

## **ADDENDUM**

**REPORT OF THE SECRETARY-GENERAL  
ON MAINSTREAMING A GENDER PERSPECTIVE  
INTO ALL POLICIES AND PROGRAMMES  
IN THE UNITED NATIONS SYSTEM:**

# **UN-SWAP PERFORMANCE ANALYSIS**

**(E/2020/50)**

**Addendum - Report of the Secretary-General on  
Mainstreaming a gender perspective into all policies and  
programmes in the United Nations system: UN-SWAP  
Performance analysis**

**(E/2020/50)**

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## Introduction

The analysis contained in the present addendum is submitted pursuant to ECOSOC resolution 2019/2<sup>1</sup> on Mainstreaming a gender perspective into all policies and programmes in the United Nations (UN) system. This addendum examines System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) performance in 2019, presents the latest trends and reviews the extent of progress made in relation to issues highlighted in the ECOSOC Resolution and the 2019 JIU Review of the UN-SWAP<sup>2</sup>.

The analysis complements the section on system-wide accountability for gender mainstreaming which is an integral part of the 2020 report of the Secretary-General on Mainstreaming a gender perspective into all policies and programmes in the United Nations system<sup>3</sup>, and which provided key highlights in performance indicator trends and a comprehensive update on the implementation of the United Nations System-wide Action Plan in 2019.

The scope of the analysis is the 17 UN-SWAP 2.0 performance indicators as reported by 68 United Nations entities, which accounts for 94 per cent of all UN system-wide organizations. For the purpose of UN-SWAP analysis, UN entities are clustered in five categories encompassing the following types of entities: UN Secretariat department and offices (37)<sup>4</sup>; Funds and programmes (14)<sup>5</sup>; Entities with a technical focus (9)<sup>6</sup>; Specialized agencies (4)<sup>7</sup>; Training and Research Institutes (4)<sup>8</sup>.

The data underlying this analysis has been collected through the revamped UN-SWAP online reporting platform in accordance with the updated Technical Notes<sup>9</sup> and reporting standards adopted in consultation with the UN-SWAP Focal Point network during the UN-SWAP Annual Conference in 2019.

This report is structured in four sections: a description of the UN-SWAP 2.0 accountability framework; an overview of 2019 overall UN system-wide performance and the analysis of the 17 indicators composing the accountability framework and clustered into six key areas. The indicator analysis is anchored around three inter-related dimensions: i) 2019 system-wide performance; ii) entity typology; and iii) good practice. The report is completed with three annexes containing the list of UN-SWAP reporting entities in 2019, acronyms used in this report and a summary of the UN-SWAP performance indicator framework.

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<sup>1</sup> <https://digitallibrary.un.org/record/3810384?ln=en>

<sup>2</sup> [https://www.unjiu.org/sites/www.unjiu.org/files/jiu\\_rep\\_2019\\_2\\_english\\_0.pdf](https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_2_english_0.pdf)

<sup>3</sup> <https://undocs.org/E/2020/50>

<sup>4</sup> CAAC, DCO, DESA, DGACM, DGC, DMSPC, DOS, DPPA, DPO, DSS, ECA, ECE, ECLAC, ESCAP, ESCWA, OAJ, OCHA, ODA, OHCHR, OHRLLS, OIOS, OLA, OMBUDSMAN, OSAA, OSRSG-VAC, OSRSG-SVC, UNCCD, UNCTAD, UNEP, UNFCCC, UN Global Compact, UN-HABITAT, UNOCT, UNODC, UNOG, UNON, UNOV

<sup>5</sup> IFAD, IOM, ITC, UNAIDS, UNCDF, UNDP, UNFPA, UNHCR UNICEF, UNOPS, UNRWA, UNV, UN WOMEN, WFP

<sup>6</sup> IAEA, ICAO, IMO, ITU, UNIDO, UPU, UNWTO, WIPO, WMO

<sup>7</sup> FAO, ILO, UNESCO, WHO

<sup>8</sup> UNICRI, UNITAR, UNSSC, UNU

<sup>9</sup> <https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-en.pdf?la=en&vs=2841>

## ***UN-SWAP 2.0 accountability framework***

The System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) implements the 2006 United Nations System-wide Policy on Gender Equality and the Empowerment of Women of its highest executive body, the UN Chief Executives Board (CEB), chaired by the UN Secretary-General.

Since its inception in 2012, the UN-SWAP has guided the UN system in mainstreaming gender equality considerations in all institutional functions. The first phase, UN-SWAP 1.0, was implemented in 2012 – 2017 and encompassed 15 performance indicators organised according to the six clusters of the CEB policy: Accountability, Results-based Management, Oversight, Human and Financial Resources, Capacity and Coherence, Knowledge and Information Management.

The framework was updated in 2018 following a participatory process facilitated by UN-Women over an 18-month period. The updated UN-SWAP 2.0 framework refines UN-SWAP 1.0 performance indicators and anchors the framework within the 2030 Agenda. Composed of 17 indicators clustered in the six original categories (Figure I in Annex 3), the UN-SWAP 2.0 broadens and enhances accountability through the inclusion of gender-related SDG results. UN-SWAP uses a five-point rating scale, including “exceeds requirements”, “meets requirements”, “approaches requirements”, “missing requirements” and “not applicable” for every performance indicator. This allows progress to be defined uniformly, measured progressively, and articulated aspirationally.

The Joint Inspection Unit (JIU) reviewed the UN-SWAP 1.0 during 2018-2019 through a desk review, questionnaires to UN Women and 55 reporting entities, an online survey, additional interviews and a focus group discussion. 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. Most importantly, JIU inspectors considered the UN-SWAP as a system-wide achievement.

The JIU issued five recommendations for further improvement, 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 to enhance the credibility of the UN-SWAP as an accountability framework, increase the ownership of reporting entities and reinforce accountability by executive heads of UN entities and their legislative or governing bodies.

In response to the JIU Review recommendations, UN Women is publishing in its website individual UN entity performance results against the UN-SWAP 2.0 framework<sup>10</sup>. This report is also issued in response to the recommendations emanating from the JIU Review. It serves the purpose of enhancing transparency by providing further detail and analysis of 2019 system-wide performance on gender mainstreaming.

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<sup>10</sup> <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability/un-swap-results>

## Overview of 2019 overall United Nations system performance

In 2019, 68 United Nations entities reported under the UN-SWAP 2.0, up from 66 entities in the most recent years, and 55 entities in the first reporting year of 2012. New reporting entities in 2019 include the Development Coordination Office (DCO), the United Nations Office of Counter-Terrorism (UNOCT) and the United Nations Interregional Crime and Justice Research Institute (UNICRI). The Peacebuilding Support Office that previously reported independently was merged with the Department of Political and Peacebuilding Affairs in the UN Reform. The constant increase of reporting entities signals continued and growing acceptance of the UN-SWAP as a system-wide accountability mechanism.

In the second year of reporting on UN-SWAP 2.0, 60 per cent of all ratings fell into the meet and exceed categories (Figure II), representing a 2-percentage point increase from 2018. Twenty-eight per cent of all ratings fell into exceeds requirements, representing a 5-percentage point increase compared with 2018.

**Figure II: Overall UN-SWAP 2.0 ratings for the United Nations system 2018 – 2019**

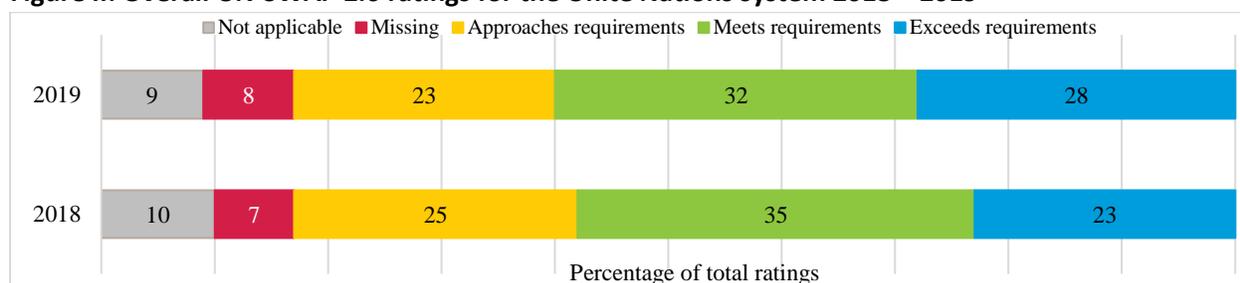
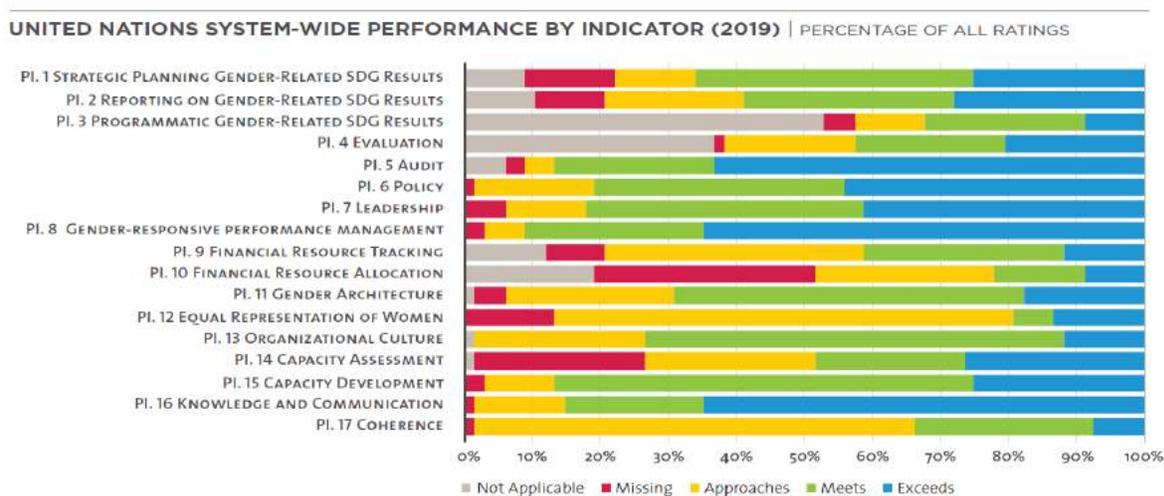


Figure III breaks down the 2019 ratings for the overall UN system by each performance indicator. Over 80 per cent of ratings fell into the meets and exceeds requirements categories for the performance indicators on audit, policy, leadership, capacity development and knowledge and communication. Performance indicators on programmatic gender-related SDG results, evaluation and resource allocation registered a significant amount of not applicable ratings. Performance indicators on financial resource allocation, equal representation of women and coherence registered the least meets and exceeds requirements ratings in 2019.

