



UN-SWAP 2.0 /3.0 REPORTING CYCLE 2024

Gender-related Results – Performance Indicators 6, 7

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UN-SWAP 2.0 Accountability Framework

06. Performance Indicator: Policy

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

07. Performance Indicator: Leadership

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

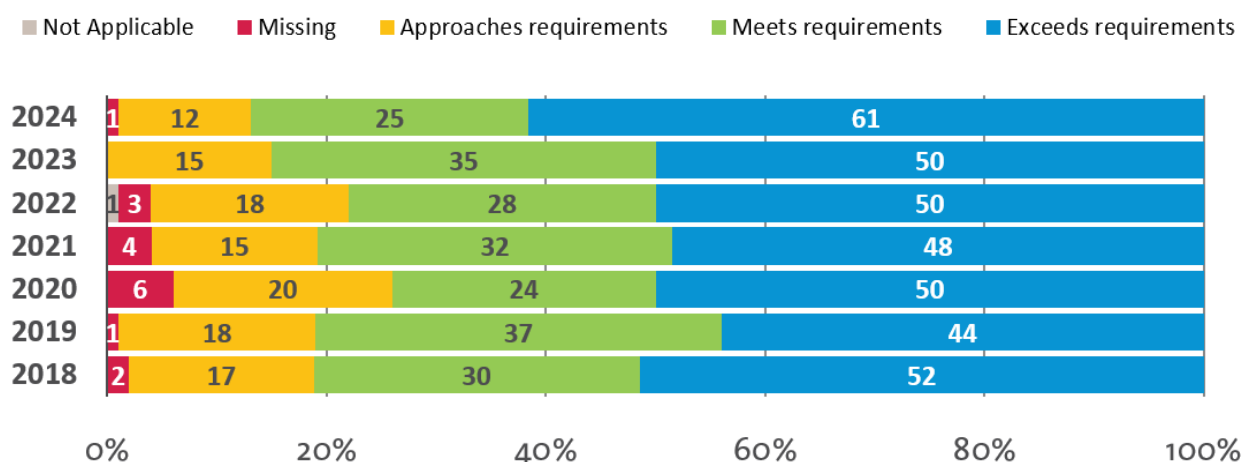
I. Overview of system-wide performance, 2018-2024 (by percentage)

PI 6: Gender Policy

The percentage of entities reporting “meets/exceeds requirements” increased from 82% (54 entities) in 2018 to 86% (65 entities) in 2024, reflecting a consistently high number of entities with an updated gender policy in place.

In particular, the percentage of “exceeds” increased from 52% to 61% (46 entities), demonstrating that more entities have set up the senior level mechanisms to ensure accountability to promote GEWE.

At the same time, 9 entities are in the process of developing or updating their gender policy (“approaches” rating), while 1 entity has yet to begin this work.



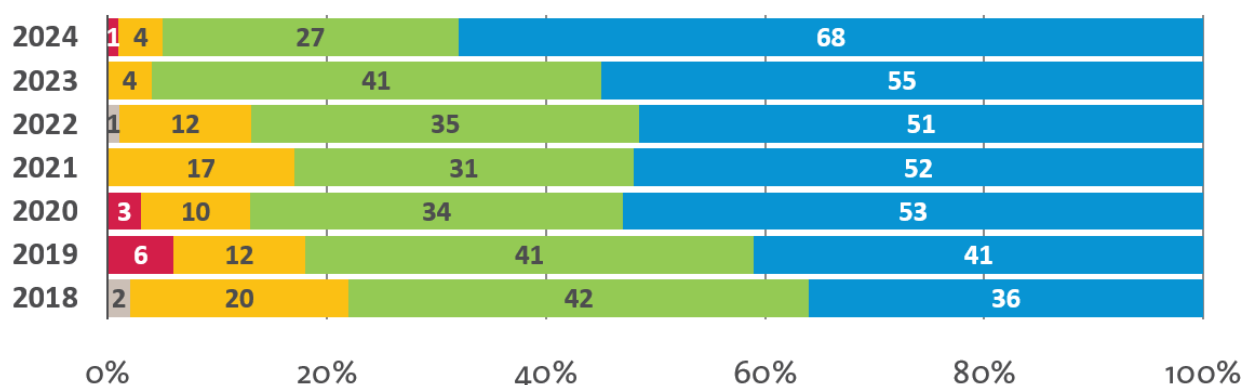
PI 7: Leadership

The percentage of entities reporting “meets/exceeds requirements” rose from 78% (52 entities) in 2018 to 95% (71 entities) in 2024, showing that the vast majority of the UN system is strengthening leadership for GEWE both internally and externally.

