review or evaluation, GEAP Steering Committee meetings,</i> |
| <input type="checkbox"/> | 6biii. Entity disburses adequate resources for implementation of the gender equality policy/policies or equivalent | <ul style="list-style-type: none"> • How were the allocation of resources determined or justified? • Have they proved adequate to implement the deliverables? • Are the deliverables achieved or on track to be achieved by the timeline indicated in the plan? | <i>Costed action plan, mid-term review or evaluation, adaptive management, cost-benefit analysis, value for money analysis, feasibility analysis, etc.</i> |
| <p>⇒ If you are not able to check all three requirements above as completed, you “approach requirements”. Please prepare your response to the mandatory reporting questions for that rating (see above) and upload all supporting documentation.</p> <p>⇒ If you can check all three requirements (bi, bii, and biii) as completed, move on to “exceeds requirements”.</p> <p>⇒ If you do not exceed requirements, you “meet requirements”. Please prepare your response to the mandatory reporting questions below and upload all supporting documentation.</p> | | | |
| Exceeds Requirements | | Guidance | Supporting Document/s⁴⁷ for this requirement can include: |
| <input type="checkbox"/> | 6ci. Entity has up-to-date gender equality policy/policies or equivalent. | <p><i>Does the entity have a gender policy, gender strategy, gender action plan, gender equality acceleration action plan, gender framework, gender parity strategy, PSEA and/or SH action plan?</i></p> <p><i>Were these policies or equivalent developed within the last five years?</i></p> | |

⁴⁷ It is preferable to name the file with clear concise titles and the entity name.

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| | | <i>Do the policies align with the UN-SWAP 3.0 guidance for developing gender policies?</i> | |
| <input type="checkbox"/> | 6cii. Deliverables in the costed action plan have been <i>achieved or are on track to be achieved</i> in line with the proposed timeline for implementation. | <ul style="list-style-type: none"> • Does the action plan meet all the requirements as outlined in the TN and SWAP 3.0 guidance? • Are at least 50% of the deliverables achieved or on track to be achieved in terms of initiative and completion dates. | |
| <input type="checkbox"/> | 6ciii. Entity <i>disburses adequate resources</i> for implementation of the gender equality policy/policies or equivalent. | <ul style="list-style-type: none"> • How were the allocation of resources determined or justified? • Were the resources allocated disbursed to support implementation as planned? • Have they proved adequate to implement the deliverables? • Are the deliverables achieved or on track to be achieved by the timeline indicated in the plan? | |
| <input type="checkbox"/> | 6civ. Entity <i>reports to the Governing Body or its equivalent every two years or regularly</i> on progress on the gender equality policy/policies or their equivalent. | <i>Has the Governing Body or equivalent reviewed progress reporting on the implementation of gender equality policies (or equivalent) within the last two years?</i> | Annual report, progress report, GEAP Steering Committee meeting agenda, presentation, minutes, etc. |
| <p>⇒ If you are not able to check all four boxes above, please enter “meets requirements”, please prepare your response to the mandatory reporting questions for that rating (see above) and upload supporting documentation.</p> <p>⇒ If you can check all four boxes above (ci, cii, ciii and civ), enter “exceeds requirements”, please prepare your responses to the mandatory reporting questions below and upload supporting documentation. Congratulations! Please consider sharing your expertise and experience on PI 6 with other entities.</p> | | | |

| Performance Indicator 7: Leadership | | | |
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| Approaches Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | Requirement 7ai. | <p>Senior leadership proactively promote and push-forward for gender equality and the empowerment of women both internally and externally</p> | <ul style="list-style-type: none"> ○ <i>How does senior leadership demonstrate commitment to gender equality and women's empowerment?</i> ○ <i>What specific actions has senior leadership taken to promote gender equality internally and externally?</i> ○ <i>How are gender equality objectives integrated into the organization's strategic goals?</i> ○ <i>In what ways does senior leadership advocate for gender equality with external stakeholders?</i> ○ <i>What systems are in place to monitor and ensure accountability for senior leadership's gender equality efforts?</i> <p>Gender Equality Strategy/Action Plan Internal Communications from Senior Leadership Reports on Gender Equality Initiatives External Advocacy Materials Annual/ Periodic Reports</p> |
| <input type="checkbox"/> | Requirement 7aii | <p>A senior level Gender Steering and Implementation Committee or equivalent in place meets regularly, at least twice a year.</p> | <ul style="list-style-type: none"> ○ <i>Is there a senior-level Gender Steering and Implementation Committee (or equivalent) established within the organization?</i> ○ <i>Does the committee meet regularly, at least twice a year, to review</i> <p>Committee Terms of Reference Meeting Minutes or Agendas Annual or Biannual Reports Committee Member List Calendar or Meeting Schedule</p> |

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| | | | <i>and guide gender equality initiatives?</i> | |
| <p>⇒ If you can check <u>both requirements</u> as completed, enter “approaching requirements” as your indicator rating and upload all supporting documentation with the correct title.</p> <p>⇒ If you can check both requirements as completed, move on to “meets requirements”.</p> | | | | |
| Meets Requirements | | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | Requirement 7bi | Senior leadership proactively promote and push-forward for gender equality and the empowerment of women both internally and externally | See “Approaches Requirements” above. | |
| <input type="checkbox"/> | Requirement 7bii | A senior level Gender Steering and Implementation Committee or equivalent holds the entity accountable for achieving results in the gender equality policies | | |
| | Requirement 7biii | Head of Gender Unit or equivalent participates in senior management team meetings, as relevant | <ul style="list-style-type: none"> ○ <i>Does the Head of the Gender Unit (or equivalent) regularly participate in senior management team meetings?</i> ○ <i>How often does the Head of the Gender Unit contribute to discussions in senior management team meetings?</i> ○ <i>Is the participation of the Head of the Gender Unit in senior management meetings recorded or documented?</i> ○ <i>In what ways does the Head of the Gender Unit influence senior management decisions related to gender equality?</i> ○ <i>Are there specific topics related to</i> | <ul style="list-style-type: none"> Meeting Minutes or Agendas Senior Management Meeting Schedule Correspondence or Emails Reports or Presentations |

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| | | | <i>gender equality raised by the Head of the Gender Unit in senior management meetings?</i> | |
| <p>⇒ If you can check all <u>three requirements</u> as completed, enter “meets requirements” as your indicator rating and upload all supporting documentation with the correct title.</p> <p>⇒ If you can check both requirements as completed, move on to “exceeds requirements”.</p> | | | | |
| Exceeds Requirements | | | Additional Information | Supporting Document/s Required⁴⁸ |
| <input type="checkbox"/> | Requirement 7ci | Senior leadership proactively promote and push-forward for gender equality and the empowerment of women both internally and externally | See “Meets Requirements” above. | |
| <input type="checkbox"/> | Requirement 7cii | A senior level Gender Steering and Implementation Committee or equivalent holds the entity accountable for achieving results in the gender equality policies | | |
| <input type="checkbox"/> | Requirement 7cii | Head of Gender Unit or equivalent participates in senior management team meetings, as relevant | | |
| <input type="checkbox"/> | Requirement 7civ | The Head of the Gender Unit or equivalent has a direct or indirect reporting line to senior leadership | <ul style="list-style-type: none"> ○ <i>Does the Head of the Gender Unit (or equivalent) have a direct or indirect reporting line to senior leadership?</i> ○ <i>How is the Head of the Gender Unit involved in key decision-making processes with senior leadership?</i> | <ul style="list-style-type: none"> Organizational Chart Job Descriptions or Role Specifications Meeting Minutes or Agendas Emails or Correspondence Performance Review or Reporting Documents |
| <p>⇒ If you can check all the <u>four possible requirements</u> enter “exceeds requirements” as your indicator rating and upload all supporting documentation with the correct title.</p> <p>Congratulations! You have exceeded the requirements for this performance indicator.</p> | | | | |

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| Performance Indicator 8: Gender Responsive Performance Management | | |
| Not Applicable | Guiding Questions | Supporting Document/s |

⁴⁸ It is preferable to name the file with the exact titles included below, plus the entity name.