**Figure III: United Nations system-wide performance by indicator (2019)**



## **Comparative analysis (2018-2019)**

Table I indicates that progress in comparison with 2018 was registered for 10 performance indicators: Audit, Gender responsive performance management, Capacity development, Leadership, Strategic planning gender-related SDG results, Gender architecture, Capacity assessment, Resource tracking, Coherence and Equal representation of women.

Similar to 2018 reporting, Audit and Gender responsive performance management were amongst the highest performing indicators in 2019. The areas of Capacity development, Gender architecture, Leadership, and Strategic planning SDG results all registered noteworthy gains.

Although Knowledge and communication, Policy, and Organizational culture retained overall strong performance in 2019, all three indicators registered slight declines.

Despite relatively low levels of compliance, several of the historically weakest indicators registered slight progress between 2018 and 2019: Financial resource tracking, Capacity assessment, Coherence, and Equal representation of women. Financial resource allocation, however, witnessed a small decline.

**Table I: Comparative Analysis of Meets and Exceeds ratings, by indicator and by year<sup>11</sup>**

Performance Indicator, ranked by 2019 performance	Percentage of Total Ratings Meeting or Exceeding Requirements (N/A ratings omitted)		Percentage Point Difference
	2019	2018	
Audit	92	89	3
Gender responsive performance management	91	88	3
Capacity development	87	76	11
Knowledge and communication	85	89	(4)
Leadership	82	80	2
Policy	81	82	(1)
Organizational culture	75	76	(1)
Strategic Planning Gender-Related SDG Results	73	66	7
Gender architecture	70	60	10
Programmatic Gender-Related SDG Results	69	70	(1)
Evaluation	67	72	(5)
Reporting on Gender-Related SDG Results	66	67	(1)
Capacity assessment	49	45	4
Financial resource tracking	47	46	1
Coherence	34	31	3
Financial resource allocation	27	31	(4)
Equal representation of women	19	17	2

<sup>11</sup> Percentages in Table I were calculated omitting “not applicable” ratings. Percentages will slightly differ from those in Figure III.

## Comparative analysis per typology of entities

As shown in Figure IV, in 2019, four out of five entity types registered aggregate improvements in their performance in comparison with 2018. Only training and research institutes registered an aggregate decline of 5-percentage points in the meets requirements category. This was partially due to a new reporting entity joining this typology of entities for the first time in 2019.

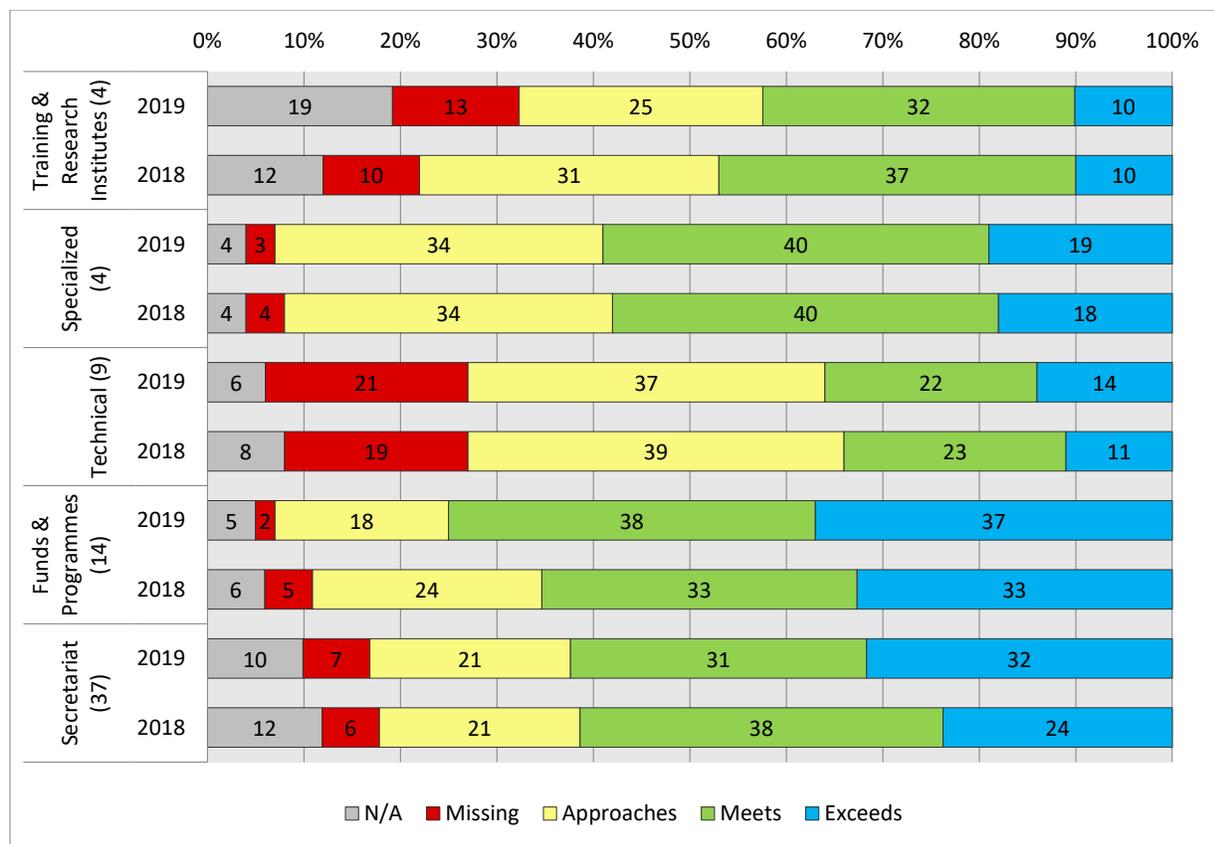
Funds and programmes collectively registered the highest performance of all entity types, similar to the trend under UN-SWAP 1.0 (2012-2017). In 2019, funds and programmes met or exceeded requirements for 75 per cent of ratings and registered a 9-percentage point increase in comparison with 2018 reporting.

The Secretariat entities reported meeting or exceeding requirements for 63 per cent of all ratings in 2019, registering a one-percentage point increase in comparison with 2018 reporting. More significantly, the Secretariat registered an eight-percentage point increase in exceeds ratings, reaching 32 per cent exceeds ratings in 2019.

Specialised entities reported meeting or exceeding requirements for 59 per cent of ratings, registering a one-percentage point increase in comparison with 2018 reporting.

Technical entities reported the largest share of missing requirements ratings, but also these entities collectively registered a two-percentage point increase, reporting meeting or exceeding requirements for 36 per cent of all ratings in 2019.