Notably, the share of entities rated as “exceeds” increased steadily from 36% (24 entities) in 2018 to 68% (51 entities) in 2024, more than doubling over this period. This reflects a significant expansion in the number of entities where senior managers actively promoted the advancement of UN-SWAP performance indicators.

At the same time, four entities still need to strengthen their work on leadership per UN-SWAP requirements, as they remain rated “missing” or “approaching requirements.”





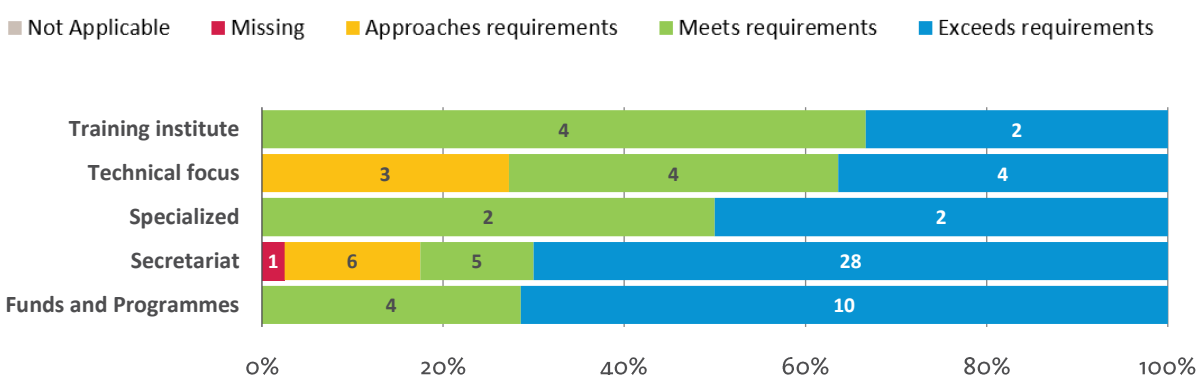
II. Comparison by entity types in 2024 (by number of entities)

PI 6: Policy

All Funds and Programmes (14/14), Specialized Entities (4/4), and Training and Research Institutes (6/6) have met or exceeded PI 6, reflecting strong commitment and concrete efforts on both gender mainstreaming and gender parity via updated corporate gender policies.

In comparison, three Technical Entities (out of 11) and 6 Secretariat Entities (out of 40) are still in the process of developing or updating a corporate gender policy (or equivalent). One Secretariat Entity has not yet begun this work.

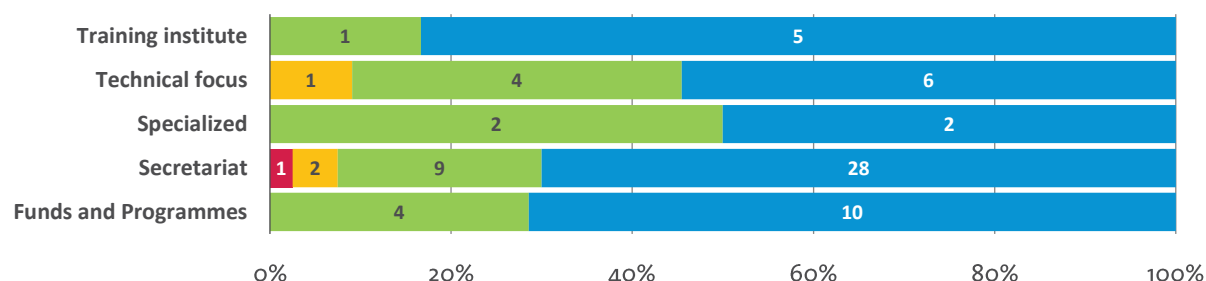
It is worth noting that under UN-SWAP 2.0, Secretariat entities with a primarily administrative focus, as well as some Training and Research Institutes, could opt to report only policies or strategies on gender parity only.



PI 7: Leadership

All Funds and Programmes (14/14), Specialized Entities (4/4), and Training and Research Institutes (6/6) have met or exceeded PI 7, demonstrating senior leadership’s active championship of GEWE both internally and externally. Moreover, the majority of entities reported that senior managers are actively promoting the advancement of UN-SWAP performance indicators.

In comparison, one Technical Entity (out of 11) and two Secretariat Entities (out of 40) reported senior leadership championing GEWE internally only. In addition, one Secretariat Entity (rated “missing requirement”) showed a wider performance gap under PI 7.