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| | | for this requirement can include: |
| 8ai: No plan to institute a system to hold entity senior leadership accountable for entity performance against the gender equality policies or equivalent. | <i>How does the entity plan to ensure that senior leadership is accountable for effectively implementing and advancing gender equality policies within the organization?</i> | No supporting documentation needs to be uploaded, but please prepare your response to the reporting question/s. |
| 8aii. Entity does not intend to embed knowledge on gender equality as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment. processes. | <i>What is the rationale behind not incorporating gender equality knowledge as a required competency in job descriptions, terms of reference, and recruitment processes, and how could this impact the entity's commitment to gender equality?</i> | |
| 8aiii. Entity has no plan to include a requirement for a proven track record in gender equality and the empowerment of women in senior appointments. | <i>What factors have influenced the decision not to prioritize a proven track record in gender equality and women's empowerment when making senior appointments, and how does the entity plan to address gender equality at leadership levels?</i> | |
| <p>⇒ If you check all the boxes above, enter “not applicable” as your rating for this indicator.</p> <p>⇒ If at least one box is unchecked,-move on to “missing”.</p> | | |
| Missing | Guiding Questions | Supporting Document/s for this requirement can include: |
| 8ai: Entity has not developed or instituted a system to hold entity senior leadership accountable for entity performance against the gender equality policies or equivalent. | <i>What factors have contributed to the decision not to develop a system to hold senior leadership accountable for gender equality performance?</i> | No supporting documentation to be uploaded, but please: |
| 8aii. Entity does not yet have a plan to embed knowledge on gender equality as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant. | <i>Why has the entity not yet embedded gender equality knowledge as a desired competency in job descriptions and recruitment processes?</i> | <ol style="list-style-type: none"> 1) prepare your response to the reporting question/s. 2) Complete the Indicator Action Plan to progress against one of the two requirements before the |

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| <p>8aiii. A proven track record in gender equality and the empowerment of women is not yet included as a requirement in senior appointments.</p> | <p><i>What are the reasons for not including a proven track record in gender equality and women's empowerment as a requirement for senior appointments?</i></p> | <p>next reporting period.</p> |
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- ⇒ If you can check all boxes above, enter “missing” as your rating for this indicator and upload the required documentation.
 ⇒ If at least one box is unchecked, move on to “approaches”.

| | Approaches Reequipments | Guiding Questions | Supporting Document/s for this requirement can include: |
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| <p>Requirement 8ai.</p> | <p>System in place to hold entity senior leadership accountable for entity performance against the gender equality policies or equivalent.</p> | <ul style="list-style-type: none"> • <i>Has a system been established to hold senior leadership accountable for their performance on gender equality policies?</i> • <i>How does the entity monitor and evaluate senior leadership's adherence to gender equality goals?</i> | <p>Gender Equality Policy / Strategy Gender Equality Implementation Plan Senior Leadership Performance Evaluation Reports Leadership Accountability Guidelines/ TORs Annual Gender Equality Progress Report</p> |
| <p>Requirement 8aii</p> | <p>Embedding knowledge on gender equality as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant.</p> | <ul style="list-style-type: none"> • <i>Has gender equality knowledge been included as a desirable competency in new job descriptions and recruitment processes?</i> • <i>Are gender equality criteria explicitly integrated into the entity's terms of reference for new hires?</i> | <p>Job Descriptions and Terms of Reference Recruitment and Selection Policy Gender Equality Competency Framework Training and Development Plan Recruitment Guidelines</p> |
| <p>Requirement 8aiii.</p> | <p>A requirement for a proven track record in gender equality and the empowerment of women is included in senior appointments.</p> | <ul style="list-style-type: none"> • <i>Is a proven track record in gender equality and women's empowerment a requirement for senior appointments?</i> | <p>Senior Leadership Appointment Guidelines/ Policy Recruitment Policy</p> |

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| | | <ul style="list-style-type: none"> How does the entity assess candidates' experience in gender equality during senior leadership recruitment? | Job Descriptions for Senior Positions and Diversity and Inclusion Strategy/ Policy Gender Equality in Leadership Report |
| <p>⇒ If you can check both requirements as completed, enter "approaching requirements" as your indicator rating and upload all supporting documentation with the correct title.</p> <p>⇒ Move on to "meets requirements".</p> | | | |
| Meets Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| Requirement 8bi | Entity senior leadership are held accountable for entity performance against the gender equality policies or equivalent. | See "Approaches Requirements" above. | |
| Requirement 8bii | Embedding knowledge on gender equality as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant. | | |
| Requirement 8biii | Senior appointments will include a requirement for a track record in gender equality. | | |
| Requirement 8iv. | System of recognition rewards excellent work promoting gender equality and the empowerment of women. | <ul style="list-style-type: none"> Does the entity have a system in place to recognize and reward excellent work in promoting gender equality and women's empowerment? How is the recognition and reward for gender equality achievements communicated and applied within the organization? | Recognition and Reward Policy Annual Report on Gender Equality Initiatives Nomination and Award Forms/ Docs Internal/ External Communication or Newsletter |
| <p>⇒ If you can check all requirements as completed, enter "meets requirements" as your indicator rating and upload all supporting documentation with the correct title.</p> <p>⇒ Move on to "exceeds requirements".</p> | | | |
| Exceeds Requirements | | Additional Information | Supporting Document/s Required⁴⁹ |
| Requirement 8ci | Entity senior leadership are held accountable for entity performance against the gender equality policies or equivalent. | See "Meets Requirements" above. | |
| Requirement 8cii | Embedding knowledge on gender equality as a desirable competency in new Job Descriptions/ | | |

⁴⁹ It is preferable to name the file with the exact titles included below, plus the entity name.

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| | Terms of Reference and recruitment processes as relevant. | |
| Requirement 8cii | Senior appointments will include a requirement for a track record in gender equality. | |
| Requirement 8civ | System of recognition is in place for excellent work promoting gender equality and women's empowerment. | |
| Requirement 8cv. | Senior leadership receives feedback on their gender-responsive leadership through recurring and confidential staff surveys and/or 360-degree feedback mechanisms or equivalent. | <ul style="list-style-type: none"> • <i>Is senior leadership regularly receiving feedback on their gender-responsive leadership through staff surveys or 360-degree feedback mechanisms?</i> • <i>How does the entity ensure that feedback on gender-responsive leadership is confidential and recurring for senior leadership?</i> |
| | | 360-Degree Feedback Reports Confidential Staff Survey Results/ Reports Leadership Feedback Policy Annual Gender Equality or Leadership Performance Report Survey/ Feedback Mechanism Guidelines and Templates |
| <p>⇒ If you cannot check the five requirements as completed, enter "meets requirements" and upload all supporting documentation.</p> <p>⇒ If you can check the five possible requirements enter "exceeds requirements" as your indicator rating.</p> <p>Congratulations! You have exceeded the requirements for this performance indicator.</p> | | |