Figure IV. UN-SWAP 2.0 results by entity type, 2018 - 2019



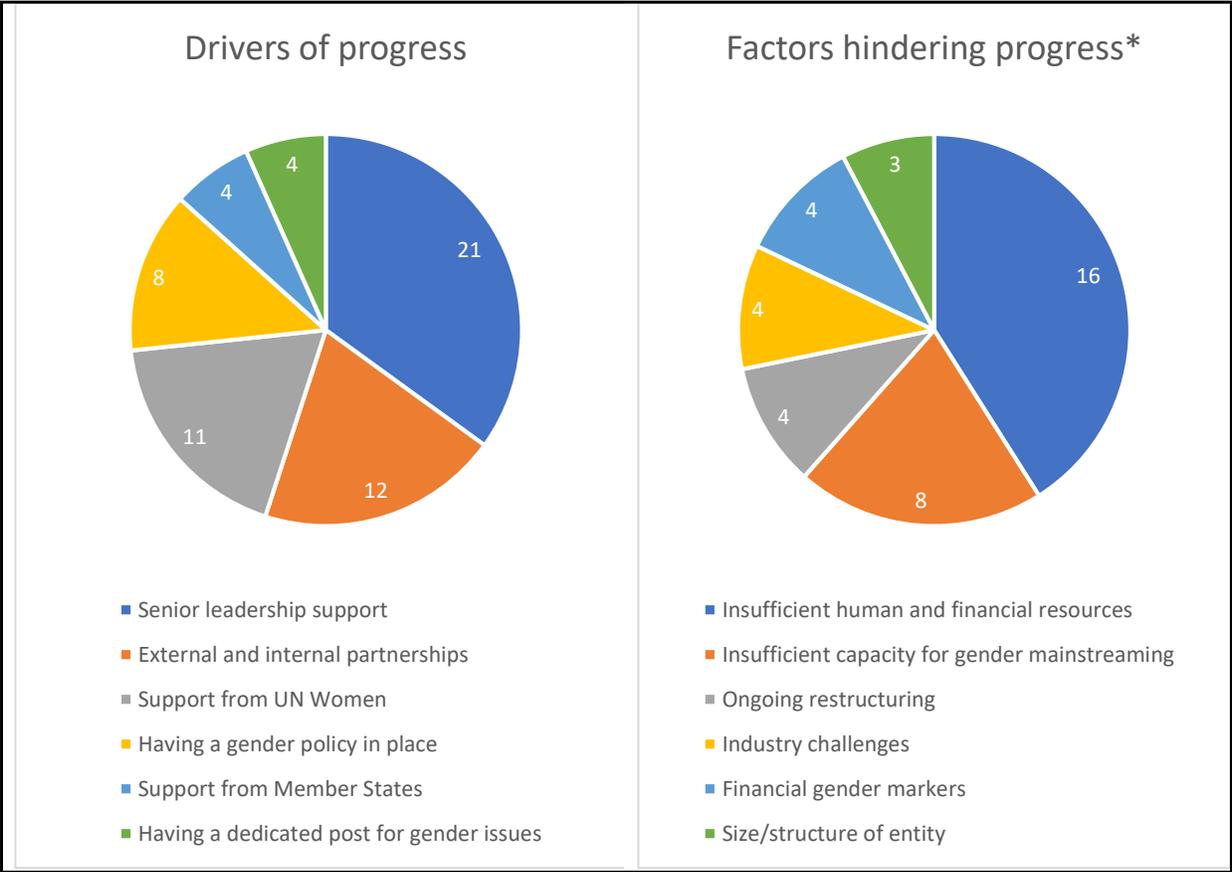
Trends and good practices are analysed for each performance indicator and by entity types in the following sections of this report. While the UN Secretariat comprises 37 reporting entities in 2019, other categories are significantly smaller, with 14 funds and programmes, nine technical entities, four specialised entities and four training and research institutes. Bearing in mind the disproportionate size of entity typologies in the UN system, one entity ratings makes up 25 per cent in the smallest categories (specialised agencies and research and training institutes) but three per cent in the UN Secretariat category.

**Drivers of progress and factors hindering progress**

The UN-SWAP annual reporting requires entities to state the main reasons for their progress on gender equality and women’s empowerment as well as the main factors that have stalled progress.

Senior leadership support constitutes the most important driver for progress<sup>12</sup> (21 entities), followed by external and internal partnerships/networks, support from UN Women, having a gender policy in place, support from Member States, and having a dedicated post for gender issues.

A clear challenge remains the lack of sufficient human and financial resources (16 entities), followed by lack of capacity for gender mainstreaming, ongoing restructuring, particularities of a specific field of work, the financial gender markers, and entity size/structure.



<sup>12</sup> As reported by UN entities in 2019 UN-SWAP 2.0 reporting.

## ***UN-SWAP Help Desk quality assurance***

Reporting entities are guided by the UN-SWAP 2.0 Technical guidance<sup>13</sup>. This revised technical guidance outlines the reporting requirements and provides examples for each performance indicator.

The UN-SWAP Help Desk reviews all reports for quality control and accuracy and provides feedback to entities, consulting them before finalizing the reports. For the 2019 reports, the UN-SWAP Help Desk reverted to entities for a potential change or requesting further supporting documentation for 402 ratings, most related to the strategic planning, evaluation, leadership, and organisational culture indicators. Entities accepted the recommendations in 73 per cent of cases.

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<sup>13</sup> <https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-en.pdf?la=en&vs=2841>

# ANALYSIS OF 2019 UN-SWAP RESULTS AND GOOD PRACTICES PER PERFORMANCE INDICATOR

## Analysis of UN-SWAP Results and Good Practices per Performance Indicator

### I. Gender-related SDG Results

#### A. Results-Based Management

	<b>PI. 1</b> <b>STRATEGIC PLANNING GENDER-RELATED SDG RESULTS</b>
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#### Definition

The 2030 Agenda for Sustainable Development's strong focus on gender equality and women's empowerment calls for the combined efforts of all UN entities to support Member States in meeting gender-related Sustainable Development Goals. By integrating high-level results on gender equality in their main strategic planning documents, United Nations entities commit to working towards the goal of mainstreaming a gender perspective in their operational activities, deliverables and results, and to promoting gender equality and the empowerment of women and girls.

The strategic planning gender-related SDG results indicator, introduced by the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0 Framework and Technical Guidance, refers to gender-responsive planning and delivery of results in alignment with the Sustainable Development Goals (the Goals) across the UN System. Thematic areas of UN system-wide contribution supporting the reduction of gender inequality in the context of the 2030 Agenda for Sustainable Development are also reflected in this performance indicator. UN entities meet requirements if they include at least one high-level result at the outcome or equivalent level in their strategic plans, and exceed requirements if they include at least one high-level *transformative* result. In both cases, the outlined results are tied to the achievement of the Goals.

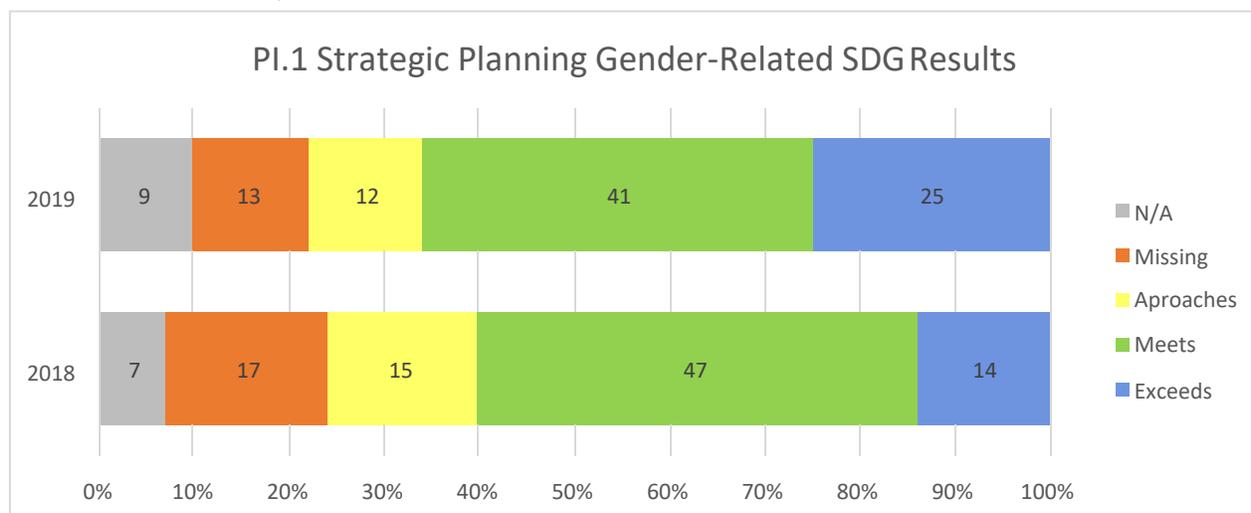
The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

<b>PI. 1 - STRATEGIC PLANNING GENDER-RELATED SDG RESULTS</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
1ai. Main strategic planning document includes at least one high-level result on gender equality and the empowerment of women, which will contribute to meeting SDG targets, and reference to SDG 5 targets	1bi. Main strategic planning document includes at least one high-level result on gender equality and the empowerment of women, which will contribute to meeting SDG targets, and reference to SDG 5 targets and 1bii. Entity has achieved or is on track to achieve the high-level result on gender equality and the empowerment of women	1ci. Main strategic planning document includes at least one high-level transformative result on gender equality and the empowerment of women, which will contribute to meeting SDG targets, and reference to SDG 5 targets and 1cii. Entity has achieved or is on track to achieve the high-level transformative result on gender equality and the empowerment of women

## Analysis of Results

During 2019, United Nations entities made progress towards integrating high-level results on gender equality and the empowerment of women into their main strategic planning documents. As a result, 45 entities (66 per cent) met or exceeded requirements, an improvement by five entities from 2018 reporting, while eight (12 per cent) approached requirements, nine missed requirements (13 per cent) and six (9 per cent) rated this indicator as “not applicable” (Figure I).

**Figure I. Distribution of ratings for Performance Indicator 1 on strategic planning gender-related SDG results, 2018 and 2019**



According to 2019 UN-SWAP reporting, 85 per cent of UN entities had achieved or were in track to achieve their gender-related high-level results. UN entities accomplished this by conducting capacity building initiatives including workshops, seminars and training on gender mainstreaming and gender analysis (DPPA, ESCWA, IAEA, OIOS, OLA, UN Global Compact, UNICEF); supporting Member States in the development of policies, strategies, legislation and programmes to eliminate gender inequality and violence against women (ECA, ESCAP, ESCWA, ICAO, OIOS, OLA); and performing policy advocacy and outreach on the importance of gender equality and human rights (ODA, OHRLS, WHO). Moreover, UN entities monitored and reviewed their progress against targets using tracking systems (DOS, ECA, ECLAC, ESCWA, FAO, IFAD, ILO, OIOS, UNHCR, UNICEF, UNIDO, UNV).