III. System-wide factsheet

1) UN entities that have an up-to-date gender equality policy in place:

- 2012: 21 entities; 2018: 54 entities; 2024: 65 entities

DCO, DGACM, DMSPC, DOS, DPO, DPPA, DSS, ECA, ECE, ECLAC, ESCAP, ESCWA, FAO, IAEA, ICAO, IFAD, IIIM Syria, ILO, IMO, IOM, IRMCT, ITC, OAJ, OCHA, ODA, OHCHR, OLA, Ombudsman, OSAA, OSRSG-SVC, OSRSG-VAC, UN Women, UNAIDS, UNCCD, UNCDF, UNCTAD, UNDP, UNDRR, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICC, UNICEF, UNICRI, UNIDIR, UNIDO, UNITAR, UNOCT, UNODC, UNOG, UNON, UNOPS, UNOV, UNRISD, UNRWA, UNSSC, UNU, UNV, UPU, WFP, WHO, WIPO, WMO

2) UN entities that have a specific senior level mechanism in place for ensuring accountability for promotion of GEEW:

- 2018: 34 entities; 2024: 46 entities

DCO, DGACM, DMSPC, DOS, DPO, DPPA, DSS, ECE, ECLAC, ESCAP, ESCWA, IAEA, ICAO, IFAD, IIIM Syria, ILO, IMO, IRMCT, ITC, OCHA, ODA, OHCHR, OLA, Ombudsman, OSAA, OSRSG-SVC, UN Women, UNCTAD, UNDP, UNDRR, UNEP, UNFPA, UNHCR, UNICEF, UNIDO, UNOCT, UNODC, UNOG, UNON, UNOPS, UNOV, UNRISD, UNRWA, UNU, WFP, WHO

3) UN entities that have senior managers who internally and publicly champion GEEW:

- 2018: 52 entities; 2024: 71 entities

CTBTO, DCO, DESA, DGACM, DGC, DMSPC, DOS, DPO, DPPA, DSS, ECE, ECLAC, ESCAP, ESCWA, FAO, IAEA, ICAO, IFAD, IIIM Syria, ILO, IMO, IOM, IRMCT, ITC, ITU, OAJ, OCHA, ODA, OHCHR, OHRLLS, OIOS, OLA, Ombudsman, OSAA, OSRSG-SVC, OSRSG-VAC, UN Global Compact, UN Women, UNAIDS, UNCCD, UNCDF, UNCTAD, UNDP, UNDRR, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICC, UNICEF, UNICRI, UNIDIR, UNIDO, UNITAR, UNOCT, UNODC, UNOG, UNON, UNOPS, UNOV, UNRISD, UNRWA, UNSSC, UNU, UNV, UPU, WFP, WHO, WIPO, WMO

4) UN entities that have senior managers who proactively promote improvements in UN-SWAP performance:

- 2018: 24 entities; 2024: 51 entities

CTBTO, DCO, DGACM, DGC, DMSPC, DOS, DPO, DSS, ECLAC, ESCAP, ESCWA, IAEA, ICAO, IFAD, ILO, IRMCT, ITC, ODA, OHRLLS, OIOS, OLA, OSAA, OSRSG-SVC, OSRSG-VAC, UN Women, UNCCD, UNCTAD, UNDP, UNDRR, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICC, UNIDIR, UNITAR, UNOCT, UNODC, UNOG, UNON, UNOPS, UNOV, UNRISD, UNRWA, UNSSC, UNU, UNV, WFP, WIPO, WMO

5) 17 entities reported that their gender policy has a **costed action plan** in place. **50 entities** replied **No** to the question.

6) 34 entities reported **disbursed adequate resources** for implementation of the gender equality policy/policies or equivalent. **33 entities** replied **No** to the question.

7) (GEAP-related) 61 entities reported that their senior leadership proactively **addressed the push back** against gender equality and the empowerment of women both internally and/or publicly. **14 entities** replied **No** to the question.

8) (GEAP-related) 44 entities reported having a senior level **Gender Steering and Implementation Committee or equivalent** in your entity to enhance the entity's progress, learning and accountability for achieving results related to the gender equality policies. **31 entities** replied **No** to the question.

9) (GEAP-related) 49 entities reported that the Head of Gender Unit or equivalent **participate in senior management team meetings**, as relevant. **26 entities** replied **No** to the question.

10) (GEAP-related) 52 entities reported the Head of the Gender Unit or equivalent have a **direct reporting line** to senior leadership. **23 entities** replied **No** to the question.

IV. Observations from UN-SWAP 3.0 baseline questions

As part of the 2024 reporting, 6 baseline questions were introduced under PI 6 and 7, derived from the new requirements under UN-SWAP 3.0. The below section offers a brief analysis of both the progress made and the challenges reported by entities, drawing on data from UN-SWAP 2.0 baseline responses and UN-SWAP 3.0 reporting.