| Performance Indicator 9: Gender Equality Marker | | | |
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| Not Applicable | | Guiding questions | Supporting Document/s |
| <input type="checkbox"/> | The entity cannot apply any type of GEM to track finances | Do the inherent characteristics of the entity preclude the application of the GEM for tracking finances? | -Justification Note for N/A rating. -No supporting document is required |
| If you check the box above, enter "not applicable" as your rating for this indicator. | | | |
| Missing | | Guiding questions | Supporting Document/s |
| <input type="checkbox"/> | The entity applies a GEM that is not aligned with the CEB UN data standards or the GEM is not applied to track finances | Does your entity apply a GEM that is not aligned with the CEB UN data standards? Does your entity apply a GEM that is not embedded in the ERP to track finances? | -Justification explaining the plan to transition to the 4-point-scale GEM and to embed it in entity's ERP. No supporting document is required |

| | If you check the box above, enter “not missing” as your rating for this indicator. | | |
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| Approaches Requirements | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | 9a. Entity applies the four-point scale gender equality marker (GEM) through the entity’s Enterprise Resource Planning (ERP) system, in alignment with the CEB VII UN data standard | Does your entity apply a GEM that is aligned with the CEB UN data standards? Does your entity apply a GEM that is embedded in the ERP? | -Information extracted from entities’ ERPs on budgeting and expenditures according to the four GEM scores -Information extracted from dashboards on budget allocations per GEM scores. |
| If you can check the requirement 9a as completed, enter “approach requirements” as your indicator rating and upload all supporting documentation with the correct title. | | | |
| Meets Requirements | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | 9bi. Entity applies the four-point scale gender equality marker (GEM) through the entity’s Enterprise Resource Planning (ERP) system, in alignment with the CEB VII UN data standard | Does your entity apply a GEM that is aligned with the CEB UN data standards? Does your entity apply a GEM that is embedded in the ERP? | -Information extracted from entities’ ERPs on budgeting and expenditures according to the four GEM scores -Information extracted from dashboards on budget allocations per GEM scores. |
| <input type="checkbox"/> | 9bii. Quality assurance mechanism for the application of the gender equality marker, supported by training and guidance. | Does your entity apply a quality assurance mechanism, supported by training and guidance? | -Internal guidance to ensure quality assurance of the gender marker’s application. -Material used in training activities for staff on the use of the gender marker. -Meeting minutes to ensure GEM’s quality assurance. |
| If you can check the two requirements (9bi and 9bii) as completed, enter “meets requirements” as your indicator rating and upload all supporting documentation with the correct title. | | | |
| Exceeds Requirements | | Guiding Questions | Supporting Document/s |
| | 9ci. Entity applies the four-point scale gender equality marker (GEM) through the entity’s Enterprise Resource Planning (ERP) system, in alignment with the CEB VII UN data standard | Does your entity apply a GEM that is aligned with the CEB UN data standards? Does your entity apply a GEM that is embedded in the ERP? | -Information extracted from entities’ ERPs on budgeting and expenditures according to the four GEM scores -Information extracted from dashboards on budget allocations per GEM scores |

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| | 9cii. Quality assurance mechanism for the application of the gender equality marker, supported by training and guidance. | Does your entity apply a quality assurance mechanism, supported by training and guidance? | -Internal guidance to ensure quality assurance of the gender marker's application. -Material used in training activities for staff on the use of the gender marker. -Meeting minutes to ensure GEM's quality assurance. |
| <input type="checkbox"/> | 9ciii. Quality-assured financial information based on the gender equality marker is reported to Governing Bodies or the CEB | Does your entity report quality-assured information based on the GEM to the Governing Body or to the CEB? | -Information extracted from GEM's financial reports to governing bodies or the CEB |
| <p>If you can check all requirements enter "exceeds requirements" as your indicator rating. Congratulations! You have exceeded the requirements for this performance indicator. Please consider sharing your expertise and experience on PI 9 with another entity.</p> | | | |

| Performance Indicator 10: Financial Targets | | | |
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| Not Applicable | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | The entity cannot apply any financial target on GEEW | Do the inherent characteristics of the entity preclude the establishment of a financial target on GEEW? | -Justification Note for N/A rating -No supporting document is required |
| <p>If you check the box above, enter "not applicable" as your rating for this indicator.</p> | | | |
| Missing | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | The entity has not yet established a financial target on GEEW or does not have a plan to reach it | - Has a financial target on GEEW not been established? If so, does the entity not have a plan to achieve the target? | -Justification Note for Missing rating -No supporting document is required. |
| <p>If you check the box above, enter "missing" as your rating for this indicator.</p> | | | |
| Approaches Requirements | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | 10a: A financial target for gender equality and the empowerment of women is set and a plan is developed to reach it | Has the entity established a financial target on GEEW (in a corporate document such as the Strategic Plan or the Gender Policy? Has the entity developed a plan to reach the target? | -Document that demonstrates that a financial target has been set for the entity's activities to promote GEEW during a specific period (in the Strategic Plan, Gender Policy, etc.) -Plan to reach the financial target. |

| If you can check the requirement 10a as completed, enter “approaching requirements” as your indicator rating and upload all supporting documentation with the correct title. | | | |
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| Meets Requirements | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | 10bi: A financial target for gender equality and the empowerment of women as a principal objective is met (GEM 3/2B) | Has the financial target for GEM 3/2B been met in 2024, or in the most recent year with available data? | -Document that demonstrates that the financial target on GEM 3 a financial target has been met. |
| <input type="checkbox"/> | 10bii: A financial and narrative report linking funding to specific gender-related results and ensuring there is a justification for activities considered GEM 0 is developed | Has the entity developed a narrative and financial report (separate document or embedded in existing reporting)? | -Financial and narrative report linking the financial target/s on GEEW to specific gender results. |
| If you can check the two first requirements (10bi and 10bii) as completed, enter “meets requirements” as your indicator rating and upload all supporting documentation with the correct title. | | | |
| Exceeds Requirements | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | 10ci: A financial target for gender equality and the empowerment of women as a principal objective is met (GEM 3/2B) | Has the financial target for GEM 3/2B been met in 2024, or in the most recent year with available data? | -Financial and narrative report linking the financial target/s on GEEW to specific gender results. |
| <input type="checkbox"/> | 10cii: A financial target for activities contributing significantly to gender equality and the empowerment of women is met (GEM 2/2A) | Has the financial target for GEM 2/2A been met in 2024, or in the most recent year with available data? | -Financial tracking/monitoring data based on GEM scores (extracted from entities’ ERPs, dashboards, etc.). |
| <input type="checkbox"/> | 10ciii: A financial and narrative report linking funding to specific gender-related results and ensuring there is a justification for activities considered GEM 0 is published | Has the entity developed and published a narrative and financial report (separate document or embedded in existing reporting)? | -Financial tracking/monitoring data based on GEM scores (extracted from entities’ ERPs, dashboards, etc.). Publication/Link to the publication |
| If you can check all requirements enter “exceeds requirements” as your indicator rating. Congratulations! You have exceeded the requirements for this performance indicator. Please consider sharing your expertise and experience on PI 10 with another entity. | | | |

| Performance Indicator 11: Gender Architecture | | |
|---|---|---|
| Not Applicable | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | Please note that ‘Not applicable’ is not a valid option for this indicator, as all UN entities reporting against the UN-SWAP 3.0 require human and financial resources to operate effectively | Do the inherent characteristics of the entity create obstacle to establishing a minimum gender architecture (ie.: Gender Focal Points)? |
| -Justification Note for N/A rating -No supporting document is required | | |
| If you check the box above, enter “not applicable” as your rating for this indicator. | | |
| Missing | Guiding Questions | Supporting Document/s |