Achieving transformative results on gender equality and the empowerment of women is central to the 2030 Agenda and is therefore actively promoted for exceeding requirements in the UN-SWAP 2.0 indicator cluster on results-based management. 2019 saw an encouraging increase of UN entities including a transformative result in their main strategic plan, from nine entities (14 per cent) in 2018 to 17 entities (25 per cent) in 2019. Positively, a quarter of the reporting entities now include a transformative result addressing structural causes of gender inequality. These transformative results include changes in organizational norms, policies and standards on gender equality and women’s empowerment (UN Women); implementation of legal and social frameworks to promote, enforce and monitor equality and non-discrimination (UNICEF); and enforcing changes in structural barriers to address gender inequality and discriminatory practices (UNDP). The UN system, therefore, is increasingly moving towards the transformative approach called for in the 2030 Agenda. UN-SWAP experience demonstrates that once positive trends such as this begin, they can be further promoted and

consolidated through peer exchange and networking.

With respect to comparative analysis by entity type, Figure II illustrates that specialized entities registered the strongest performance in 2019, with 100 per cent of the entities meeting requirements, followed by Funds and Programmes and Secretariat entities, reporting 86 per cent and 65 per cent of entities meeting or exceeding requirements, respectively. Technical entities and training and research institutes trail the performance of the other clusters, reporting 44 per cent and 25 per cent of entities meeting or exceeding requirements, respectively.

**Figure II. PI.1 Strategic planning gender-related SDG results: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**

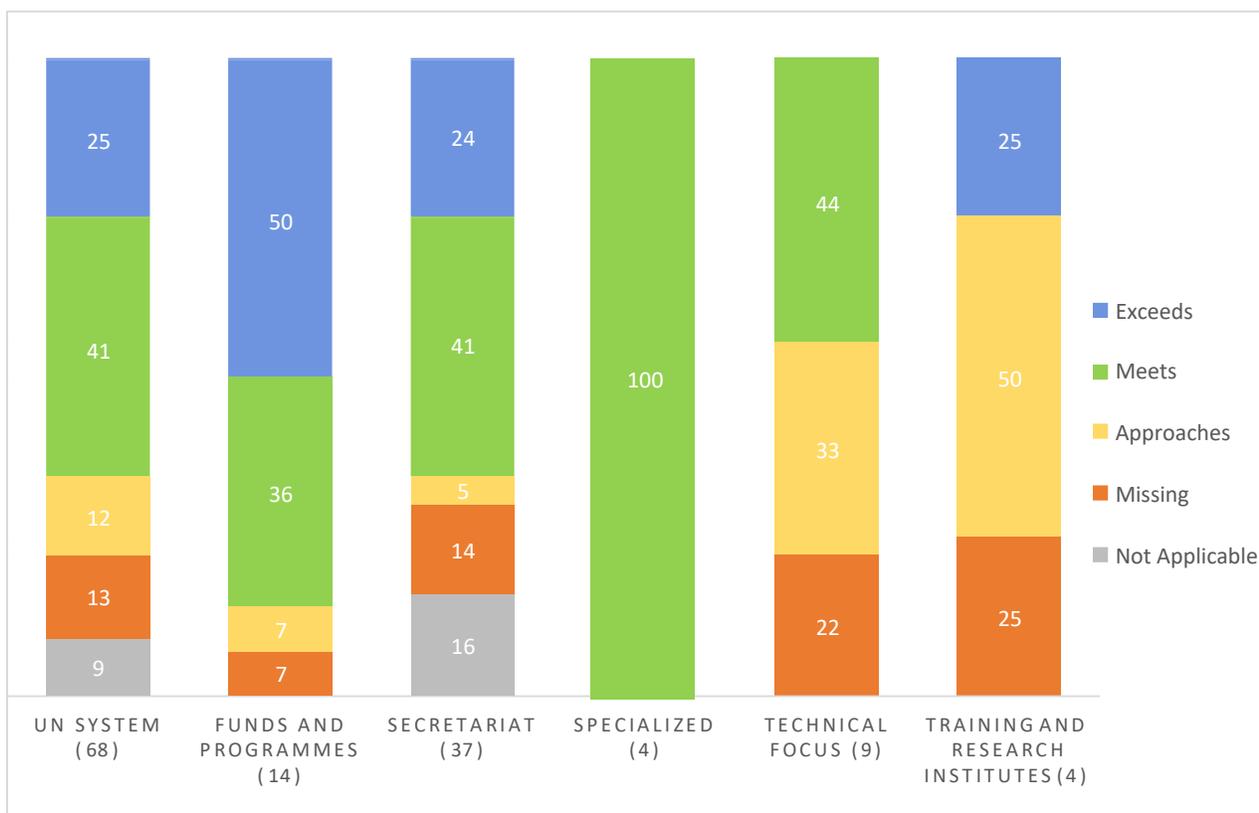
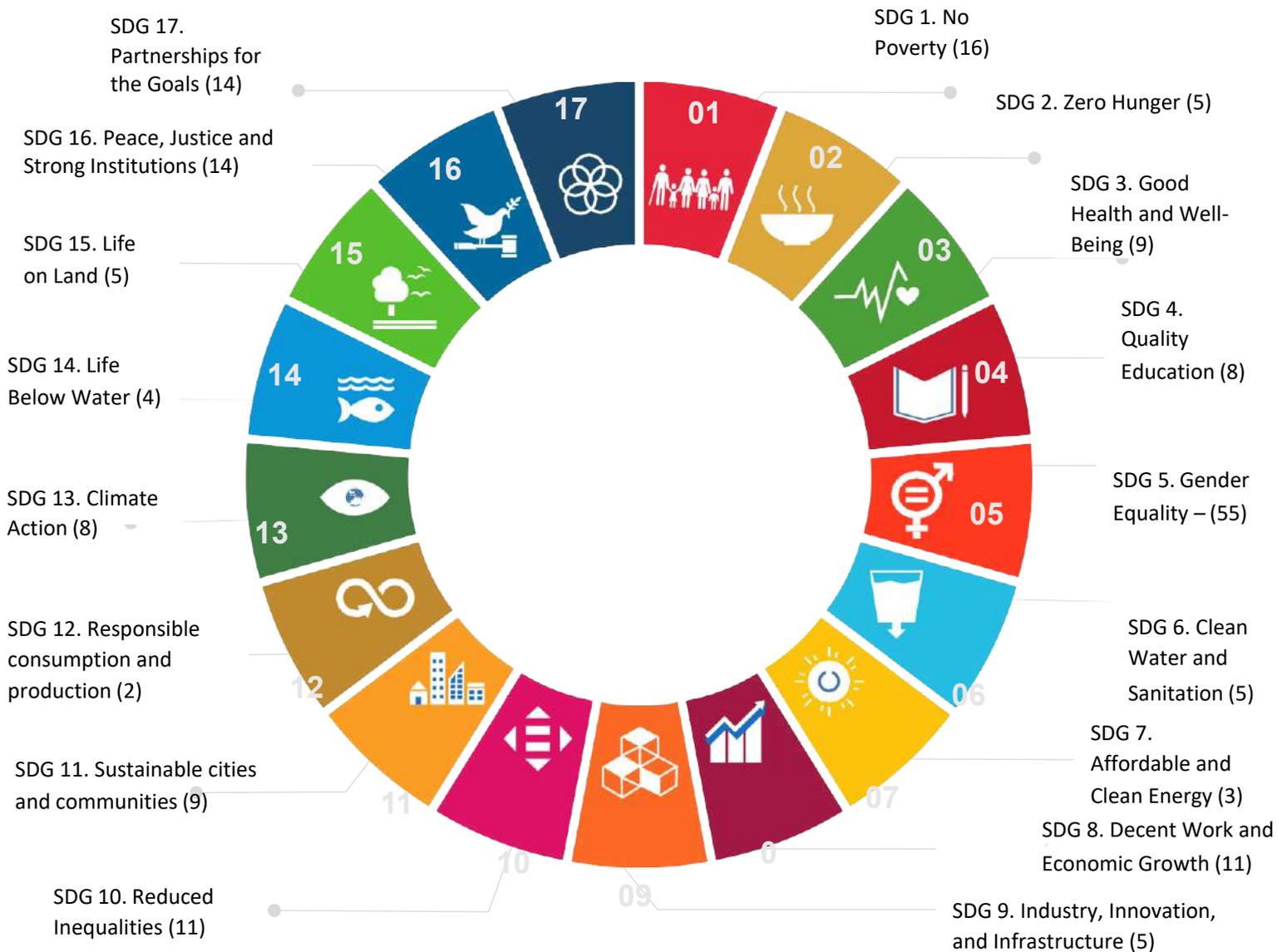


Figure III below displays the number of UN entities contributing to each Sustainable Development Goal. At the strategic planning level, 55 UN entities objectives and deliverables were focused on gender equality (SDG 5), 16 were concentrated on poverty eradication (SDG 1), and 14 were focused on peace, justice and strong institutions (SDG 16), and partnerships for the Goals (SDGs 17). By contrast, only 3 UN entities objectives and deliverables were focused on affordable and clean energy (SDG 7) and 2 on sustainable consumption and production (SDG 12). Despite the cross-cutting nature of gender equality and women’s empowerment, the emphasis has been mainly in the human development, socio-economic, and human rights areas. There clearly remain opportunities for entities to integrate gender equality in technical areas and reinforce gender mainstreaming across all SDGs.

**Figure III. Number of UN entities contributing to each Sustainable Development Goal, as per System-wide Action Plan 2.0 reporting, 2019**



By looking in depth into Sustainable Development Goal 5 targets (Figure IV), 40 entities identified ensuring full participation in leadership and decision-making (SDG 5.5) as a key focus for the main strategic plans adopted by 27 entities, with a focus on ending discrimination against women and girls (SDG 5.9). This finding reveals that entities are promoting the participation and leadership of women in decision making and ensuring that women and girls have equal rights to services, resources and opportunities.