06. Performance Indicator: Policy Business Owner: Gender Unit/Gender Focal Point		
 Approaches requirements	 Meets requirements	 Exceeds requirements
6ai. <u>Up to date gender equality policy/policies or equivalent</u> and 6aii. <u>A costed action plan in place.</u>	6bi. <u>Up to date gender equality policy/policies or equivalent</u> and 6bii. <u>Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation.</u> and 6biii. <u>Adequate resources disbursed for implementation of the gender equality policy/policies or equivalent.</u>	6ci. <u>Up to date gender equality policy/policies or equivalent</u> and 6cii. <u>Deliverables in the costed action plan have been achieved or are on track to be achieved in line with the proposed timeline for implementation</u> and 6ciii. <u>Adequate resources disbursed for implementation of the gender equality policy/policies or equivalent</u> and 6civ. <u>Entity reports at least every two years / regularly to the Governing Body or its equivalent on progress of the gender equality policies or equivalent</u>

07. Performance Indicator: Leadership

Business Owner: Senior Management Team / Office

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

PI 6 Policy Baselines

1. Does your entity's gender policy have a costed action plan in place?

Entity type	Yes	No
Funds and Programmes	4	10
Secretariat	8	27
Specialized	3	1
Technical focus	2	6
Training institute		6
Total	17	50

Progress:

17 entities reported having having a costed action plan in place to implement their gender policies or equivalent. **Main approaches include:**

1. Ensured existing resources, staffing time and/or some budget, to implement the gender policy.

2. Incorporated budget lines or dedicated amount of allocations to the overall implementation.
3. Ensured partial funding to some activities, e.g., on capacity building

Challenges:

50 entities replied No to the question. **The main reasons are:**

1. The term “costed” was interpreted narrowly as referring only to available or secured funding.
2. The current regular budget structure does not allow financial benchmarking or there is no dedicated budget line for gender policies/action plan
3. Resource constraints persists, e.g., downsizing, lack of funding or zero growth budget, no predictable resources
4. Staffing gaps including unfilled positions or insufficient HR capacity
5. Some entities shared their ongoing or planned work on developing / updating the gender policies/action plans where the costing element will be incorporated later.

2. Has your entity disbursed adequate resources for implementation of the gender equality policy/policies or equivalent?

Entity type	Yes	No
Funds and Programmes	8	6
Secretariat	17	18
Specialized	4	
Technical focus	4	4
Training institute	1	5
Total	34	33

Progress:

34 entities reported having disbursed adequate resources for implementation of the gender equality policy/policies or equivalent. **Main approaches include:**

1. Entities reported that staffing cost were covered, e.g., for gender teams, GFP network, and new recruits.
2. Entities referenced various types of budget available, e.g., the strategic planning budgets, programme budgets, regular or extra-budgetary resources.
3. A few entities demonstrate compliance with this requirement by highlight their financial benchmark established and met
4. Some provided examples of funds spent on specific activities, such as training or travel to gender-related events.
5. Certain entities have also established projects to channel gender policy funding.

Challenges:

33 entities replied No to the question. **The main challenges are:**

1. Entities reported that there was no dedicated funding for gender policy
2. The resources link to existing section plans of the organization
3. Some entities implemented their action plan within existing resources
4. Some offices were downsizing, having zero growth programme budget, or not fully funded.
5. The costing of the plan takes different forms across multiple documents, depending on whether the costs are associated with direct programming for gender equality.
6. Funds were made available on needs basis.

PI 7: Leadership Baselines

3. (GEAP) Does senior leadership proactively address the push back against gender equality and the empowerment of women both internally and/or publicly?

Entity type	Yes	No
Funds and Programmes	12	2
Secretariat	32	8
Specialized	4	
Technical focus	9	2
Training institute	4	2
Total	61	14

Progress:

61 entities reported that their senior leadership proactively address the push back against gender equality and the empowerment of women both internally and/or publicly. **Key achievements include:**

1. **Advocating for GEWE internally and externally**, e.g., through public speeches, advocacy in flagship events and global campaigns such as CSW and IWD, promoting GEWE in high-level sessions, governing body meetings and during townhalls.
2. **Proactively addressing pushbacks against GEWE**, e.g., emphasizing the Clarion Call, delivering keynote speeches on backlash publicly, addressing pushbacks internally such as in senior management meetings etc.
3. **Engaging in alliances and coalitions**, e.g. delivering commitments as International Gender Champions (IGC), leading different working groups/ initiatives under IGC, and joining global platforms such as the Global Coalition for Social Justice.