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| <input type="checkbox"/> | <p>The entity has a Gender Focal Points network but does not comply with all requirements:</p> <ul style="list-style-type: none"> -appointed from staff level P4 and above or equivalent National Professional Officers. -have written terms of reference. -capacitated with adequate gender expertise. -at least 20 percent of their time is allocated to gender focal point functions. <p>The entity does not have a Gender Focal Points network.</p> | <p>Does the entity have GFPs without written Terms of Reference?</p> <p>Does the entity have GFPs that are not capacitated with adequate gender expertise?</p> <p>Isn't there any GFP nominated at the P4 level?</p> | <p>-Justification Note for Missing rating. -No supporting document is required</p> |
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If you check any of the boxes above, enter "missing" as your rating for this indicator.

| Approach Requirements | Guiding Questions | Supporting Document/s | |
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| <input type="checkbox"/> | <p>11a. Gender focal points or equivalent at HQ, regional and/or country levels are:</p> <ul style="list-style-type: none"> a. appointed from Professional staff level P4 and above or National Professional Officers b. have written terms of reference c. capacitated with adequate gender expertise d. at least 20 percent of their time is allocated to gender focal point functions | <p>Does your entity have GFPs or equivalent that comply with the four requirements (a, b, c, d)?</p> <p>Attention:</p> <ul style="list-style-type: none"> ○ For the 20 per cent time allocation, this can be distributed across Gender Focal Points, the 20 per cent requirement can be achieved by summing the time several gender focal points devote to the associated functions. ○ On the professional level, at least one GFP needs to be appointment from a P4 level (or equivalent) and above. | <ul style="list-style-type: none"> -TORs for Gender Focal Point -TORs for Working Group on Gender -Information on learning courses and programs, events, webinars directed to staff and specifically to gender focal points. -Documents showing the activities organized for Gender Focal Points (minutes of GFP meetings, material of training activities...) -List of GFPs and achievements of respective gender-related work plans |

If you can check the first requirement as completed, enter "approaching requirements" as your indicator rating and upload all supporting documentation with the correct title

| Meets Requirements | Guiding Questions | Supporting Document/s |
|--------------------------|---|--|
| <input type="checkbox"/> | <p>Does your entity have GFPs or equivalent that comply with the four requirements (a, b, c, d)?</p> <p>Attention:</p> <ul style="list-style-type: none"> ○ For the 20 per cent time allocation, this can be distributed across Gender Focal Points, the 20 per cent requirement can be achieved by summing the time several gender | <ul style="list-style-type: none"> -TORs for Gender Focal Point -TORs for Working Group on Gender -Information on learning courses and programs, events, webinars directed to staff and specifically to gender focal points. -Documents showing the activities organized for Gender Focal Points (minutes of GFP meetings, material of training activities...) |

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| | | <p>focal points devote to the associated functions.</p> <ul style="list-style-type: none"> ○ On the professional level, at least one GFP needs to be appointment from a P4 level (or equivalent) and above. | -List of GFPs and achievements of respective gender-related work plans |
| <input type="checkbox"/> | 11bii. Entity establishes staffing standards, training and deployment preparation needed for supporting the implementation of the entity's gender equality goals | Has the entity established staffing standards, training and deployment preparation? | -Staffing standards, training, and deployment (Guidance, Gender Policy...) |
| <input type="checkbox"/> | 11biii. Gender department/unit is fully funded according to an agreed funding formula, based on staffing standards/ according to the entity mandate | <p>Does the entity have a fully resourced gender department/unit?</p> <p>Is it adequately funded according to an agreed funding formula, based on staffing standards and aligned with the entity's mandate?</p> | <p>-Overview of the gender unit's budget for the reporting year and list of posts (titles and grades of all staff in the unit/department)</p> <p>-Organizational chart showing location of Gender Unit</p> <p>-Gender Unit's budget and list of posts</p> |
| <p>If you can check the first requirement as completed, enter "meet requirements" as your indicator rating and upload all supporting documentation with the correct title</p> | | | |
| Exceed requirements | | Guiding Questions | Supporting Document/s |
| <input type="checkbox"/> | <p>11ci. Gender focal points or equivalent at HQ, regional and/or country levels are:</p> <ol style="list-style-type: none"> a. appointed from Professional staff level P5 and above or equivalent National Professional Officers b. have written terms of reference c. capacitated with adequate gender expertise d. at least 20 percent of their time is allocated to gender focal point functions e. specific funds are allocated to support the gender architecture and gender focal points networking <p>ATTENTION: Compared to the similar requirement for 'meeting' (11bi), this requirement has two additional criteria: appointment at the P5 level and specific funds allocated to support the gender architecture and GFP network.</p> | <p>Does your entity have GFPs or equivalent that comply with the four requirements (a, b, c, d)?</p> <p>Attention:</p> <ul style="list-style-type: none"> ○ For the 20 per cent time allocation, this can be distributed across Gender Focal Points, the 20 per cent requirement can be achieved by summing the time several gender focal points devote to the associated functions. ○ On the professional level, at least one GFP needs to be appointment from a P5 level (or equivalent) and above. | <p>-TORs for Gender Focal Point</p> <p>-TORs for Working Group on Gender</p> <p>-Information on learning courses and programs, events, webinars directed to staff and specifically to gender focal points.</p> <p>-Documents showing the activities organized for Gender Focal Points (minutes of GFP meetings, material of training activities...)</p> <p>-List of GFPs and achievements of respective gender-related work plans</p> |
| <input type="checkbox"/> | 11cii. Entity implements staffing standards, training and deployment preparation needed for supporting the implementation of the entity's gender equality goals | Has the entity established and implemented staffing standards, training and deployment preparation? | <p>-Staffing standards, training, and deployment (Guidance, Gender Policy...)</p> <p>-Documents showing the implementation of staffing</p> |

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| | ATTENTION: Compared to the similar requirement for 'meeting' (11bii), this requirement refers to the implementation of staffing standards; the mere establishment of staffing standards is not enough to exceed the requirements. | | standards, training and deployment |
| <input type="checkbox"/> | 11ciii. Gender department/unit is fully funded according to an agreed funding formula, based on staffing standards/ according to the entity mandate | Does the entity have a fully resourced gender department/unit? Is it adequately funded according to an agreed funding formula, based on staffing standards and aligned with the entity's mandate? | -Overview of the gender unit's budget for the reporting year and list of posts (titles and grades of all staff in the unit/department) -Organizational chart showing location of Gender Unit -Gender Unit's budget and list of posts |
| <input type="checkbox"/> | 11civ. Entity demonstrates effective use of a roster of specialized expertise on gender equality and the empowerment of women | Has the entity effectively used a roster of specialized expertise on GEEW? | -Document illustrating the use of a roster of specialized expertise on GEEW -Information on gender experts recruited from relevant rosters |
| <input type="checkbox"/> | If you can check all requirements enter "exceeds requirements" as your indicator rating. Congratulations! You have exceeded the requirements for this performance indicator. Please consider sharing your expertise and experience on PI 11 with another entity. | | |