<sup>9</sup> Sustainable Development Goal 5, Target 5.1 End all forms of discrimination against all women and girls everywhere.

**Figure IV. Number of UN entities contributing to each Goal 5 targets<sup>10</sup>, as per System-wide Action Plan 2.0 reporting, 2019**

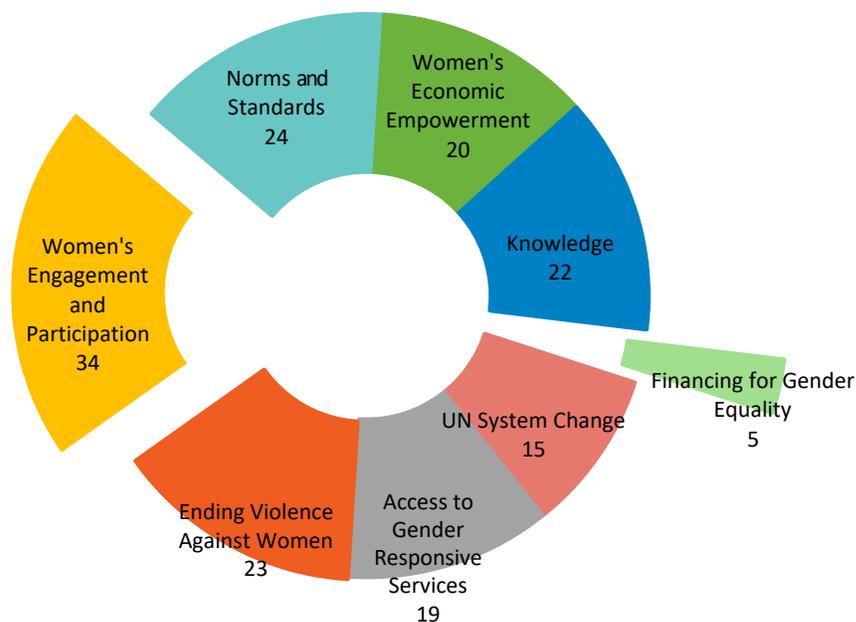


*Note:* Targets 5.1. End discrimination against women and girls; 5.2. End all violence against and exploitation of women and girls; 5.3. Eliminate forced marriages and genital mutilation; 5.4. Value unpaid care and promote shared domestic responsibilities; 5.5. Ensure full participation in leadership and decision-making; 5.6. Universal access to reproductive health and rights; 5.A. Equal rights to economic resources, property ownership and financial services; 5.B. Promote empowerment of women through technology; 5.C. Adopt and strengthen policies and enforceable legislation for gender equality.

The United Nations entities were also analysed based on their thematic areas of work (Figure V). As in 2018, the United Nations system strategic plans placed a generally equal focus on gender dimensions across all thematic areas, with a greater emphasis on women’s engagement and participation and less attention to financing for gender equality. In 2019, 34 entities centered their work on women’s engagement and participation, which entailed electoral assistance to promote women’s participation in electoral processes, enhancement of institutional and legal frameworks of member states to promote gender justice, organization of capacity building initiatives for national women’s machineries and reinforcement of women’s access to finance, entrepreneurship and information and communications technology. In contrast, only 5 entities focused their work on financing for gender equality. This result calls for increased efforts to empower women economically and mainstreaming gender-responsive budgeting.

<sup>10</sup> Target 5.1. End discrimination against women and girls; 5.2. End all violence against and exploitation of women and girls; 5.3. Eliminate forced marriages and genital mutilation; 5.4. Value unpaid care and promote shared domestic responsibilities; 5.5. Ensure full participation in leadership and decision-making; 5.6. Universal access to reproductive health and rights; 5.A. Equal rights to economic resources, property ownership and financial services; 5.B. Promote empowerment of women through technology; 5.C. Adopt and strengthen policies and enforceable legislation for gender equality

**Figure V. Number of entities contributing to each thematic area, as per System-wide Action Plan 2.0 reporting, 2019**



## Good Practices from 2019 reporting

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### **United Nations Economic and Social Commission for Western Asia (ESCWA)**

Following the adoption of the 2030 Agenda for Sustainable Development, ESCWA worked on gearing all its activities and outputs under sub-programme 6 on “Advancement of Women” towards the achievements of the SDGs, in particular SDG5. The three pillars that structure the work of the programme, which are violence against women, women, peace and security and gender justice, seek to address the root causes of gender inequality in the Arab region and contribute to the realization of SDG5. As such, ESCWA’s 2018-2019 Strategic Framework includes the transformative objective of “reducing gender imbalances and improving the empowerment of women in line with international conventions and conferences”.

### **United Nations Capital Development Fund (UNCDF)**

2018-2021 UNCDF strategic framework has been committed to ‘making finance works for poor women’ at the impact level with dedicated performance targets and indicators. Furthermore, UNCDF has a dedicated theory of change that integrates gender equality and women's empowerment throughout its strategic framework. UNCDF executive board recognized the theory of change due to its commitment towards gender equality and women’s empowerment. UNCDF uses its innovative financing models to contribute to the SDGs including SDG 5 with a focus on SDG 5.A and 5.B in order to enhance access and control of women over financial services, property and resources, and enhance the use of enabling technology to promote women’s empowerment.

### **United Nations Office for Project Services (UNOPS)**

UNOPS, a non-programmatic entity with a mandate and a demand-driven and self-financing model, mainstreamed women's empowerment and gender equality through its 2018-2021 strategic plan. In terms of transformative results, UNOPS supported equitable economic growth and livelihood efforts through expanded market access, including opportunities for women and youth-owned businesses. UNOPS also promoted social justice and inclusion through implementation projects, engaging local communities and beneficiaries and ensuring equitable access to project benefits, and by facilitating access to food, water, sanitation, energy, health, education, justice, and security-related services.



**PI. 2  
REPORTING ON GENDER-RELATED SDG RESULTS**

**Definition**

Systematic reporting on data and statistics play an important role in planning and measuring progress towards achieving results on gender-related Sustainable Development Goals. It is essential that United Nations entities cultivate a results-based management culture to promote accountability for performance and results.

The second generation of the United Nations System Wide Action Plan is focused on results and includes monitoring activities and outcomes for results associated to gender-related Sustainable Development Goals. Accordingly, United Nations entities should use data to monitor and report progress on achieving Sustainable Development Goals results. Such an effort requires the use of indicators that could provide data disaggregated by gender when reporting in the strategic plan and annual performances.

Reporting on gender-related SDG results indicator, introduced by the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0 Framework and Technical Guidance, requires entities to report to their governing body on high-level results on gender equality and the empowerment of women, which will contribute to meeting Sustainable Development Goal targets, including Sustainable Development Goal 5, and systematically use sex-disaggregated data in strategic plan reporting.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

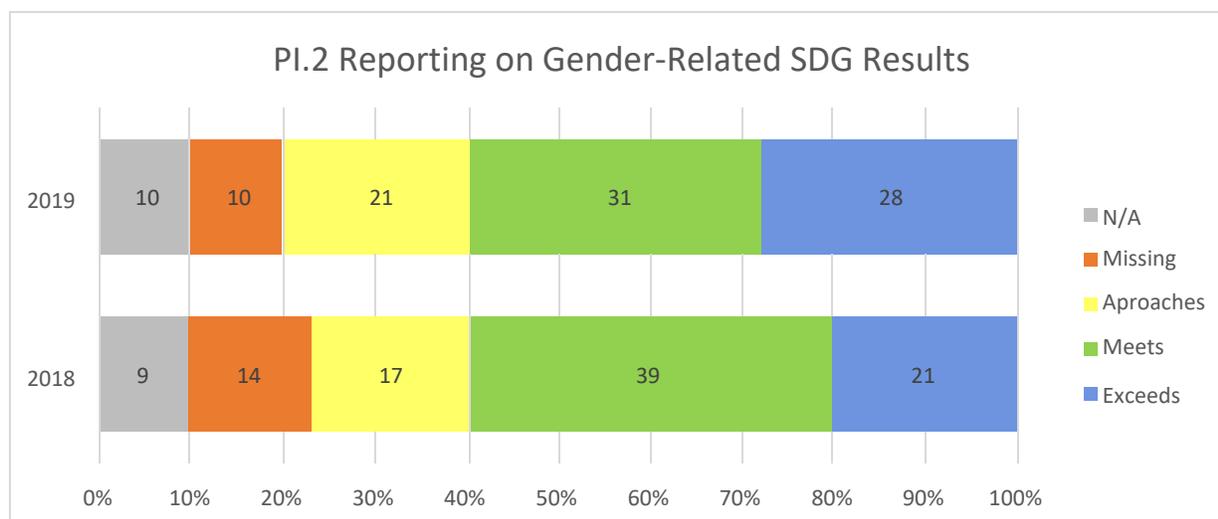
<b>PI. 2 – REPORTING ON GENDER-RELATED SDG RESULTS</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
2ai. Entity RBM system provides guidance on measuring and reporting on results related to gender equality and the empowerment of women or 2aai. Systematic use of sex-disaggregated data in strategic plan reporting	2bi. Reporting to the Governing Body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5 and 2bii. Systematic use of sex-disaggregated data in strategic plan reporting	2ci. Reporting to the Governing Body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5 and 2cii. Systematic use of sex-disaggregated data in strategic plan reporting and 2ciii. Reporting every two years to the Governing Body or equivalent on implementation of the entity’s gender equality and empowerment of women policy

## Analysis of Results

Echoing last year's results, in 2019, 40 entities reported meeting or exceeding requirements for reporting on gender-related SDG results indicator. Performance of this indicator has been the result of the collection and use of timely and reliable sex-disaggregated data, which constitute key factors for in-depth gender analysis and assessment of progress towards gender equality and the empowerment of women results.

