



## UN-SWAP 2.0 /3.0 REPORTING CYCLE 2024

### PI8. Gender Responsive Performance Management

### PI13. Organizational Culture

### PI14. Protection from Sexual Exploitation and Abuse (PSEA) and Sexual Harassment (SH)

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This report presents findings from the 2024 reporting period, during which entities reported under the UN-SWAP 2.0 (2018–2024) and UN-SWAP 3.0 (2024 – 2030) frameworks. **The analysis focuses on three key performance indicators:**

- **PI-8: Gender-Responsive Performance Management**
- **PI-13: Organizational Culture**
- **PI-14: Protection from Sexual Exploitation and Abuse (PSEA) and Sexual Harassment (SH)**




The report assesses rating trends over time, identifying areas of progress as well as challenges. Overall, entities demonstrated incremental improvements in integrating gender-responsive practices into performance management systems (PI-8) and fostering more inclusive organizational cultures (PI-13).

The report provides highlights of notable good practices and innovative approaches adopted by entities that have shown marked progress. These include the integration of gender equality targets into staff performance appraisals, the establishment of dedicated internal mechanisms to enhance organizational culture, and the rollout of training and support structures for PSEA and SH prevention under the newly introduced PI-14.

The report also includes an analysis of baseline questions designed to assess readiness for the transition to the UN-SWAP 3.0 framework, offering insights into entities' preparedness to meet the enhanced performance expectations.

## UN-SWAP 2.0 2024 Reporting

### PI 8: Gender Responsive Performance Management

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

In 2024, **sixty-seven entities (89 per cent) integrated gender-responsive performance management**, and **21 incentivized gender equality** through recognition programs such as gender awards. The 2024 rating reflects a 1-percentage point increase compared to 2018, when 88% of entities met or exceeded the requirements, and **a 30-percentage point increase compared to the baseline year of 2012**, when only 59% of entities met or exceeded the requirements.

This **sustained improvement since 2012** highlights the continued integration and institutional commitment to gender-responsive performance management across the UN system.

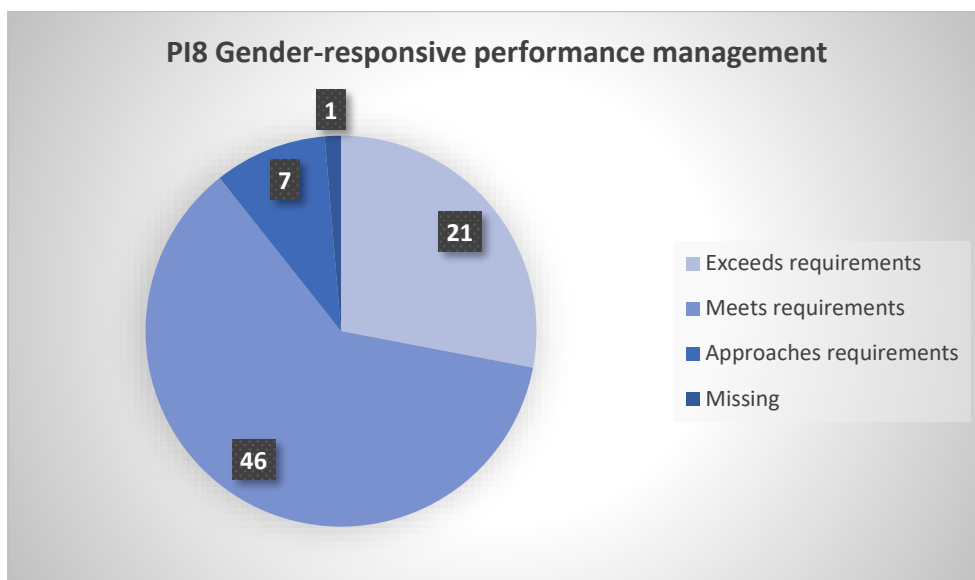
Performance Indicator area, ranked by 2024 performance	Percentage of Total Ratings Meeting or Exceeding Requirements (N/A omitted)				Percentage Point Difference		
	2024	2023	2018	2012	2024-2023	2024-2018	2024-2012
PI8 Gender-responsive performance management	89	93	88	59	-4	1	30

Table 1: Comparative analysis of UN-SWAP 2.0 meets and exceeds ratings, 2023 – 2024

### Ratings

- **21 entities exceeded requirements**, demonstrating integration of gender equality and the empowerment of women into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above, including decision-making positions in all Committees, Missions, and Advisory Bodies. These entities have also implemented a system of recognition for excellent work promoting gender equality and women's empowerment.

- **46 entities met the requirements**, ensuring that gender equality and the empowerment of women are integrated into core values and/or competencies, with a particular focus on levels P4 or equivalent and above.
- **7 entities approached the requirements**, with their core values and/or competencies under revision to include an assessment of gender equality and the empowerment of women.



## Disaggregation of ratings by entity typology

- **21 entities exceeded the requirements:** Among them were 10 Secretariat entities, 6 Funds and Programs, 2 Specialized entities, 2 entities with a Technical Focus, and 1 Training Institute.
- **46 entities met the requirements:** This group included 30 Secretariat entities, 6 Funds and Programs, 4 Technical Focus entities, 4 Training Institutes, and 2 Specialized entities.
- **7 entities approached the requirements:** These included 5 entities with a Technical Focus and 2 Funds and Programmes.
- **1 entity**, a Training Institute, was **rated as missing**.

## UN System-wide Trends

*The entity's core values and/or competencies being revised to include assessment of gender equality and the empowerment of women.*

During this cycle, **66 entities (89%) reported integrated gender considerations** into performance management, strengthening accountability, promoting inclusive leadership, and systematically embedding GEWE across all staff levels.

Notably, in entities where meaningful progress has been achieved, leadership development has emerged as a transformative driver of organizational change. This has included implementing innovative, blended learning leadership programs designed to equip staff with the skills and tools to

lead in a gender-responsive and accountable manner. Such approaches have not only reinforced internal accountability but also enhanced operational excellence in entities' service delivery.