| Performance Indicator 12: Capacity Development | | | |
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| Not Applicable | | Guiding Questions | Supporting Document/s can include: |
| <input type="checkbox"/> | 12ai. Entity does not require ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices | <i>What is the rationale for the entity not implementing mandatory ongoing training on gender equality and the empowerment of women for all levels of personnel, including those at HQ, regional, and country offices?</i> | No supporting documentation needs to be uploaded, but please prepare your response to the reporting question/s. |
| <input type="checkbox"/> | 12aai. Entity does not have the means to carry-out a capacity assessment in gender equality and the empowerment of women is carried out | <i>Does the entity have the necessary resources, tools, or processes in place to carry out a capacity assessment on gender equality and the empowerment of women?</i> | |
| <input type="checkbox"/> | 12aiii. Entity does not have the means to develop a costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is developed | <i>What is the rationale for the entity not developing a costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women?</i> | |
| <p>⇒ If you check all boxes above, enter "not applicable" as your rating for this indicator and prepare your response to the reporting questions in the reporting portal.</p> <p>⇒ If at least one box is unchecked, move on to "missing".</p> | | | |

| Missing | | Guiding Questions | Supporting Document/s can include: |
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| <input type="checkbox"/> | 12ai. Entity has not yet provided ongoing mandatory training on gender equality and the empowerment of women for all levels of entity personnel at HQ, regional and country offices | <i>Does the entity plan to implement mandatory ongoing training on gender equality and the empowerment of women for all levels of personnel, including those at HQ, regional, and country offices?</i> | No supporting documentation to be uploaded, but please: <ul style="list-style-type: none"> ○ prepare your response to the reporting question/s. ○ Complete the Indicator Action Plan to progress against one of the two requirements before the next reporting period. |
| <input type="checkbox"/> | 12a.ii. Entity has not yet carried out a capacity assessment in gender equality and the empowerment of women is carried out | <i>Does the entity have a plan and the resources, tools, or processes in place to carry out a capacity assessment on gender equality and the empowerment of women?</i> | |
| <input type="checkbox"/> | 12a.iii. Entity has not yet developed a costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women | <i>Does the entity plan to prepare a costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women?</i> | |
| <p>⇒ If you can check all boxes above, enter “missing” as your rating for this indicator and respond to the reporting questions in the portal and complete your indicator action plan.</p> <p>⇒ If at least one box is unchecked, move on to “approaches requirements”.</p> | | | |
| Approaches Requirements | | Guiding Questions | Supporting Document/s can include: |
| <input type="checkbox"/> | 12ai. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices | <ul style="list-style-type: none"> ○ <i>Does the training cover gender equality and women’s empowerment comprehensively?</i> ○ <i>Are there any specific offices or personnel groups that have not participated in the training?</i> | <ul style="list-style-type: none"> - Draft capacity assessment questionnaire - Draft capacity assessment questionnaire - Evidence of intention to make training mandatory Capacity assessment questionnaire - Capacity assessment report |
| <input type="checkbox"/> | 12a.ii. A capacity assessment in gender equality and the empowerment of women is carried out | <ul style="list-style-type: none"> ○ <i>Was a formal capacity assessment conducted to evaluate existing skills and knowledge regarding gender equality and women’s empowerment?</i> ○ <i>What areas (e.g., knowledge gaps, policies, or practices) were assessed during the evaluation?</i> ○ <i>Were different levels of personnel (HQ, regional, country offices) included in the assessment process?</i> ○ <i>Did the assessment involve key decision-makers and gender equality experts?</i> | |

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| <input type="checkbox"/> | 12aiii. | A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is developed | <ul style="list-style-type: none"> ○ <i>Is there a formal, documented plan outlining the steps and costs required to build capacity in gender equality and women's empowerment?</i> ○ <i>Does the plan include detailed financial estimates for training programs, workshops, and other capacity-building initiatives?</i> ○ <i>Does the costed development plan cater to the unique training and capacity-building needs at different levels of the organization?</i> ○ <i>Are the training needs of personnel in regional and country offices adequately reflected in the plan?</i> | Approved capacity development plan with costings |
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- ⇒ If you cannot check either of the boxes as completed, enter **“missing”** as your rating and prepare your response to the reporting questions in the portal.
- ⇒ If you can check at least one of the boxes as completed, move on to meeting requirements.
- ⇒ If you do not satisfy the requirements for that rating, enter **“approaching requirements”** as your indicator rating and prepare your response to the reporting questions and upload any supporting documents.

| Meets Requirements | | Guiding Questions | Supporting Document/s can include: |
|--|----------------|--|------------------------------------|
| <input type="checkbox"/> | 12bi. | Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices | See ‘Approaches’ above. |
| <input type="checkbox"/> <input type="checkbox"/> | 12bii. | A capacity assessment in gender equality and the empowerment of women is carried out | |
| <input type="checkbox"/> | 12biii. | A costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women implemented | |
| <input type="checkbox"/> | 12biv. | Capacity-building initiatives to develop skills and knowledge on gender equality and the empowerment of | |

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| | | women are undertaken by personnel in specific roles and functions | | |
| <input type="checkbox"/> | 12bv. | Unconscious bias training rolled out starting with senior leadership | <ul style="list-style-type: none"> ○ <i>What evidence is there that senior leadership has received this training (e.g., participation records, training materials, feedback)?</i> ○ <i>How has the training been tailored for senior leadership, and what specific unconscious bias topics were covered?</i> ○ <i>Is there a clear plan in place to extend unconscious bias training to other levels of the organization after the senior leadership?</i> | <ul style="list-style-type: none"> - Agenda and participant list for - Evaluation reports and 6-month follow-up report |
| <p>⇒ If you cannot check all requirements as completed, enter “approaching requirements” as your rating and prepare your response to the reporting questions in the reporting portal and upload any supporting documents.</p> <p>⇒ If you can check both requirements as completed, move on to <u>exceeds requirements</u>.</p> <p>⇒ If you do not satisfy the requirements for that rating, enter “meets requirements” as your indicator rating and prepare your response to the reporting questions and upload any supporting documents.</p> | | | | |
| Exceeds Requirements | | Guiding Questions | | Supporting Document/s can include: |
| <input type="checkbox"/> | 12ci. | Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices | See ‘Meets’ above. | |
| <input type="checkbox"/> | 12cii. | A capacity assessment in gender equality and the empowerment of women is carried out | | |
| <input type="checkbox"/> | 12ciii. | A costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is evaluated | | |
| <input type="checkbox"/> | 12civ. | The effective use of skills and knowledge on gender equality and the empowerment of women, acquired through capacity development by personnel in specific | <ul style="list-style-type: none"> ○ <i>Are there tangible examples where personnel have applied their skills and knowledge in their roles to promote gender equality and the empowerment of women?</i> | <ul style="list-style-type: none"> - Training curriculum - Registration and evaluation reports from trainings |

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| | | roles and functions is demonstrated | <ul style="list-style-type: none"> ○ <i>Can the entity provide specific cases where gender equality or women's empowerment initiatives have been successfully implemented or improved as a result of the training?</i> | |
| <input type="checkbox"/> | 12cv. | Unconscious bias training rolled out for all staff | <ul style="list-style-type: none"> ○ <i>What evidence is there that all staff have received this training (e.g., participation records, training materials, feedback)?</i> ○ <i>How has the training been tailored for staff at different levels and functions, and what specific unconscious bias topics were covered?</i> | <ul style="list-style-type: none"> - Agenda and participant list for - Evaluation reports and 6-month follow-up report |

⇒ If you are not able to check all requirements, please enter “meets requirements” and prepare your response to the reporting questions in the reporting portal and upload any supporting documentation.

⇒ If you can check all requirements as completed, enter “**exceeds requirements**”. Congratulations!