Furthermore, encouragingly, the exceeds requirement rating registered a seven-percentage point growth, from 21 per cent in 2018 to 28 per cent in 2019. Training on gender disaggregated data collection (UNAIDS, UNFPA, UNICEF, UNU), Executive Board reporting on high level results related to gender equality as part of the entity's strategic plan (IFAD, UNDP, UNESCO, UNFPA, UNICEF, UNOPS, UNW, WFP), and gender parity strategy implementation with a goal to achieve 50/50 gender parity (DMSPC, UNOPS, UNU) explain this progress (Figure I).

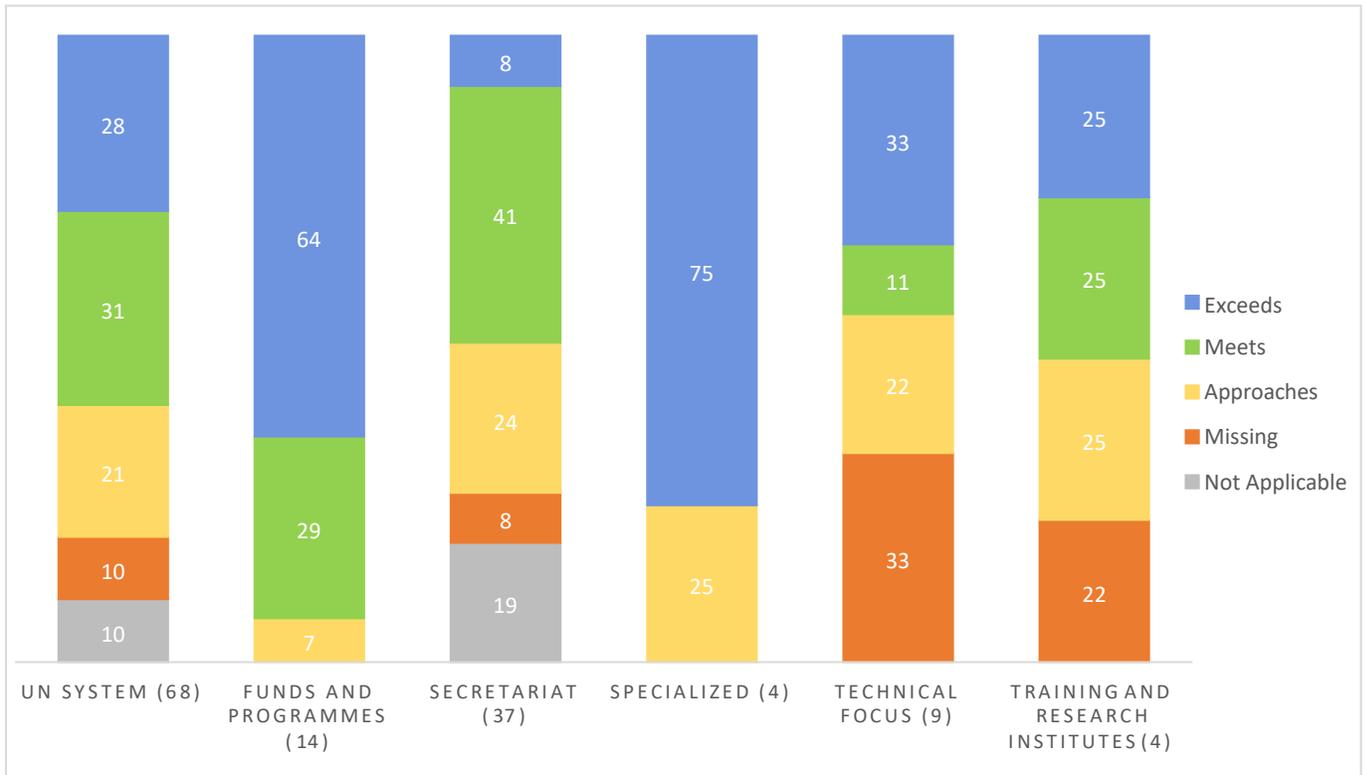
**Figure I. Distribution of ratings for Performance Indicator 2 on Reporting on gender-related SDG results, 2018 and 2019**



Comparative analysis by entity type (Figure II) shows that the Funds and Programmes cluster registered the strongest performance in 2019, with 93 per cent of entities meeting or exceeding requirements. This result speaks to the effectiveness of the implementation of gender disaggregated databases and use of gender indicators and statistics. In addition, UNAIDS, UNFPA, UNV and UN Women went beyond sex-disaggregation and disaggregated data by age, nationality, geographic location, disability status and ethnicity, among other categories.

The Funds and Programmes cluster was followed by the Specialized entities cluster with 75 per cent meeting or exceeding requirements. Training and Research institutes, Secretariat entities and Technical entities trail the performance of the other clusters, registering 50 per cent, 49 per cent and 44 per cent of entities meeting or exceeding requirements, respectively. Increased attention to the development of results-based management frameworks and gender-disaggregated data collection to inform strategic framework reporting would help to improve the performance of the latter cluster of entities.

**Figure II. PI.2 Reporting on gender-related SDG Results: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**



## Good Practices from 2019 reporting

### International Fund for Agricultural Development (IFAD)

In 2019, the IFAD annual report on development effectiveness (RIDE) was presented to the executive board and reviewed by the Independent Office of Evaluation. The RIDE reported on progress in meeting gender equality targets set in the Results Management Framework (RMF). Contribution to SDG 5 was monitored and reported through indicators tiers II (development results at the impact, outcome, and output levels) and tiers III (operational and organizational performance) of the RMF. The RIMS indicators at the level of outputs and outcomes have sex-disaggregated data for all beneficiary-related indicators (9 out of 16 indicators). Similarly, results at the impact level, recorded during baseline and completion surveys by projects, are based on sex-disaggregated data.

### United Nations Development Programme (UNDP)

The Administrator or Associate Administrator reports on the high-level result on gender equality and the empowerment of women in the Annual Report to the Executive Board. UNDP monitors the implementation of UNDP Strategic Plan through the Integrated Results and Resources Framework (IRRF). The indicators in the IRRF are disaggregated by sex and other target groups where relevant.

### **United Nations Industrial Development Organization (UNIDO)**

UNIDO's gender policy established that all results on gender equality and women's empowerment are to be reported by the Secretariat to relevant policy-making organs in regular sessions. Moreover, the policy requires organizational units at headquarters and in the field to monitor and report on the results of the implementation of measures and activities to advance gender equality and empowerment of women on an annual basis. In line with the updated gender policy, all key UNIDO data produced in programmes and projects, industrial statistics and statistics about the Organization itself are largely sex-disaggregated, or specific reasons are noted for not disaggregating data by sex. In 2019, further quantification of gender-related results now includes a new tool for measuring gender responsiveness of policies developed and adopted by supported governments.



**PI. 3  
PROGRAMMATIC GENDER-RELATED SDG RESULTS**

**Definition**

The relevance and role of gender programming and mainstreaming across programme areas show how beneficial gender-related SDG results are in promoting accountability. Given the cross-cutting dimension of gender in achieving sustainable development results, United Nations entities should integrate gender equality results into programmatic initiative planning documents. Such integration would aim to support different counterparts including Member States and civil society in accelerating decision-making and achieving programmatic results.

This performance indicator, introduced by the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0 Framework and Technical Guidance, refers to both normative and development results of programmatic initiatives that are not directly captured in the main strategic planning document. Programmatic initiatives can be either individual projects or larger programmes at the global, regional, country and/or community level.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

<b>PI. 3 - PROGRAMMATIC GENDER-RELATED SDG RESULTS</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
3ai. Results on gender equality and the empowerment of women are consistently included in programmatic initiative planning documents	3bi. Programmatic results on gender equality and the empowerment of women are met or on track to be met	3ci. Programmatic results on gender equality and the empowerment of women are met or on track to be met  and  3cii. Programmatic initiatives consistently include transformative results on gender equality and the empowerment of women

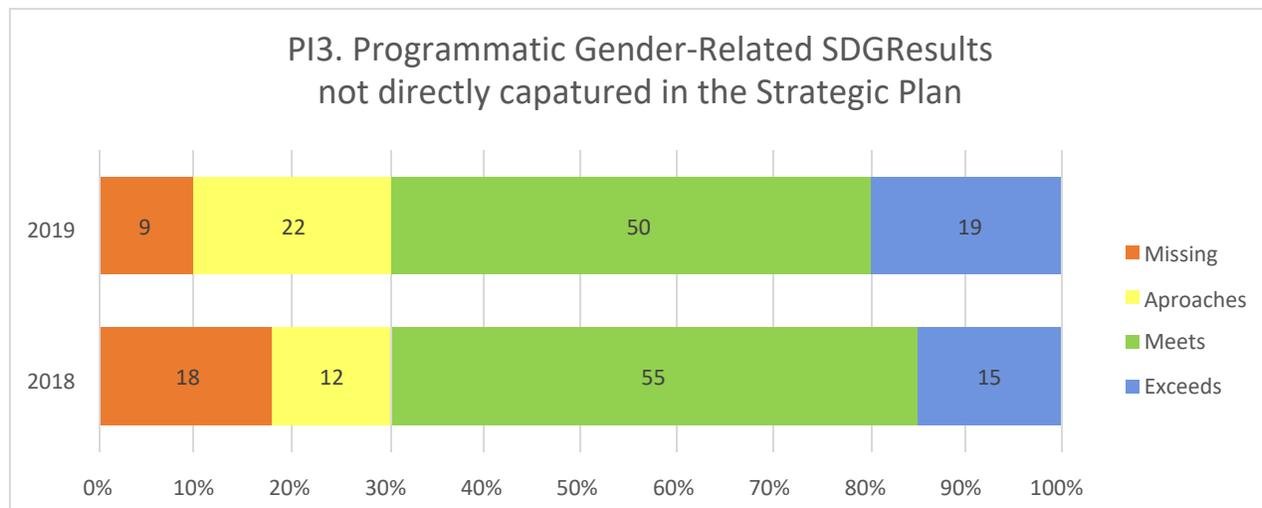
**Analysis of Results**

In 2019, 69 per cent or 22 entities<sup>11</sup> met or exceeded this indicator, 3-percentage points higher than for Performance Indicator 1, suggesting that entities are achieving similar results in all gender related programming (Figure I). As approximately one third of the UN system is either not including gender related results or not achieving stated results, there is a requirement for increased emphasis on

<sup>11</sup> 53 per cent of entities did not report on this indicator as all their work on gender equality is included in their strategic plan

mainstreaming gender in the strategic planning process across the United Nations System to ensure improvement. This analysis was conducted after removing entities rating as not applicable<sup>12</sup>.