**Actions implemented by entities during this reporting cycle include:**

- ✓ **Integration of gender equality into performance frameworks:** The UN Secretariat has required all personnel to include gender SMART goals in evaluations, promoting fairness, equity, and feedback. A new *Values and Behaviours Framework*, effective 1 October 2024, embeds gender equality as a core value and replaces the previous competency model. Revised performance management policies support gender-responsive recruitment, evaluation, and development, while updated leadership guidance emphasizes gender equality, diversity, and cultural sensitivity in alignment with global development goals.
- ✓ **Mandatory training on GEWE-related topics:** Entities have required staff to complete core UN courses such as *United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct*, *Fighting Gender Bias at Work and Unconscious Bias*, *BSAFE* security awareness training, and *Ethics and Integrity at the United Nations*.
- ✓ **Integrating GEWE into core competencies:** Gender equality and women's empowerment have been embedded into competencies assessed across all staff. Supervisors and directors are expected to demonstrate gender-responsive behaviors in their performance plans, with gender-related competencies weighted up to 40%. **(IFAD)**
- ✓ **Incorporating gender goals in performance plans:** Staff are required to include gender equality or parity objectives in individual performance plans. Bureau heads are held accountable through performance compacts, and gender-responsive behaviors are monitored through strategic frameworks and technical competency assessments. **(UNDP)**
- ✓ **Reinforcing GEWE through performance evaluation:** Gender equality is evaluated under the "Embracing Diversity" competency and reinforced through recruitment and office management standards. **(UNFPA)**
- ✓ **Assessing gender sensitivity through explicit indicators:** All staff are evaluated on the "Respecting and Promoting Individual and Cultural Differences" competency, which includes indicators such as "understanding and respecting cultural and gender issues and applying this to daily work and decision-making." **(WHO)**
- ✓ **Reintroducing mandatory gender parity targets:** Entities have reinstated performance requirements mandating a 4% increase in gender parity by grade, where parity has not yet been achieved. **(ITC)**

*System of recognition in place for excellent work promoting gender equality and women's empowerment*

To date, **21 entities have actively recognized and rewarded outstanding efforts to advance gender equality and women's empowerment**. Formal recognition mechanisms—such as staff awards, spotlight features, and global certification programmes—have been established to celebrate exemplary work and promote continued engagement in GEWE.

**Actions implemented by entities during this reporting cycle include:**

- ✓ **Awards recognizing gender and WPS performance among uniformed personnel:**
  - (i) A *Military Gender Advocate of the Year Award* (established in 2016) honors an individual peacekeeper for advancing UN Security Council Resolution 1325 on women in armed conflict and peacekeeping.
  - (ii) A *Police Woman of the Year Award* highlights outstanding female police peacekeepers and promotes women's representation in peace operations.
  - (iii) A *Trailblazer Award for Women Justice and Corrections Officers* (launched in 2022) celebrates women breaking barriers in male-dominated roles within peace operations. **(DPO)**

- ✓ **Employee recognition programmes:** One organization uses an *Employee Recognition Awards* initiative to honor GEWE efforts, including a 2024 special award dedicated to women staff in hardship duty stations. A *Gender Champions Programme* also provides certification and recognition at the country -level. **(FAO)**
- ✓ **Staff awards linked to competency frameworks:** Another entity runs a *Staff Awards Programme* aligned with its competency framework and recognizes gender equality through biennial *Gender Awards*, celebrating projects that empower rural women. The most recent edition, held in 2024, highlighted initiatives addressing gender inequalities across regions. **(IFAD)**
- ✓ **Organizational recognition for gender and inclusion:** A dedicated *Recognition Awards* event, launched in 2024, featured a specific category for gender and inclusion. This initiative, supported by a gender and diversity unit, included the development of award criteria, nomination reviews, and prior campaigns such as *Innovation Heroes Awards* and an ongoing *Spotlight* series on inclusive programming. **(ITC)**
- ✓ **Accountability and recognition mechanisms:** Mechanisms have been put in place to ensure accountability at all levels for promoting gender equality, diversity, and inclusion. These include senior manager compacts, mandatory performance goals, participation in global initiatives, and strategies focused on gender parity, disability inclusion, and anti-racism. A targeted action plan strengthens accountability through improved recruitment, career advancement, and inclusive leadership practices. **(OHCHR)**
- ✓ **Formal recognition programmes for gender contributions:** One department has instituted a *Gender Champion Award* and a *Diversity and Inclusivity Award* to honor exceptional efforts in advancing gender equality. In 2024, nominations were completed and award ceremonies scheduled for 2025. Regular internal communications further highlight gender-related achievements and reinforce ongoing commitment. **(UNDSS)**
- ✓ **Awards promoting excellence in GEWE:** Staff contributions are acknowledged through awards such as the *Team Excellence Awards* and another dedicated to a pioneer in the field. These promote innovation, leadership, and learning in gender equality and women's empowerment, recognizing transformative efforts that advance the organization's mandate. **(UN Women)**
- ✓ **Gender certification programmes:** A *Gender Equality Seal Programme* recognizes institutional performance by integrating gender into all areas of work. Over the past decade, this initiative has involved a majority of field offices, focusing on capacity building and closing gender gaps. In 2024, a record number of certifications were awarded and celebrated globally. The programme features gold, silver, and bronze levels, based on rigorous external assessments across multiple benchmarks. **(UNDP)**
- ✓ **Decentralized recognition tools:** A *Recognition Toolkit* is used to enable decentralized acknowledgment of staff contributions, particularly where gender equality and women's empowerment are strongly embedded. **(UNFPA)**
- ✓ **Diversity and inclusion recognition:** A *Diversity, Equity, and Inclusion Award* is part of an annual recognition programme. In 2024, over 25% of nominations specifically celebrated work in support of gender equality. **(UNV)**
- ✓ **Awards prioritizing GEWE in excellence criteria:** Gender equality and diversity serve as primary criteria in a *Recognizing Excellence Awards* initiative. In 2024, more than half of the awards globally were granted based on contributions to GEWE. **(WHO)**

## PI 13: Organizational Culture

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

The 2024 UN-SWAP 2.0 analysis of performance on **Organizational Culture (PI13)** reveals a **continued upward trend in the integration of gender equality principles across institutions**. In 2024, **92% of entities were rated as “meeting or exceeding” requirements**—an increase of one percentage point from 91% in 2023. This reflects sustained commitment, with 69 entities fostering a gender-inclusive work environment.

Compared to the baseline year of 2012, when only 48% of entities met or exceeded the standard, the **2024 results represent a 44-point improvement**. Since 2018, when the figure stood at 76%, there has been a 16-point increase, highlighting steady and long-term progress.