⇒ Please prepare your responses to the reporting questions and upload any supporting documentation. Please consider sharing your expertise and experience on PI 12 with another entity.

| Performance Indicator 13: Organizational Culture | | | |
|---|--|---|---|
| Not Applicable | | Guiding Questions | Supporting Document/s Required can include: |
| <input type="checkbox"/> | 13ai: Organizational culture does not fully support the promotion of gender equality and the empowerment of women | <ul style="list-style-type: none"> ○ <i>Do the organization's policies, practices, and leadership actively promote gender equality and the empowerment of women?</i> ○ <i>Is the organizational culture inclusive, ensuring equal representation in decision-making and effectively addressing gender-related issues?</i> | <u>No supporting documentation needs to be uploaded</u> , but please prepare your response to the reporting question/s. |

⇒ If you check the box above, enter “**not applicable**” as your rating for this indicator and prepare your response to enter to the reporting portal.

⇒ If you cannot check the box above, move on to “**missing**”.

| Missing | | Guiding Questions | Supporting Document/s Required can include: |
|---|---|--|---|
| <input type="checkbox"/> | 13ai: Organizational culture does not fully support the promotion of gender equality and the empowerment of women | <ul style="list-style-type: none"> ○ <i>Do the organization's policies, practices, and leadership actively promote gender equality and the empowerment of women?</i> ○ <i>Is the organizational culture inclusive, ensuring equal representation in decision-making and effectively addressing gender-related issues?</i> | <p>No supporting documentation to be uploaded, but please:</p> <ol style="list-style-type: none"> 1) prepare your response to the reporting question/s. 2) complete the Indicator Action Plan to progress against one of the two requirements before the next reporting period. |
| <p>⇒ If you check the box above, enter “missing” as your rating for this indicator and upload the required documentation.</p> <p>⇒ If you cannot check the box above, please move on to “approaching requirements”.</p> | | | |
| Approaches Requirements | | Guiding Questions | Supporting Document/s Required can include: |
| <input type="checkbox"/> | Requirement 13ai. Organizational culture fully supports promotion of gender equality and the empowerment of women | <ul style="list-style-type: none"> ○ <i>Are gender equality and the empowerment of women explicitly integrated into the organization's policies, practices, and leadership actions at all levels?</i> ○ <i>Is the organizational culture inclusive, with equal representation and active participation of women in decision-making processes, and does it effectively address and prevent gender-based discrimination or inequality?</i> | <ul style="list-style-type: none"> — Gender Policy — Diversity and Inclusion Strategy/ Policy — Gender Action Plan — Organizational Culture Survey/ Assessment Report — Leadership Commitment Statements on Gender Equality/ Compacts |
| <p>⇒ If you can check the requirement as completed, enter “approaching requirements” as your indicator rating and upload all supporting documentation with the correct title.</p> | | | |

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| ⇒ If you do not “meet requirements”, your rating is “ approach requirements ”. Please prepare your response to enter in the reporting portal and upload all supporting documentation. | | | |
| Meets Requirements | | Guiding Questions | Supporting Document/s Required can include: |
| <input type="checkbox"/> | Requirement 13bi | Organizational culture fully supports promotion of gender equality and the empowerment of women | See ‘Approaches’ above. |
| <input type="checkbox"/> | Requirement 13bii | An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality | |
| | | <ul style="list-style-type: none"> ○ <i>Has the organization conducted an internal gender and power analysis (or equivalent) to assess its systems, structures, hierarchies, and decision-making processes?</i> ○ <i>Does the organization use the findings of the analysis to identify and remove barriers to gender equality within both formal and informal decision-making structures?</i> | <ul style="list-style-type: none"> – Gender and Power Analysis Report – Gender Equality Action Plan – Organizational Gender Audit – Gender Mainstreaming Guidelines or Framework – Monitoring and Evaluation (M&E) Reports |
| <p>⇒ If you are not able to check both boxes above, you “approach requirements”. Please prepare your response to the reporting questions for that rating and upload all supporting documentation.</p> <p>⇒ If you can check box boxes above, please move on to “exceeds requirements”.</p> <p>⇒ If you do not exceed requirements, you “meet requirements”. Please prepare your response to the enter in the reporting platform and upload all supporting documentation.</p> | | | |
| Exceeds Requirements | | Guiding Questions | Supporting Document/s Required can include: |
| <input type="checkbox"/> | Requirement 13ci | Organizational culture fully supports promotion of gender equality and the empowerment of women | See ‘Meets’ above. |
| <input type="checkbox"/> | Requirement 13cii | An internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making is conducted to identify and remove barriers to gender equality | |
| <input type="checkbox"/> | Requirement 13ciii | Agreed-upon recommendations from the internal power analysis are implemented | |
| | | <ul style="list-style-type: none"> ○ <i>Have the recommendations from the internal gender and power analysis been formally endorsed and integrated into the organization’s policies and practices?</i> | <ul style="list-style-type: none"> – Implementation Action Plan – Progress Reports – Accountability and Monitoring Framework |

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| | | | <ul style="list-style-type: none"> ○ <i>Is there evidence of measurable actions and outcomes resulting from the implementation of these recommendations, with clear accountability mechanisms in place?</i> | |
| <p>If you cannot check all the possible requirements as completed, enter “meets requirements” and prepare your response to enter in the reporting portal and upload supporting documentation.</p> <p>If you can check all three boxes above, enter “exceeds requirements”. Congratulations!</p> <p>Please prepare your responses to the reporting questions below and upload supporting documentation. Please consider sharing your expertise and experience on PI 13 with other entities.</p> | | | | |

| Performance Indicator 17: UN Inter-Agency Engagement | | | | |
|---|--|--|--|--|
| Not Applicable | | Guiding Questions | Supporting Document/s | |
| <input type="checkbox"/> | 17ai. Entity has no possibility to engage with any UN inter-agency mechanisms focused on sectoral, thematic or managerial areas to advance gender equality and women’s empowerment. | <ul style="list-style-type: none"> • <i>Is there no inter-agency mechanisms that your entity engages with?</i> • <i>Is there no possibility to join an inter-agency mechanism?</i> | No supporting documentation needs to be uploaded, but please prepare your response to the reporting question/s . | |
| <input type="checkbox"/> | 17aii. Entity is not able to conduct a UN-SWAP Peer Review process within four years of the last peer review or by 2026. | <ul style="list-style-type: none"> • <i>This indicator is applicable to all entities.</i> | | |
| ⇒ If you check 17a, you will still be responsible for 17aii so you will enter missing as your rating and answer the reporting question below and under missing. | | | | |
| Missing | | Guiding Questions | Supporting Document/s Required | |
| <input type="checkbox"/> | 17ai. No engagement with any UN inter-agency mechanisms focused on sectoral, thematic or managerial areas to advance gender equality and women’s empowerment. | <ul style="list-style-type: none"> • <i>Does your entity have the opportunity to engage in inter-agency mechanisms, but has not yet prioritized it?</i> • <i>Does your entity participate in an inter-agency mechanism on GEEW, but does not do so systematically?</i> | No supporting documentation to be uploaded, but please: 5) prepare your response to the reporting question/s . 6) Complete the Indicator Action Plan to make progress on both requirements by the next reporting period. | |
| <input type="checkbox"/> | 17aii. Entity has not conducted a UN-SWAP Peer Review process within four years of the last peer review or by 2026. | <ul style="list-style-type: none"> • <i>Has your entity never conducted a UN-SWAP peer review?</i> | | |