**Figure I. Distribution of ratings for Performance Indicator 3 on Programmatic gender-related SDG results not directly captured in the strategic plan, 2018 and 2019**



United Nations entities showed slight progress in including transformative normative and development results on gender equality and the empowerment of women into their programmatic initiatives. In 2019, 6 entities (19 per cent) were in the exceeds requirement category, an increase by one entity from 2018 (15 per cent). With the aim of tackling the root causes of gender inequality, United Nations entities promoted a culture of justice and accountability (Ombudsman, OSRSG-SVC), empowered adolescent girls in order to end child marriage (UNICEF), worked towards the increase of women’s participation in the maritime sector (IMO), mainstreamed gender in project management (UNOPS) and informed people globally of the Sustainable Development Goals (DGC).

Comparing performance for entity type clusters (Figure II) illustrates that Secretariat entities registered the strongest performance in 2019, with 83 per cent of entities meeting or exceeding requirements, followed by specialized entities (78 per cent) and technical entities (43 per cent). Funds and programmes and specialized entities trail the performance of the other clusters, registering 22 per cent and zero per cent of entities meeting or exceeding requirements, respectively. The main reason for the current performance of the specialized entities cluster is that only ILO rated this performance indicator as approaching requirements, while the other three entities rated this indicator as not applicable. ILO’s remedial plan of action for this performance indicator included focusing attention on compliance of indicators and targets that were not met through capacity building.

<sup>12</sup> UN-SWAP 2.0 Framework and Technical Guidance, Version 2, December 2019: For Entities where all relevant work on gender equality and the empowerment of women is captured in the main strategic planning document, this performance indicator should be rated as “not applicable”. Entities not involved with directly supporting programmatic initiative should rate this performance indicator as “not applicable”.

**Figure II. PI.3 Programmatic gender-related SDG Results not directly captured in the strategic plan: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**

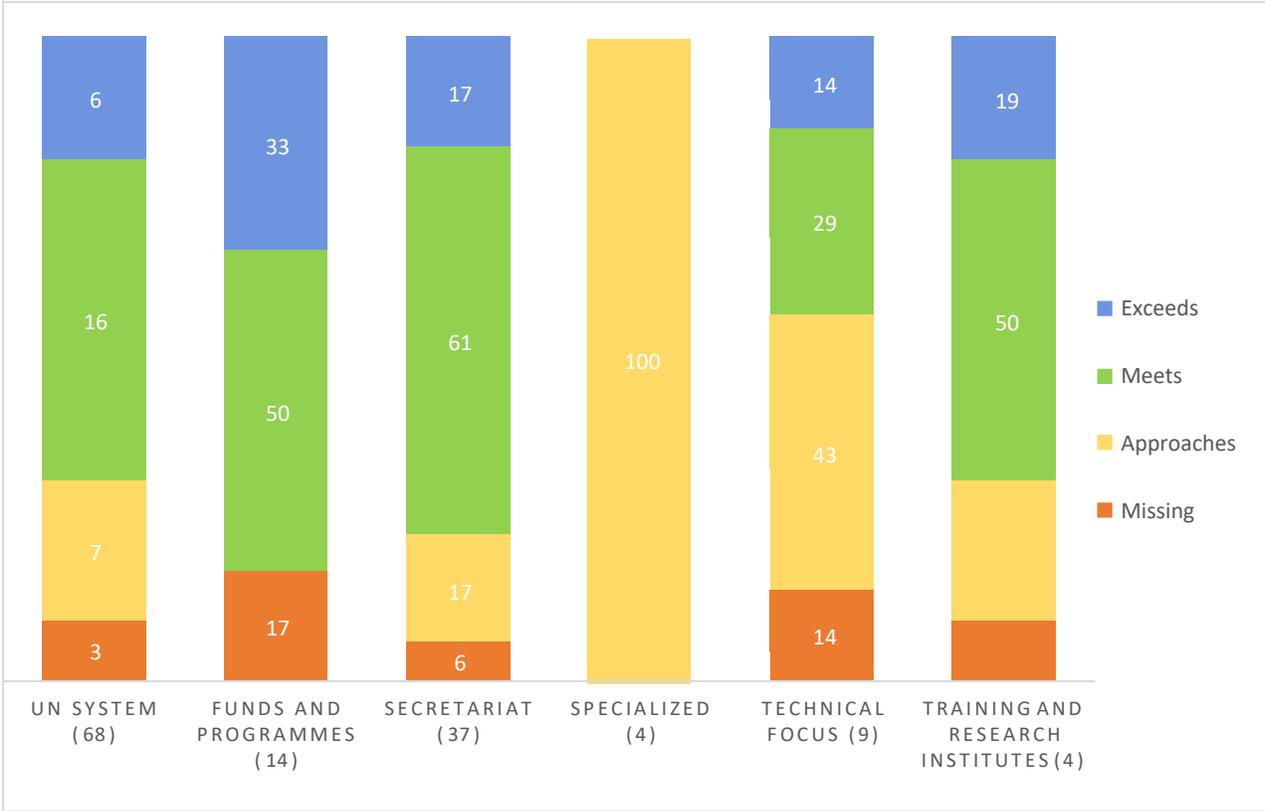
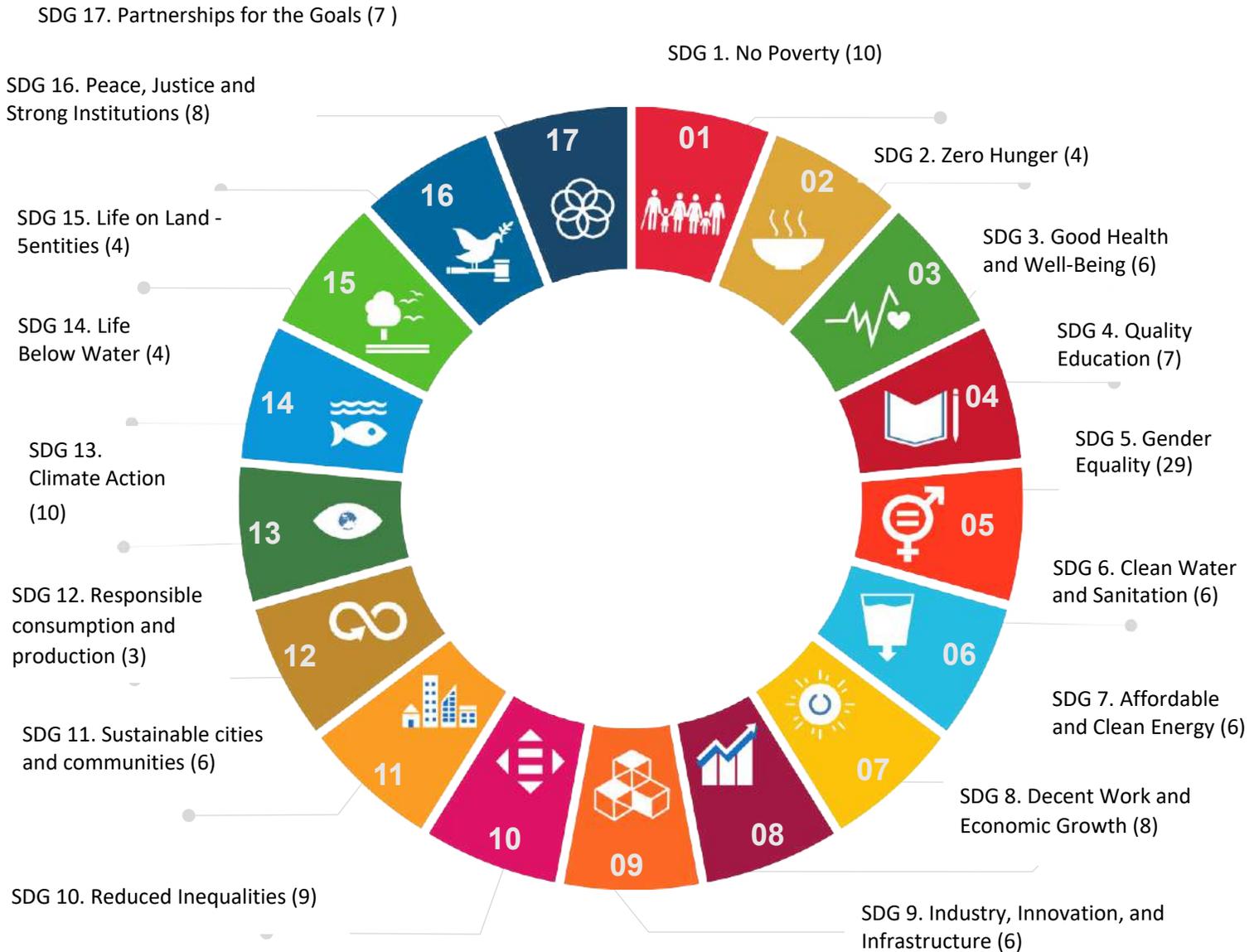


Figure III demonstrates how programming has been aligned with the Sustainable Development Goals in the 2019 UN-SWAP reporting cycle. 29 UN entities placed gender equality at the forefront (SDG 5), followed by 10 UN entities which focused on poverty eradication (SDG 1) and 8 entities concentrating on decent work and economic growth (SDG 8). Only 3 UN entities, however, focused on Sustainable consumption and production (SDG 12). Overall, 2019 programming was similar to strategic planning in terms of its alignment to the Sustainable Development Goals. The United Nations entities have supported their counterparts, including Member States, in planning and implementing actions to promote women’s ownership of their rights in social, economic and political programmes.