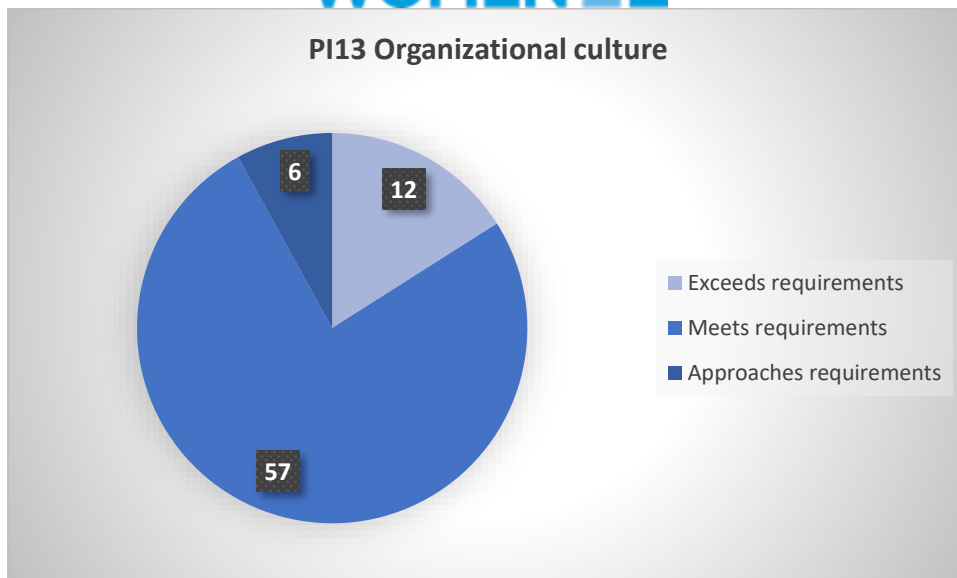
While annual gains have been incremental, the consistently high performance reflects institutional maturity and a sustained commitment to embedding gender equality into organizational values, behaviours, and daily practices.

Performance Indicator area, ranked by 2024 performance	Percentage of Total Ratings Meeting or Exceeding Requirements (N/A omitted)				Percentage Point Difference		
	2024	2023	2018	2012	2024-2023	2024-2018	2024-2012
PI13 Organizational culture	92	91	76	48	1	16	44

Table 2: Comparative analysis of UN-SWAP 2.0 meets and exceeds ratings, 2023 – 2024

## Ratings

- **12 entities exceeded requirements**, demonstrating that their organizational culture fully supports the promotion of gender equality and the empowerment of women. Additionally, these entities have conducted an ILO Participatory Gender Audit or equivalent at least **once every five years**.
- **57 entities met the requirements**, ensuring that their organizational culture fully supports the promotion of gender equality and the empowerment of women.
- **6 entities approached the requirements**, with their organizational culture **partially supporting** the promotion of gender equality and the empowerment of women.
- None of the 75 reporting entities rated as 'missing' or 'not applicable'.



## Disaggregation of ratings by entity typology

- In 2024, **12 entities surpassed the required standards by exceeding the requirements:** Among them, 6 were Secretariat entities, 4 were Funds and Programs, and 1 was an entity with a Technical Focus.
- **57 entities met the requirements:** Among them, 32 were Secretariat entities, 8 were entities with a Technical Focus, 7 were Funds and Programmes, 6 were Training Institutes, and 4 were Specialized entities.
- **6 entities were rated as approaching the requirements:** 3 were Funds and Programmes, 2 were entities with a Technical Focus, and 1 was a Secretariat entity.

## UN System-wide Trends

### *Organizational culture fully supports promotion of gender equality and the empowerment of women*

To date, **68 entities (92%) have committed to fostering an inclusive organizational culture**, underpinned by a robust framework that promotes a gender-inclusive environment at every organizational level.

### *Participatory Gender Audits (PGAs) or equivalent*

Most UN entities are increasingly recognizing the value of a gender-responsive organizational culture and **are investing in tools like Participatory Gender Audits (PGAs) or equivalent assessments** to drive change.

PGAs are increasingly being treated not just as audits but as transformational tools to assess and improve internal systems and workplace culture. Entities are using PGA findings to develop organizational culture action plans and integrate recommendations into HR policies, leadership development programmes, and staff capacity-building strategies.



Over the past **five years, 12 entities have conducted a PGA** or equivalent to assess and monitor progress on gender equality at the entity level.

**Actions implemented by entities during this reporting cycle include:**

- ✓ **Participatory gender audit informing strategic recommendations:** A comprehensive PGA was conducted in 2020, building on a previous audit from 2014. The process included focus groups, interviews, and policy reviews, resulting in concrete recommendations to strengthen gender equality. Internal gender focal points and policies continue to promote diversity and inclusion in operations. **(ESCWA)**
- ✓ **Thematic evaluation advancing GEWE accountability:** A thematic evaluation on gender equality and women's empowerment was launched in 2022, with findings disseminated in 2024. The evaluation assessed organizational performance on GEWE, including human and financial resources, internal processes, and culture. Feedback on a gender parity action plan (2022–2026) informed ongoing improvements. **(IFAD)**
- ✓ **Leadership response to participatory gender audit findings:** A participatory gender audit conducted in 2022–2023, with support from an independent expert, involved document review and staff interviews. The findings led to a management-issued response and action points to enhance the integration of gender perspectives. **(IIIM Syria)**
- ✓ **Gender audit highlighting staff perceptions on inclusivity:** A gender audit was conducted in 2021 using the ILO PGA methodology. The process included a staff-wide questionnaire and consultations, revealing strong perceptions of gender responsiveness in staffing and work-life policies. Management continues to emphasize gender mainstreaming and regularly communicates expectations on inclusion and accountability. **(UNCCD)**
- ✓ **Structured staggered evaluations guiding gender policy development:** Gender equality frameworks have been systematically reviewed through mid-term and independent thematic evaluations. Reviews in 2018, 2021, and 2022 used OECD-DAC criteria, ILO audit tools, and UNEG guidance to assess and improve the effectiveness of the entity's gender strategy. **(UNEP)**
- ✓ **Participatory audit driving strategic gender action:** A Participatory Gender and Inclusion Audit conducted in 2021 using an adapted ILO methodology informed a Gender Mainstreaming Action Plan. Strategic interventions were guided by audit findings, and regular staff surveys were utilized to ensure continuous monitoring of inclusion and organizational culture. **(UNOPS)**
- ✓ **Evaluation addressing internal power and gender dynamics:** An independent strategic evaluation in 2022 examined internal gender and power dynamics, including hierarchies and decision-making structures. In response, systemic changes were implemented, integrated into the ongoing review of the gender strategy and action plan, and informed the development of the subsequent strategy. **(UNOV/UNODC)**

*Alternatives to Participatory Gender Audits (PGAs)*

In the absence of participatory gender audits, several entities **conduct regular staff surveys** and **organizational culture reviews** to monitor progress and understand staff perceptions of gender equality in the workplace. These efforts offer valuable insights into internal culture, helping to identify both barriers and enablers to advancing gender equality.