Challenges:

14 entities replied No to the question. **The main challenges include:**

1. Entities indicated the **need for further guidance** on navigating resistance to gender equality, which could be adapted to the organizational context
2. Some entities reported no perceived **pushbacks**, or have only addressed pushbacks internally but not externally yet.
3. Limited by **mandate** or institutional focus where gender is not centered in leadership advocacy.

4. (PI 7) (GEAP) Is there a senior level Gender Steering and Implementation Committee or equivalent in your entity to enhance the entity's progress, learning and accountability for achieving results related to the gender equality policies?

Entity type	Yes	No
Funds and Programmes	11	3
Secretariat	25	15
Specialized	4	
Technical focus	4	7
Training institute		6
Total	44	31

Progress:

44 entities reported having a senior level Gender Steering and Implementation Committee or equivalent in the organization. **Key achievements include:**

1. Some entities have established **dedicated Gender Steering and Implementation Committee**, chaired by senior management such as entity head/deputy head.
2. Some rely on **equivalent senior-level structures** such as existing senior management or director meetings, existing senior-level DEI Advisory Panels to perform the same function of regularly reviewing corporate performance on gender equality.
3. Some entities **leveraged gender working groups**, including regular entity head–Gender Focal Point meetings, internal Women's Committee, internal Gender Action Teams or task teams headed by senior leadership.
4. Some entities also highlighted accompanying tracking/reporting mechanisms, such as the USG Compact, reviews conducted by governing bodies

Challenges:

31 entities replied No to the question. **Main issues are:**

1. Some entities indicated they will assess the need and resources available for establishing an effective mechanism. The issues were raised and discussion underway.
2. Some noted that their existing accountability structure are sufficient to address the needs without creating a separate committee.
3. A number of entities plan to set up a gender steering and implementation committee in the next reporting cycle.

5. (PI 7) (GEAP) Does the Head of Gender Unit or equivalent participate in senior management team meetings, as relevant?

Entity type	Yes	No
Funds and Programmes	11	3
Secretariat	26	14
Specialized	4	
Technical focus	4	7
Training institute	4	2
Total	49	26

Progress:

49 entities reported that the Head of Gender Unit or equivalent participate in senior management team meetings, as relevant. The answers are factual based and straightforward.

1. **Direct participation** of heads of gender units or gender focal point, ensuring that a gender perspective is brought into the discussions from both a programmatic and corporate angle.
2. **The frequency of participation varies**, ranging from meetings, to weekly, frequent, regular, biannual or on an as-needed/as-relevant basis.
3. Some entities mentioned briefings on the implementation of the **GEAP**.

Challenges:

26 entities replied No to the question. **Main reflections are:**

1. In several entities, the head of the gender unit or gender advisor is **not at a sufficiently senior level** to attend the meetings.
2. Some entities mentioned that due to their **small operational size**, there is limited capacity to establish such a role (head of gender units).

3. Some reported **participation on special occasions**, such as presenting gender policy implementation or UN-SWAP reporting.
4. A number of entities **plan to implement** this in the next reporting cycle.

6. (PI 7) Does the Head of the Gender Unit or equivalent have a direct reporting line to senior leadership?

Entity type	Yes	No
Funds and Programmes	10	4
Secretariat	27	13
Specialized	4	
Technical focus	8	3
Training institute	3	3
Total	52	23

Progress:

52 entities reported that the Head of the Gender Unit or equivalent have a direct reporting line to senior leadership. The answers are factual based and straightforward.

1. **Direct reporting lines** set up to entity head/deputy head.
2. **Direct reporting lines** set up to directors / chiefs / members of the senior leadership team, and some entities with additional direct channel to entity head/deputy head.
3. Some entities also reported that their gender units are placed under senior leadership offices, e.g., in DG's office, which could further increased access and influence.

Challenges:

23 entities replied No to the question. **Main challenges include:**

1. Gender units are **placed within divisions / departments**, and the head of gender unit will report to the supervisors who reports further upward.
2. Some entities mentioned that due to their **small operational size** or mandate, they do not have gender unit or such role that will directly report to senior leaders, but communication has been smooth whenever needed.
3. For the Secretariat, the General Assembly effectively approves the location and reporting lines of gender units, which **may not be easy or desirable to change**.
4. A number of entities **plan to implement** this in the next reporting cycle.

V. Additional resources

- Guidance on the Preparation of A UN-SWAP 3.0 – Aligned Gender Equality and the Empowerment of Women Policy or Strategy (upcoming)
- UN Women Push Forward Strategy (available upon request)

– Prepared by the UN-SWAP Secretariat Team, September 2025