| | | <ul style="list-style-type: none"> • <i>Has it been more than four years since your entity has conducted a UN-SWAP peer review?</i> | |
|---|---|---|---|
| <p>⇒ If you can check one or both boxes above, you are “missing requirements”. Please prepare your response to the mandatory reporting question below.</p> | | | |
| Approaches Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | <p>17ai. Entity participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women.</p> | <ul style="list-style-type: none"> • <i>Does your entity systematically participate in inter-agency mechanisms on GEEW by regularly attending meetings and contributing to discussions?</i> | <p>Meeting minutes, Membership List, Deliverables</p> |
| <input type="checkbox"/> | <p>17aii. Entity undertakes a UN-SWAP peer review process at least once every 4 years</p> | <ul style="list-style-type: none"> ◇ Has your entity completed a UN-SWAP Peer Review within the last four years? ◇ Has your entity completed a UN-SWAP Peer Review by 2026 if has not done so previously? ◇ Was the Peer Review aligned with UN-SWAP Peer Review Guidance? ◇ Does the Peer Review include agreed recommendations? | <p>Peer Review Report, including year completed</p> |
| <p>⇒ If you are not able to check both requirements above as completed, you are “missing requirements”. Please prepare your response to the mandatory reporting questions for that rating (see above).</p> <p>⇒ If you can check both requirements (ai and aii) as completed, move on to “meets requirements”.</p> <p>⇒ If you do not “meet requirements”, your rating is “approach requirements”. Please prepare your response to the mandatory reporting questions below and upload all supporting documentation.</p> | | | |
| Meets Requirements | | Guiding Questions | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | <p>17bi. Entity effectively mainstreamed gender perspective into inter-agency coordination mechanisms</p> | <ul style="list-style-type: none"> • <i>Does your entity systematically participate in inter-agency mechanisms on GEEW by regularly attending meetings</i> | <p>Meeting minutes, Agendas, Deliverables,</p> |

| | | | |
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| | | <p><i>and contributing to discussions?</i></p> <ul style="list-style-type: none"> • <i>Did your entity's participation contribute to mainstreaming a gender perspective within the mechanisms work?</i> | |
| <input type="checkbox"/> | <p>17bii. Entity undertakes a UN-SWAP peer review process at least once every 4 years</p> | <ul style="list-style-type: none"> ◇ Has your entity completed a UN-SWAP Peer Review within the last four years? ◇ Has your entity completed a UN-SWAP Peer Review by 2026 if has not done so previously? ◇ Was the Peer Review aligned with UN-SWAP Peer Review Guidance? ◇ Does the Peer Review include agreed recommendations? | Peer Review Report, including year completed |
| <input type="checkbox"/> | <p>17biii. Entity implements agreed upon recommendations from the UN-SWAP peer review process</p> | <ul style="list-style-type: none"> ◇ Is your entity tracking progress against the agreed recommendations of the peer review? ◇ Is your entity achieving or on track to complete the recommendations in the timeframe indicated? | Action Plan for Peer Review Follow-up, Evidence of recommendations completed. |
| <p>⇒ If you are not able to check all three requirements above as completed, you “approach requirements”. Please prepare your response to the reporting questions above for that rating and upload all supporting documentation.</p> <p>⇒ If you can check all three requirements (bi, bii, and biii) as completed, move on to “exceeds requirements”.</p> <p>⇒ If you do not exceed requirements, you “meet requirements”. Please prepare your response to the reporting questions below and upload all supporting documentation.</p> | | | |
| Exceeds Requirements | | Guidance | Supporting Document/s for this requirement can include: |
| <input type="checkbox"/> | | <ul style="list-style-type: none"> • <i>Does your entity systematically participate in inter-</i> | <p><i>Meeting minutes, Agendas, Deliverables,</i></p> |

| | | | |
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| | 17ci. Entity effectively mainstreams gender considerations into inter-agency coordination mechanisms | <p><i>agency mechanisms on GEEW by regularly attending meetings and contributing to discussions?</i></p> <ul style="list-style-type: none"> • <i>Did your entity's participation contribute to mainstreaming a gender perspective within the mechanisms work?</i> | |
| <input type="checkbox"/> | 17cii. Entity undertakes an UN-SWAP peer review process at least once every 4 years | <ul style="list-style-type: none"> • Has your entity completed a UN-SWAP Peer Review within the last four years? • Has your entity completed a UN-SWAP Peer Review by 2026 if has not done so previously? • Was the Peer Review aligned with UN-SWAP Peer Review Guidance? • Does the Peer Review include agreed recommendations? | Peer Review Report , including year completed |
| <input type="checkbox"/> | 17ciii. Entity implements agreed upon recommendations from the UN-SWAP peer review process | <ul style="list-style-type: none"> • Is your entity tracking progress against the agreed recommendations of the peer review? • Is your entity achieving or on track to complete the recommendations in the timeframe indicated? | Action Plan for Peer Review Follow-up, Evidence of recommendations completed. |
| <input type="checkbox"/> | 17civ. Entity supports implementation of at least one UN-SWAP Performance Indicator in another entity | <ul style="list-style-type: none"> • Has your entity provided substantive and direct one-on-one support and advice to another entity on one or more SWAP indicator? | Meeting agenda, support plan, minutes, follow-up, evidence of entity rating increasing following support. |
| <p>⇒ If you are not able to check all four boxes above, please enter “meets requirements” and prepare your response to the reporting questions for that rating above and upload supporting documentation.</p> | | | |

⇒ If you can check all four boxes above (ci, cii, ciii and civ), enter “**exceeds requirements**”, please prepare your responses to the reporting questions below and upload supporting documentation. Congratulations! Please consider sharing your expertise and experience on PI 17 with other entities.

Performance Indicator 18: Stakeholder Engagement

| Approaches Requirements | | Guiding Questions | Supporting Document/s can include: |
|---|--|---|---|
| <input type="checkbox"/> | 18ai (Option 1): Entity <i>has no possibility to engage</i> organizations that promote gender equality and/or the rights and empowerment of women and girls in consultation mechanism/s that inform relevant programming and inter-governmental processes. | <ul style="list-style-type: none"> • Have you verified that there is <i>absolutely no possibility to include organizations that promote gender equality and/or the rights and empowerment of women and girls in existing consultation mechanisms?</i> • Are you certain that it is not possible to establish a new consultation mechanism to include organizations that promote gender equality and/or the rights and empowerment of women and girls? | No supporting documentation needs to be uploaded, but please prepare your response to the reporting question/s . |
| <input type="checkbox"/> | 18aii (Option 2): Entity <i>does not have any means to ensure the meaningful participation</i> of organizations that promote gender equality and/or the rights and empowerment of women and girls in entity-led or supported activities. | <ul style="list-style-type: none"> • Have you verified that there is <i>absolutely no possibility to enable the meaningful participation of organizations that promote gender equality and/or the rights and empowerment of women and girls in entity-led or supported activities?</i> | |
| <p>⇒ If you check both boxes above, enter “not applicable” as your rating for this indicator and prepare your response to the reporting questions below.</p> <p>⇒ If at least one box is unchecked, move on to “<u>missing</u>”.</p> | | | |
| Missing | | Guiding Questions | Supporting Document/s can include: |
| <input type="checkbox"/> | 18ai (Option 1): Entity <i>has not included</i> organizations that promote gender equality and/or the rights and empowerment of women | <ul style="list-style-type: none"> • Does the entity have existing consultation mechanism/s or can it establish a | No supporting documentation to be uploaded, but please: |