**Actions implemented by entities during this reporting cycle include:**

- ✓ **Gender equality embedded in organizational values and tools:** Gender equality is a core element of a newly launched Values and Behaviours Framework, developed with input from over 4,500 staff. In 2024, a Gender Equality Acceleration Plan introduced tools such as gender power analysis to assess workplace dynamics. Culture change is co-led by HR and supported by internal communications and system-wide collaboration. **(UN Secretariat)**
- ✓ **Pulse surveys assessing gendered workplace experiences:** In 2023, a pulse survey was launched to evaluate staff experiences, with data disaggregated by gender, staff category, and hierarchy. Initially piloted in two departments, the survey will expand Agency-wide by 2026. Key areas covered include



Engagement, Performance & Growth, Communication & Empowerment, Collaboration & Effectiveness, Respectful Workplace, Handling Inappropriate Behaviour, Diversity & Inclusion, and Wellbeing. The results inform the Agency's efforts to improve workplace culture and inclusivity. **(IAEA)**

- ✓ **Intersectional staff feedback to drive inclusivity:** Regular surveys and mental health assessments are used to gather intersectional data on staff engagement and perceptions. Disaggregation by gender identity, sexual orientation, disability, race, HIV status, and job grade ensures comprehensive insights into workplace inclusion and informs responsive action. **(UNAIDS)**
- ✓ **Organizational culture reviews guiding gender-responsive reforms:** Periodic culture surveys and mandatory exit interviews provide insights into inclusivity. Findings have led to strengthened gender-responsive HR policies, inclusive leadership messaging, and initiatives such as a Dignity and Inclusion Learning Initiative and a flexible working policy. **(UNIDO)**
- ✓ **Systemic inequities identified through pulse survey analysis:** A 2024 pulse survey applied intersectional analysis to identify structural biases and underrepresentation. Key findings prompted the launch of initiatives such as a positive masculinities pilot and targeted efforts to increase women's engagement in underserved regions. **(UNOPS)**
- ✓ **Participatory strategy development for gender equality:** A gender equality strategy for 2023–2028 was developed through participatory consultations with staff and stakeholders, reinforcing a commitment to inclusive internal culture. **(UNRWA)**
- ✓ **Survey data informing leadership accountability:** Workplace assessments and surveys are used to support leadership accountability on gender equality. Findings guide targeted actions to address inclusion gaps and foster more inclusive leadership practices. **(UNEP)**

### *Staff Engagement and Capacity Building*

Many organizations report **strengthening internal capacities** and **enhancing staff engagement** through the rollout of key initiatives, including:

- Training on unconscious bias
- Inclusive leadership programmes
- Initiatives focused on the prevention of harassment and abuse of authority

In parallel, entities are **institutionalizing Gender Focal Point networks and communities of practice** to foster peer-to-peer learning, facilitate knowledge exchange, and promote collective ownership of gender equality objectives.

#### **Actions implemented by entities during this reporting cycle include:**

- ✓ **Managerial orientation reinforcing accountability on GEWE:** In 2022, an orientation program was introduced for newly appointed managers, focusing on responsibilities related to staff management, grievance handling, and misconduct prevention. This is reinforced annually through a recurring training initiative aligned with evolving organizational themes to ensure broad managerial participation. **(IAEA)**
- ✓ **Capacity-building and staff engagement through inclusive learning:** Staff engagement on gender equality is promoted through mandatory training on gender, diversity, and inclusion. Gender focal points across divisions help embed gender perspectives in daily operations. A tailored learning series on gender transformative approaches and leadership training on inclusivity were delivered in 2022–2023. Annual reporting, internal events, and staff dialogues further cultivate awareness and shared responsibility. **(IFAD)**
- ✓ **Mandatory training and leadership engagement on inclusion:** Capacity-building efforts include compulsory training on PSEA and sexual harassment, supported by staff surveys and audit tools for engagement and feedback. Flexible work arrangements and regular town halls reinforce inclusion. A network of over 150 inclusion champions across offices supports implementation of people strategies and maintains open communication with HR. **(UNCCD)**

- ✓ **Participatory audits enabling staff-driven GEWE solutions:** Staff are actively engaged through participatory gender audits involving interviews and collaborative assessments to identify gaps and co-develop solutions. Internal audit capacity is strengthened through the certification of gender audit facilitators drawn from existing staff. **(UNEP)**
- ✓ **Comprehensive learning initiative promoting dignity and inclusion:** A broad-based learning program reached over 900 participants in 2024, covering topics such as gender equality, LGBTIQ+ inclusion, unconscious bias, and harassment prevention. Monthly ethics briefs and online mandatory training on ethics, integrity, and PSEA complement the initiative. Employee resource groups, including those focused on women's empowerment, were revitalized with senior leadership sponsors to enhance influence in decision-making. **(UNIDO)**
- ✓ **Culture initiatives supporting organizational values and inclusion:** Organizational culture is shaped through coordinated initiatives including regular staff pulse surveys, respect and values campaigns, and targeted engagement programs. By the end of 2024, dozens of teams globally will have completed or be engaged in values-driven journeys, contributing to a respectful and inclusive workplace culture. **(WFP)**

## Gaps and Challenges

While considerable progress has been made in implementing the UN-SWAP since its inception in 2012, common challenges as reported in the 2024 cycle, continue to hinder systematic gender mainstreaming. The issues outlined below have been identified across various entities and should be understood as general, system-wide challenges, rather than reflecting weaknesses or shortcomings within any single entity.

### *Lack of Prioritization*

Competing organizational priorities, particularly in smaller or specialized entities, often sideline gender equality efforts. In some cases, gender issues are perceived as peripheral to core mandates, leading to weak strategic focus and limited leadership engagement. Gender responsibilities are frequently delegated to focal points without broader institutional support. Even where gender initiatives have proven effective, efforts to scale them up are often deprioritized in favor of immediate operational demands or restructuring processes that may reduce visibility and influence of gender units.

### *Accountability and Ownership*

Multiple entities emphasize the need to strengthen internal accountability mechanisms for gender equality at all organizational levels. A recurring issue is the limited perception of gender equality as a shared responsibility—many gender focal points operate without formal mandates or on a voluntary basis, reducing institutional ownership. Without strong accountability frameworks and clear expectations, gender efforts remain siloed, with minimal integration into broader management and reporting structures.

### *External Factors and Fragile Contexts*

For entities operating in fragile, crisis-affected, or politically sensitive settings, external constraints significantly hinder gender equality advancement. Reports indicate both actual and perceived backlash against women's rights, alongside chronic underfunding and protracted emergencies, which directly impact field-level implementation. In some cases, entities noted that broader political contexts influenced their internal organizational cultures, creating challenges and slowing progress on gender equality initiatives.

### *Structural and Institutional Barriers*

Structural challenges—such as non-career contracts, small staff sizes, and limited service continuity—undermine efforts to sustain progress on gender equality, particularly in smaller or highly specialized

entities. These factors often result in high staff turnover and job insecurity within gender teams or units, weakening institutional memory and consistency. Organizational restructuring and shifts in human resources configurations can further disrupt continuity and dilute accountability. Although gender frameworks are in place, their implementation is frequently seen as the sole responsibility of gender units, rather than a shared organizational commitment. Moreover, the absence of a common, system-wide understanding of what constitutes “gender transformative” action hinders the ability to pursue more ambitious and systemic reforms across organizations.

#### *Limited Resources and Funding*




Across the board, insufficient and inconsistent funding remains a key obstacle. Many entities note that the absence of sustained and earmarked resources prevents the scaling of GEWE activities. This is especially true for entities without core funding or those operating under cost-recovery models, where gender-related initiatives must compete with other operational priorities.

Smaller organizations often cite limited internal capacity or structural budget constraints as key barriers. For instance, some highlight challenges in advancing gender programming within zero-growth or cost-recovery budget models. Others report a lack of core or flexible funding that impedes full implementation of gender priorities. Technical and specialized agencies note that constrained budgets continue to limit the scope and scale of gender-related activities.

### 3.0 Baseline questions for entities reporting under the UN-SWAP 2.0 in 2024

In 2024, 75 entities reported on their implementation of the UN-SWAP 2.0 framework. To evaluate their progress in relation to the updated framework, entities responded to a set of baseline questions based on the UN-SWAP 3.0 criteria, designed to determine their current status in implementing the updated framework and the elevated requirements, as well as their anticipated rating for approaching, meeting, or exceeding the new requirements.

#### PI 8: 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>8aii. 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>

Analysis of Gender-Responsive Management performance reveals varying levels of integration of gender equality considerations in senior leadership practices across UN entities.

A significant majority of entities **(77%) hold senior leadership accountable for performance** against gender equality policies or equivalent standards, and **75% include knowledge or experience in gender equality as a desirable competency** for leadership roles. These figures reflect a strong institutional commitment to embedding gender equality within leadership accountability and competency frameworks.

However, only **36% of entities require a proven track record** in gender equality and the empowerment of women when making senior appointments. This points to a gap between policy intent and its practical implementation in leadership selection criteria.

Furthermore, while **59% of entities provide senior leaders with feedback on their gender-responsive leadership**, a substantial proportion still lack regular mechanisms for assessment and improvement in this area.

Overall, the data signals meaningful progress toward achieving the benchmark for gender-responsive leadership, reflecting growing awareness and commitment across the organization. At the same time, it highlights critical opportunities to enhance the consistent application of these expectations—particularly in recruitment processes and performance feedback. Closing these gaps will be essential to embedding gender equity more deeply into leadership development and organizational culture.

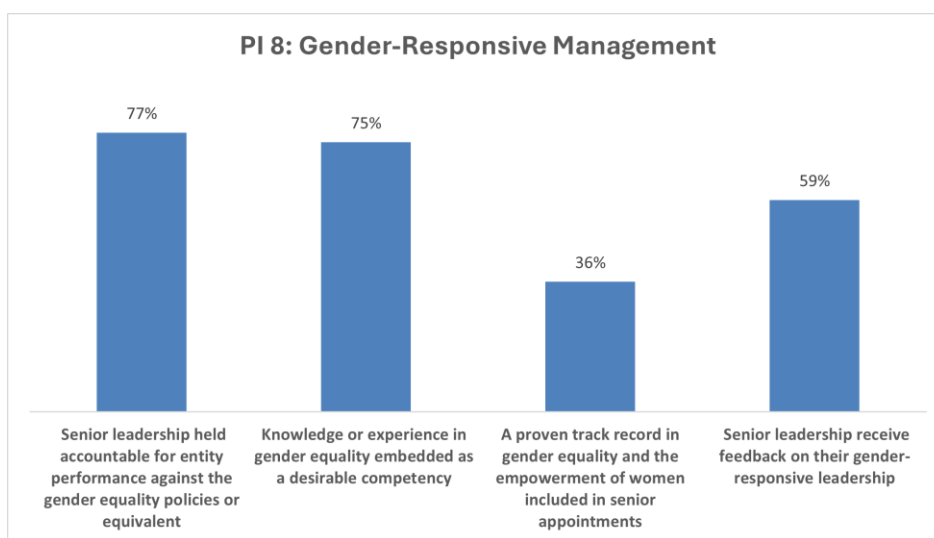


Table 3. PI8: Gender-responsive Performance Management (Exceeds requirements)

*Entity senior leadership are held accountable for entity performance against the gender equality policies or equivalent*

In the 2024 cycle, 77% of entities (58 out of 75) reported that their senior leadership is held accountable for performance on gender equality.

This reflects broad adoption of entity-level accountability mechanisms and provides a solid structural foundation for strengthening leadership responsibility and strategic oversight in advancing gender equality commitments across the UN system.

Senior leadership held accountable for entity performance against the GE policies or equivalent					
Entity Type	Total	No	Yes	% Yes (Type)	% Yes (of 75)
Funds and Programmes	14	2	12	86%	16%
Secretariat	40	4	36	90%	48%
Specialized	4	1	3	75%	4%
Technical focus	11	7	4	36%	5%
Training institute	6	3	3	50%	4%
<b>Total</b>	<b>75</b>	<b>17</b>	<b>58</b>	<b>77%</b>	<b>100%</b>

### Breakdown by Entity Type:

- The UN Secretariat leads in both overall uptake and contribution, with 36 out of 40 entities (90%) reporting that senior leadership is held accountable. This represents 48% of all positive responses (36 of 58), showing that accountability mechanisms are well embedded across the Secretariat.
- Funds and Programmes also report high uptake, with 12 out of 14 entities (86%) affirming senior leadership accountability, contributing 16% (12 of 58) of total “Yes” responses.
- Specialized agencies show 75% adoption (3 of 4 entities), while technical-focused entities report 36% (4 of 11), and training institutes reflect 50% (3 of 6). Together, these three categories account for 13% (10 of 58) of total positive responses, highlighting an area where more consistent implementation is needed.

### Promising Practices in Holding Senior Leadership Accountable for Gender Equality:

- ✓ **Senior Managers’ Compact:** Emphasizes gender equality alongside other inclusion goals, with leaders evaluated on progress toward gender parity at all internationally recruited levels.
- ✓ **Accountability for Conduct:** Senior managers enforce zero-tolerance policies on sexual exploitation, harassment, and abuse of authority, guided by relevant UN regulations.
- ✓ **Gender Equality Acceleration Plan (GEAP):** Launched in March 2024, the plan includes initiatives such as the Clarion Call, aimed at fostering shared accountability for gender equality across the UN system. Beginning in 2025, the Clarion Call will be incorporated as a performance measure in senior management compacts.
- ✓ **Leadership Commitments:** Senior leadership, typically the USG hold specific commitments to gender parity in their compacts and serve as role models for implementing gender equality strategies.
- ✓ **Leadership Commitment Across Levels:** Gender-related actions are embedded in the work plans of senior managers, ensuring responsibility for advancing gender equality throughout the Department.