| | and girls within consultation mechanism/s to inform relevant programming and inter-governmental processes. | consultation mechanism where organizations that promote gender equality and/or the rights and empowerment of women and girls – but has not done so yet? | 7) prepare your response to the reporting question/s . 8) Complete the Indicator Action Plan to progress against one of the two requirements before the next reporting period. |
|--|---|---|---|
| <input type="checkbox"/> | 18aii (Option 2): Entity has not supported the meaningful participation of organizations that promote gender equality and/or the rights and empowerment of women and girls in entity-led or supported activities. | <ul style="list-style-type: none"> Does the entity have the opportunity to meaningful engage organizations that promote gender equality and/or the rights and empowerment of women and girls – but has not yet done so? | |
| <p>⇒ If you can check both boxes above, enter “missing” as your rating for this indicator and respond to the reporting questions in the portal and complete your indicator action plan.</p> <p>⇒ If at least one box is unchecked, move on to “approaches requirements”.</p> | | | |
| Approaches Requirements | | Additional Information | Supporting Document/s can include: |
| <input type="checkbox"/> | 18ai (Option 1): Entity has established consultation system/s through which organization/s that promote gender equality and/or the rights and empowerment of women and girls can inform relevant programming and/or inter-governmental processes. | <ul style="list-style-type: none"> Do you have at least one consultation system or mechanism in which organization/s that promote gender equality and/or the rights and empowerment of women and girls can have the opportunity to inform programming and/or inter-governmental processes? | <ul style="list-style-type: none"> Terms of Reference Membership List Meeting Minutes Description of system or mechanism |
| <input type="checkbox"/> | 18aii (Option 2): Entity engages with organizations that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in UN-led or supported activities. | <ul style="list-style-type: none"> Do organization/s that promote gender equality and/or the rights and empowerment of women and girls have the opportunity to engage in meaningful participation in at least one entity-led or supported activity? | <ul style="list-style-type: none"> Stakeholder policy or strategy Stakeholder engagement plan Comments or Meeting Minutes |


| <p>⇒ If you cannot check either of the two boxes as completed, enter “missing” as your rating and prepare your response to the reporting questions above,</p> <p>⇒ If you can check at least one of the two boxes as completed, move on to meeting requirements. If you do not satisfy the requirements for that rating, enter “approaching requirements” as your indicator rating and prepare your response to the reporting questions below and upload any supporting documents.</p> | | | |
|---|--|---|--|
| Meets Requirements | | Guiding Questions | Supporting Document/s can include: |
| <input type="checkbox"/> | 18bi. Entity regularly consults appropriate organization/s that promote gender equality and/or the rights and empowerment of women and girls to include through established consultation system/s. | <ul style="list-style-type: none"> Do you have at least one consultation system or mechanism in which organization/s that promote gender equality and/or the rights and empowerment of women and girls can have the opportunity to regularly inform programming and/or inter-governmental processes? | ToRs and Membership of Civils Society Advisory Groups, Working Groups, Reference Groups, Taskforces, etc.; |
| <input type="checkbox"/> | 18bii. Entity regularly engages with organization/s that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in UN-led or supported activities. | <ul style="list-style-type: none"> Do organization/s that promote gender equality and/or the rights and empowerment of women and girls have the opportunity to engage regularly in meaningful participation in at least one entity-led or supported activity? | Meeting Minutes or Actions; Relevant Deliverables/Outcomes; Stakeholder Satisfaction Survey |
| <p>⇒ If you cannot check both requirements as completed, enter “approaching requirements” as your rating and prepare your response to the reporting questions above and upload any supporting documents.</p> <p>⇒ If you can check both requirements as completed, move on to exceeds requirements. If you do not satisfy the requirements for that rating, enter “meets requirements” as your indicator rating and prepare your response to the reporting questions below and upload any supporting documents.</p> <p><u>Reporting Questions:</u></p> | | | |


| | <ul style="list-style-type: none"> • What is the name of the organization/s that promote gender equality and/or the rights and empowerment of women and girls that you consulted and/or engaged for meaningful participation? • What inter-governmental process, programming process or entity led or supported activity were the organization/s that promote gender equality and/or the rights and empowerment of women and girls engaged on? • Describe how consultation and meaningful engagement was regular? | | |
|--|--|--|--|
| Exceeds Requirements | | Guidance | Supporting Document/s ⁵⁰ for this requirement can include: |
| <input type="checkbox"/> | 18ci. Entity programming and/or inter-governmental processes are informed by organization/s that promote gender equality and/or the rights and empowerment of women and girls. | | |
| <input type="checkbox"/> | 18cii Entity regularly engages with organization/s that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in UN-led and/ or supported activities. | Clearly report what | ToRs, Membership Lists, Meeting Minutes or Actions, Relevant Deliverables/Outcomes, Stakeholder Satisfaction Survey, etc. |
| <input type="checkbox"/> | 18ciii (Option 1) Entity contributes to opening opportunities for women and girls to access financing or providing economic opportunities . | | Information on established grant, fellowship or other funding mechanisms, Donor Meeting/Roundtable Summary and Participant List, Gender Responsive Procurement Policy, Implementation Partner Guidelines, resource mobilization for GEEW, etc. |
| <input type="checkbox"/> | 18civ (Option 2) Entity builds strategic partnerships with the private sector and/or philanthropy for gender equality and the empowerment of women and girl. | <ul style="list-style-type: none"> ○ Have you established or further deepened partnerships with private sector actors and/or philanthropies to advance GEEW in relation to your entity's mandate? | <i>MoU/s or Letter of Intent, Website Link/s, Knowledge Products, Press Releases, Brochures, Meeting Report/Minutes, Partnership Reports, etc.</i> |
| ⇒ If you are not able to check ci, cii and either option ciii or civ as completed, please enter “meets requirements” and prepare your response to the reporting questions above and upload any supporting documentation. | | | |


⁵⁰ It is preferable to name the file with clear concise titles and the entity name.


⇒ If you can check ci, cii and either option ciii or civ as completed, enter “**exceeds requirements**”. Congratulations! Please prepare your responses to the reporting questions and upload any supporting documentation. Please consider sharing your expertise and experience on PI 18 with another entity.

Annex 6: Entity Action Plan


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|--|------------------------------------|--|
|  PI1 Strategic Planning Gender-related SDG results | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|---|------------------------------------|--|
|  PI2 Reporting and Use of Data on Gender- related SDG results | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|--|------------------------------------|--|
|  PI3 Achievement of Gender-related SDG results | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|---|------------------------------------|--|
|  PI4 Evaluation | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|--|--------------------|--|
| | 2024 Rating | |
| | Action Plan | |

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|  PI5 Audit | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|---|------------------------------------|--|
|  PI6 Policy | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


| | | |
|---|------------------------------------|--|
|  PI7 Leadership | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|  PI8 Gender-responsive performance management | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|  PI9 | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |

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| Gender Equality Marker | Use of Funds | |
| | Timeline Milestones Targets | |


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|  PI10 Financial Targets | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|  PI11 Gender Architecture | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|  PI12 Capacity Development | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |


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|  PI13 Organizational Culture | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |

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| | Timeline Milestones Targets | |
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|  PI14 Protection from Sexual Abuse and Exploitation (PSEA) and Sexual Harassment (SH) | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |

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|  PI15 Equal Representation of Women | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |

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|  PI16 Knowledge Management and Communication | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |

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|  PI17 Interagency Engagement | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |

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| | Timeline Milestones Targets | |
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|  PI18 Stakeholder Engagement | 2024 Rating | |
| | Action Plan | |
| | Responsible For follow up | |
| | Resources Required | |
| | Use of Funds | |
| | Timeline Milestones Targets | |