*Knowledge or experience in gender equality is embedded as a desirable competency in new Job Descriptions/ Terms of Reference and recruitment processes as relevant*

A total of 75% of entities (56 out of 75) report that knowledge or experience in gender equality is embedded as a desirable competency in recruitment processes and leadership job descriptions.

This marks a significant step in aligning institutional gender equality goals with leadership selection criteria, reinforcing the UN system's commitment to promoting gender expertise at decision-making levels.

Knowledge or experience in gender equality is embedded as a desirable competency					
Entity Type	Total	No	Yes	% Yes (Type)	% Yes (of 75)
Funds and Programmes	14	4	10	71%	13%
Secretariat	40	6	34	85%	45%
Specialized	4		4	100%	5%
Technical focus	11	7	4	36%	5%
Training institute	6	2	4	67%	5%
<b>Total</b>	<b>75</b>	<b>19</b>	<b>56</b>	<b>75%</b>	<b>100%</b>

### Breakdown by Entity Type:

- The UN Secretariat leads in implementation, with 34 out of 40 entities (85%) embedding gender equality experience in leadership competencies. This group alone accounts for 61% of all positive responses, showing strong system-wide uptake at the core of UN operations.
- Funds and Programmes report 71% adoption (10 out of 14), demonstrating meaningful integration of gender-related criteria in operational and programmatic leadership roles.
- Specialized agencies show full uptake, with 100% (4 out of 4) confirming this practice, while Training Institutes and Technical Focus entities report 67% (4 of 6) and 36% (4 of 11) respectively. These variations highlight areas of both progress and opportunity for broader consistency.

### Promising Practices in Embedding Gender Equality Competencies:

- ✓ **Incorporation in Recruitment:** Job openings consistently include a gender indicator under the Professionalism competency, emphasizing responsibility for integrating gender perspectives and ensuring equal participation of women and men across all work areas.
- ✓ **Core Values Integration:** Gender equality and women's empowerment are embedded within core values and competencies, requiring staff to demonstrate respect and sensitivity towards diversity across cultural, gender, and religious contexts.
- ✓ **Senior-Level Requirements:** Certain senior roles, such as the Head of the Division for Gender Affairs, specifically require a proven track record in gender equality and women's empowerment.
- ✓ **Competency Frameworks:** The framework(s) includes gender-related technical competencies, such as Gender and Institutional Development, while the core competency framework prioritizes diversity and inclusion as essential elements. It promotes not only gender equality but also respect, understanding, acceptance, fair treatment, and the cultivation of an inclusive environment for everyone.
- ✓ **Leadership Competency Gap:** Although gender indicators are included under Professionalism for most roles, there is an identified need to explicitly embed gender equality within the Leadership competency for higher-level positions (P-5, D-1, and D-2).

### *Senior appointments will include a requirement for a track record in gender equality*

A total of 36% of reporting entities (27 out of 75) indicate that a proven track record in gender equality and the empowerment of women is required for senior-level appointments. This suggests that, while gender-related competencies are recognized in policy, they are not yet consistently reflected in recruitment practices—indicating a divergence between stated UN System-wide commitments and implementation.

There is considerable room for improvement, particularly among Funds and Programmes and Technical Focus entities, which, despite their broad operational mandates, currently demonstrate lower levels of GEWE integration in senior appointments.

A proven track record in GEWE included in senior appointments [of 75 reporting entities]					
Entity Type	Total	No	Yes	% Yes (Type)	% Yes (of 75)
Funds and Programmes	14	11	3	21%	4%
Secretariat	40	25	15	38%	20%
Specialized	4	1	3	75%	4%
Technical focus	11	9	2	18%	3%
Training institute	6	2	4	67%	5%
<b>Total</b>	<b>75</b>	<b>48</b>	<b>27</b>	<b>36%</b>	<b>100%</b>



When analyzing by entity type—measuring the number of entities that reported including a **proven track record in GEWE** in senior appointments ("Yes") relative to the **total number of entities within that category**—the following insights emerge:

- **Specialized agencies with 3 out of 4 (75%)** and **training institutes at 67% (4 out of 6)** show the highest levels of inclusion, indicating a potentially stronger alignment with gender equality mandates or a more targeted focus on GEWE in their leadership selection.
- In contrast, **technical-focused entities at 18% (2 of 11)** and **funds and programmes 21% (3 of 14)** exhibit the lowest uptake. This suggests possible challenges in integrating gender equality experience into leadership recruitment, particularly in more operational or technically oriented environments.
- The **UN Secretariat**, which represents the largest share of reporting entities, demonstrates **moderate uptake at 38% (15 of 40)**. This highlights a broader trend of **inconsistent implementation**, even within core UN structures.
- When reviewing each entity type's **contribution to the total 27 entities (36%)** that reported including a **proven track record in GEWE** in senior appointments, the following patterns emerge:
- The **UN Secretariat** accounts for the largest share, contributing **20%** of all positive responses. This suggests that Secretariat entities are playing a leading role in embedding GEWE considerations into senior leadership recruitment.

### Promising Practices in Senior Appointments and Gender Equality Competencies

- ✓ **Track Record Requirement:** Senior appointments increasingly require a proven track record in gender equality, particularly through competency-based interviews that assess professionalism and leadership.
- ✓ **Leadership Competency:** For senior roles (P-5, D-1, D-2), leadership competency standards explicitly include responsibility for incorporating gender perspectives and promoting equal participation of women and men.
- ✓ **Standardized Language:** The UN Secretariat uses standardized competency language emphasizing leadership in gender equality as a required qualification in senior job openings.
- ✓ **High-Level Assessments:** High-Level Assessment Centres (HLAC) for senior roles, include specific evaluation of candidates' sensitivity to gender and diversity and examples of supporting gender equality.
- ✓ **Framework and Tools Update:** The Division of People and Culture, together with the Gender Equality Section, is revising leadership evaluation frameworks, vacancy announcements, and interview guides to integrate explicit gender competencies and skills.
- ✓ **Systematic Integration:** Since mid-2024, gender-related competencies have been integrated into Terms of Reference (TORs) for recruitment and senior management positions, with full systematization and template revisions expected by 2025.

*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 total of **59% of entities (44 out of 75)** report that senior leadership receive feedback on their **gender-responsive leadership (GRL)** through confidential staff surveys, 360-degree feedback, or equivalent mechanisms.

This reflects a steady level of system-wide uptake, indicating growing efforts to enhance accountability and leadership development through participatory feedback processes.

It also signals increasing recognition of the value of feedback in advancing gender equality goals across the UN system.

Senior leadership receive feedback on their gender-responsive leadership through recurring and confidential staff surveys and/or 360-degree feedback mechanisms or equivalent					
Entity Type	Total	No	Yes	% Yes (Type)	% Yes (of 75)
Funds and Programmes	14	6	8	57%	11%
Secretariat	40	11	29	73%	39%
Specialized	4		4	100%	5%
Technical focus	11	9	2	18%	3%
Training institute	6	5	1	17%	1%
<b>Total</b>	<b>75</b>	<b>31</b>	<b>44</b>	<b>59%</b>	<b>100%</b>

However, a closer look at **performance by entity type** reveals uneven implementation:




- The **UN Secretariat** shows the strongest uptake, with **29 out of 40 entities (73%)** implementing feedback mechanisms—accounting for **66% of all “Yes” responses**. This shows a comparatively high level of investment in leadership accountability mechanisms within core UN structures.
- **Funds and Programmes follow at 57% (8 out of 14)**, contributing **11% of total positive responses**, which is slightly below the system average.
- **Specialized agencies** stand out with **100% uptake**, although their overall contribution (5%) is modest due to small numbers. Their performance highlights that **smaller or more focused entities can still lead by example** in adopting best practices.
- **Technical Focus entities (18%)** and **Training Institutes (17%)** show the lowest uptake, together contributing just **4%** of the total “Yes” responses. This suggests that feedback systems are **least institutionalized in more technical or training-oriented entities**, representing a key area for improvement.

### Promising Practices in Senior Leadership Acting on Feedback

- ✓ **Anonymous Employee Surveys:** Staff anonymously assess the performance and conduct of supervisors and senior management. Results are shared with leadership, and appropriate actions are taken in response.
- ✓ **Annual Performance Evaluations:** Supervisor performance is evaluated annually, including equitable treatment based on gender, support for team development, and fair performance appraisals.
- ✓ **Performance Management Index:** Inclusion is assessed as one of 12 dimensions, with multi-rater feedback on senior leadership effectiveness.
- ✓ **Staff Engagement Survey (SES):** Conducted biennially, the SES gathers qualitative data on gender-related workplace experiences and identifies gaps, especially for women. Its empowerment index informs gender equality KPIs.
- ✓ **360-Degree Feedback:** Managers undergo 360-degree feedback every two years, providing insights into gender-responsive leadership.
- ✓ **Leadership Development:** In 2024, senior leaders participated in a leadership program where feedback on gender, diversity, and inclusion was collected via 360-degree tools from supervisees.

- ✓ **360 Feedback Mechanism:** Relaunched in 2024 for a broader staff group, the mechanism now assesses senior leadership not only on technical expertise but also on their ability to promote diversity, in line with core organizational values. The assessment center incorporates 360 feedback in preliminary reviews. In the first half of 2024, three assessments were conducted with a new provider, involving 46 candidates. These evaluations measure senior staff performance on the competency "Respecting and Promoting Individual and Cultural Differences," including gender responsiveness, and provide feedback to applicants.

## PI 13: Organizational Culture

13. Performance Indicator: Organizational Culture		
 Approaches requirements	 Meets requirements	 Exceeds requirements
13a. Organizational culture fully supports promotion of gender equality and the empowerment of women	13bi. Organizational culture fully supports promotion of gender equality and the empowerment of women  and  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	13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women  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  and  13ciii. Agreed-upon recommendations from the internal power analysis are implemented

### Internal Gender and Power Analysis

Out of the 75 reporting entities in 2024, **15 entities (20%) reported conducting an internal gender and power analysis** or equivalent to examine systems, structures, hierarchies, and both formal and informal decision-making processes to identify and remove barriers to gender equality.

These findings highlight the need to expand gender and power analysis across all UN entities.




Internal Gender and Power Analysis					
Entity Type	No	Yes	Total	% Yes (Type)	% Yes (of 75)
Funds and Programmes	9	5	14	36%	7%
Secretariat	31	9	40	23%	12%
Specialized	4		4	0%	0%
Technical focus	10	1	11	9%	15%
Training institute	6		6	0%	8%
Total	60	15	75	20%	100%

The baseline report outlines various approaches to conducting exercises similar to gender power analysis. Some entities use evaluation frameworks, staff surveys, and HR tools, while others focus on targeted assessments to address gender imbalances at senior levels.

- ✓ **Thematic Evaluation on GEWE:** A thematic evaluation on gender equality and the empowerment of women (GEWE) was conducted to identify internal and external barriers. The evaluation emphasized embedding gender principles into systems, structures, and decision-making processes, and reinforced regular monitoring of institutional inclusion practices.

- ✓ **Implementation of EDGEplus Action Plan:** The EDGEplus action plan was fully implemented in 2024 to enhance inclusivity and gender equity within internal culture and operations.
- ✓ **Evaluation of Gender Action Plans and Policy:** A comprehensive evaluation of Gender Action Plans (2018–2025) and Gender Policy focused on organizational change and workplace culture. The process included:
  - Review of 468 documents (manual and NLP-assisted)
  - Eight country case studies involving 518 stakeholders
  - Global and regional interviews and focus groups
  - An all-staff survey with 884 responses
  - Comparative analysis with peer organizations
- ✓ **Expansion of Workforce Planning Tool:** A workforce planning tool was expanded across all divisions to help managers forecast long-term gender parity, using retirement trends over a 10-year period.
- ✓ **Staff Engagement Survey:** A staff engagement survey launched in November 2024 captures internal insights related to gender dynamics and workplace culture, serving as an informal tool for power analysis.
- ✓ **Gender Mainstreaming Evaluation:** A gender mainstreaming evaluation was conducted to assess the extent of gender integration within internal systems and strategies, with a follow-up planned before 2030.
- ✓ **Gender Representation Assessment:** Conducted in September 2024, the assessment revealed a gender gap at the P5 level, with only 27% women. Recommendations included prioritizing gender equality in recruitment and ensuring balanced representation in senior meetings. Findings were presented to the Head of Entity, with judicial decision-making excluded due to mandate limitations.

## PI 14: Tackling the Protection from Sexual Exploitation and Abuse (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>14aai. 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 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>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>

## Analysis of UN-SWAP 3.0 Implementation and Reporting Cycle for 2024

**17 entities (out of 75) reported using the updated UN-SWAP 3.0 framework**, which introduced a new Performance Indicator on [Tackling the Protection from Sexual Exploitation and Abuse \(PSEA\) and Sexual Harassment \(SH\)](#).

Of the 18 entities reporting, **two have approached the requirement** to develop and implement an entity-wide Action Plan addressing PSEA and SH. These entities have based their plans on comprehensive risk assessments and adopted a victim-centered approach.

**Seven entities reported meeting the established requirement** to either implement or be on track to implement such Action Plans. These entities have also provided detailed reports to their governing bodies and/or the Office of the Special Coordinator on Sexual Exploitation and Abuse (OSCSEA), ensuring accountability for their actions and progress.

**Five entities exceeded the requirements** by not only having fully developed, resourced, and implemented Action Plans, but also by including updates on the progress made in fostering lasting changes in organizational culture, behaviour, and attitudes towards all forms of Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) in their annual reports to their governing bodies.

**Four entities**, however, either **missed the requirement or reported that it was not applicable** to their operations.

This data highlights varying levels of commitment and progress across entities, with a clear indication that while some have made significant strides, others still face challenges in meeting the full scope of the requirements. Continued efforts are necessary to ensure that all entities implement comprehensive and effective action plans, and that they remain accountable for their progress in eliminating sexual exploitation, abuse, and harassment.

Entity Type	Approaches	Exceeds	Meets	Missing	N/A	Total
Funds and Programmes	1	1	3			5
Secretariat		3	3		3	9
Technical focus		1	1	1		3
Training institute	1					1
<b>Total</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>1</b>	<b>3</b>	<b>18</b>

Table 3: Analysis of UN-SWAP 3.0 reporting cycle

## Summary of UN-SWAP 2.0 Framework Reporting Cycle for 2024

To evaluate their progress in relation to the updated framework, **entities responded to a set of baseline questions based on the UN-SWAP 3.0 criteria**, designed to determine their current status in implementing PSEA and SH policies and action plans, as well as their anticipated rating for *approaching, meeting, or exceeding* the new requirements.

**48 of the reporting entities (64%) have developed, resourced, and implemented an entity-wide Action Plan** based on risk assessments that addresses Protection from Sexual Exploitation and Abuse (PSEA) and Protection from Sexual Harassment (SH) through a victim-centered approach.



Furthermore, **52 entities (69%) report to their governing bodies and/ or OSCSEA** on the actions taken related to PSEA and SH.

**39 entities (52%) exceed requirements by including updates in entity reports**, outlining the **progress made in fostering lasting changes in organizational culture, behaviour, and attitudes** towards all forms of Protection from Sexual Exploitation and Abuse (PSEA) and Sexual Harassment (SH). These reports are submitted annually to their respective governing bodies to ensure accountability and continued progress in these critical areas.

Entity-level Action Plan	No	Yes	Total
Funds and Programmes	4	10	14
Secretariat	11	29	40
Specialized	0	4	4
Technical focus	8	3	11
Training institute	4	2	6
<b>Total</b>	<b>27</b>	<b>48</b>	<b>75</b>
Lasting change in organizational culture, behavior and attitudes	No	Yes	Total
Funds and Programmes	4	10	14
Secretariat	20	20	40
Specialized	1	3	4
Technical focus	6	5	11
Training institute	5	1	6
<b>Total</b>	<b>36</b>	<b>39</b>	<b>75</b>
Report on the PSEA and SH	No	Yes	Total
Funds and Programmes	2	12	14
Secretariat	14	26	40
Specialized	0	4	4
Technical focus	3	8	11
Training institute	4	2	6
<b>Total</b>	<b>23</b>	<b>52</b>	<b>75</b>

Table 4: Analysis of UN-SWAP 2.0 reporting cycle

## Promising Practices in Tackling SEA and SH

- ✓ Several initiatives have been implemented to support entities in identifying, assessing, and managing risks related to sexual exploitation and abuse (SEA). A key development is the **2024 revision of the Misconduct/SEA Risk Management Toolkit, which provides updated guidance on applying a victim-centered approach, leveraging data analytics, and adopting a regional or field-based risk management strategy**. These updates aim to ensure a consistent and integrated approach to conduct and discipline risk management across all operational levels. **Entities are expected to submit annual SEA Action Plans to the Secretary-General in line with his request**. These plans are submitted through the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse (OSCSEA). Support for this process includes Secretariat-wide baseline indicators and tailored feedback, recognizing that SEA risks differ by location. **A closed knowledge-sharing network, established in 2019, supports over 200 conduct and discipline focal points from various entities** through regular webinars, training sessions, updated policy tools, and access to over 100 recorded presentations covering a broad range of relevant topics such as victim assistance, vetting, fraud, and case management systems. **(UN Secretariat - DMSPC)**

- ✓ **Conduct and Discipline Teams (CDTs) and focal points in peacekeeping and special political missions** advise heads of mission on conduct and discipline issues for all personnel, including sexual exploitation and abuse. They **provide training on UN rules, develop strategies to prevent violations, and lead outreach activities for host communities**. CDTs receive and assess misconduct allegations, referring cases for investigation when warranted, and track all misconduct cases. They also coordinate victim assistance in collaboration with UN and civil society partners. **(UN Secretariat - DMSPC)**
- ✓ The organization has a **2024 entity-level action plan to prevent and respond to sexual exploitation and abuse (SEA)**. This is implemented through a variety of measures, including Secretariat-wide policies and key actions addressing PSEA, as well as entity-specific steps. Staff are made aware of ST/SGB/2003/13 upon joining, sign an acknowledgment of receipt of the ST/SGB, and compliance with mandatory training is monitored, with follow-up for those who have not completed it. The **Conduct and Discipline Focal Point serves as the focal point for SEA, is responsible for drafting the SEA action plan, and reports regularly to senior management on progress**. SEA risk is assessed as part of the organization's Enterprise Risk Management exercise. Agreements with donors are reviewed to include language from ST/SGB/2003/13, and the organization actively participates in the Administrative Law Division (ALD) Connect initiative. **(IIIM Syria)**
- ✓ The **Ethics Office contributed to the entity-level action plan to prevent and respond to sexual exploitation and abuse (SEA)**. Furthermore, the UN Secretary-General has requested that all **senior leaders certify their commitment to preventing and responding to SEA through a Management Letter on Protection from Sexual Exploitation and Abuse (PSEA), submitted to their governing bodies**. The organization has submitted its annual Management Letter for the period of 1 January to 31 December 2023, with the 2024 letter to be prepared in due course. At the UN's request, **the organization also submits its annual Management Letter on PSEA to the UN Office of the Special Coordinator on Improving the United Nations Response to SEA (OSCSEA)** and has consistently done so for several years. **(ITU)**
- ✓ In March 2024, the **organization reported to its governing board on measures taken to prevent and respond to sexual harassment**, through its annual ethics report and the latest internal audit and investigations report. **(IAEA)**
- ✓ The **ASG, acting as the PSEA Advocate, regularly convenes internal meetings to review actions taken to prevent sexual exploitation and abuse (SEA)**. In December 2024, the ASG issued a message to personnel reaffirming a strong commitment to addressing all forms of violence, including SEA and sexual harassment (SH). The message emphasized that prevention is essential to fostering a safe, respectful, and inclusive workplace. An accompanying document on reporting unsatisfactory and prohibited conduct was shared to enhance awareness and understanding. **(UNDSS)**