**Figure III. Number of entities contributing to each Sustainable Development Goal, as per System-wide Action Plan 2.0 reporting, 2019**

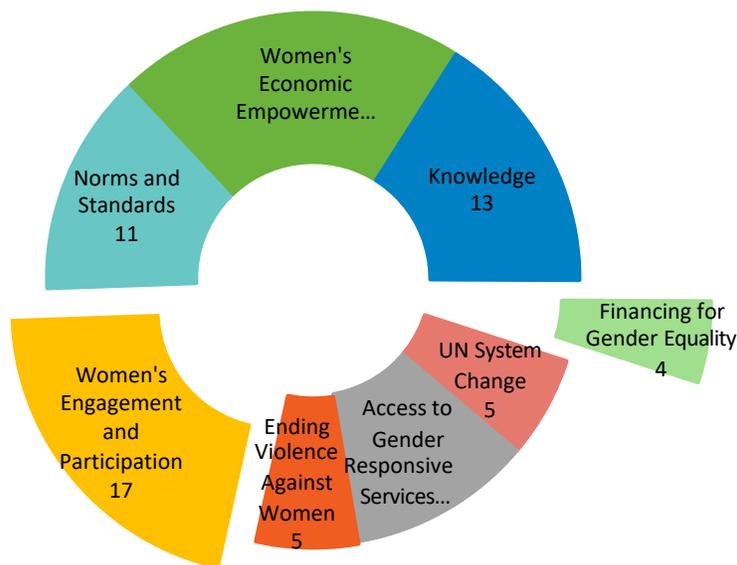


Consistent with the trends of the strategic planning gender-related SDG results indicator, ensuring full participation in leadership and decision-making (SDG 5.5) was the major focus of United Nations entities' programmatic planning documents (22 UN entities), while universal access to reproductive health and rights (SDG 5.6) and adopting and strengthening policies and enforceable legislation for gender equality (SDG 5.C) had the lowest focus (each with 7 UN entities) (Figure IV). This finding acknowledges the pivotal significance of United Nations entities' programmes supporting women's representation at national or local government levels and their influence in decision-making.

**Figure IV. Number of entities contributing to each Goal 5 targets<sup>13</sup>, as per System-wide Action Plan 2.0 reporting, 2019**



**Figure V. Number of entities contributing to each thematic area, as per System-wide Action Plan 2.0 reporting, 2019**



With respect to the thematic areas of work, and echoing Performance Indicator 1, 17 UN entities had programmatic planning documents focused on women’s engagement and participation and another 17 UN entities focused on women’s economic empowerment. Only 4 UN entities, however, focused on financing for gender equality (Figure V). This is the result of emphasis on women’s active

<sup>13</sup> Target 5.1. End discrimination against women and girls; 5. 2. End all violence against and exploitation of women and girls; 5.3. Eliminate forced marriages and genital mutilation 5. 4. Value unpaid care and promote shared domestic responsibilities; .5.5. Ensure full participation in leadership and decision-making; 5.6. Universal access to reproductive health and rights; 5.A. Equal rights to economic resources, property ownership and financial services; 5.B. Promote empowerment of women through technology; 5.C. Adopt and strengthen policies and enforceable legislation for gender equality

engagement and participation in all levels of decision-making, peacebuilding, economic empowerment and recovery efforts to achieve gender equality results.

## **Good Practices from 2019 reporting**

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### **Department of Global Communications(DGC)**

DGC's programmatic work consistently battles gender stereotypes and norms, raises awareness about the violations of the rights of women and girls, spurs people to action and highlights the damage done to everyone when the rights of women and girls are not promoted and protected. The Department puts special focus on showing the ways in which women contribute to all aspects of society, including the political, economic, social and cultural life of communities and how these impacts could be even greater without the scourge of gender discrimination and exclusion. These efforts to raise awareness and promote action have had real, transformative impacts on attitudes around gender equality and the empowerment of women. During 2019, the Department of Global Communications was driven by the pledge to ensure "no one will be left behind". In this context, the Department of Global Communications provided people globally with information on promoting the Sustainable Development Goals, including gender equality, human rights, peace and security, coping with climate change and the empowerment of young people.

### **International Maritime Organization (IMO)**

IMO targeted an increase of women's participation in the maritime sector during 2019. For instance, IMO's Integrated Technical Cooperation Programme (ITCP) includes a mandatory gender programme, the Women in Maritime Programme, which is the main tool for the implementation of the United Nations outcomes and resolutions on gender equality. IMO Member States have reviewed the Women in Maritime Programme outcomes through the Technical Cooperation Committee (TCC).

In 2019, the Women in Maritime Programme pushed forward with numerous activities to increase women's participation in the maritime sector. Furthermore, IMO's central strategic planning document for technical cooperation activities identifies SDG 5 as one of the priority SDGs for the organization. The implementation of the IMO SDG Strategy is ongoing and foresees gender mainstreaming in a more horizontal manner in IMO policies and activities.

### **Office of the Special Representative of the Secretary General on Sexual Violence in Conflict (OSRSG-SVC)**

The organization's strategic priority is to focus on the root causes of conflict-related sexual violence, gender inequality and discrimination, poverty and marginalization in the aftermath of war. As such, the organization's programmatic initiatives include transformative results through strategic priorities that focus on converting cultures of impunity into culture of justice and accountability.

## B. Oversight



### Definition

Evaluation is defined as “an assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance”<sup>14</sup>. 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. As such, an evaluation will help United Nations entities to assess the *relevance, effectiveness, efficiency, impact* and *sustainability* of an intervention aimed to promote gender equality and women’s empowerment.

The requirements of the Evaluation performance indicator have been strengthened in the System-wide Action Plan 2.0. To meet requirements under System-wide Action Plan 1.0, entities must meet the United Nations Evaluation Group (UNEG) norms and standards on gender equality. In the second iteration of the System-wide Action Plan (2.0)<sup>15</sup>, entities not only have to meet UNEG norms and standards on gender equality, but they also have to demonstrate effective use of UNEG norms and standards on gender equality during all phases of the evaluation process. To exceed requirements under the System-wide Action Plan 1.0, entities had to both meet UNEG gender-related norms and standards and show effective use of the UNEG guidance on evaluation using a human rights and gender equality lens approach. However, under System-wide Action Plan 2.0, entities are also requested to conduct at least one evaluation to assess corporate performance on gender mainstreaming every five to eight years.

On top of that, annually, UN entities must produce a report on the extent to which they are meeting UNEG gender related norms and standards in the evaluations they implement using the UN-SWAP framework<sup>16</sup>.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

PI. 4 - EVALUATION		
Approaches requirements	Meets requirements	Exceeds requirements
4ai. Meets some of the UNEG gender-related norms and standards in the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations	4bi. Meets the UNEG gender equality - related norms and standards and 4bii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations during all phases of the evaluation	4ci. Meets the UNEG gender equality - related norms and standards, applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations during all phases of the evaluation and

<sup>14</sup> United Nations Evaluation Group Norms and Standards for Evaluation, 2016

<sup>15</sup> United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0 Framework and Technical Guidance

<sup>16</sup> United Nations Evaluation Group Norms and Standards for Evaluation, 2016

		4cii. Conducts at least one evaluation to assess corporate performance on gender mainstreaming or equivalent every 5-8 years
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## Analysis of Results<sup>17</sup>

In 2019, the performance indicator on evaluation witnessed a decline of 5-percentage points with 29 entities (67 per cent) meeting or exceeding requirements.. This finding reveals the need to reinforce the process of mainstreaming gender throughout the evaluation cycle. Encouragingly, action plans for this indicator seemed strong. For instance, IOM, UNHCR, UNESCO, UNICEF, UNIDO, UN Women and WMO, highlighted the importance of incorporating gender perspectives in the evaluation planning stage. In this regard, UN entities should integrate gender in the terms of reference of each evaluation even when gender is not the evaluation subject. In addition, some UN entities, including UNEP, UNHCR, WIPO and WMO, are seeking to standardize quality assurance processes from a gender lens in the conception and reporting stages of the evaluation process.

Lastly, IOM, UNFPA, DPA, ESCAP, UNCCD, UNRWA, UNV and WMO underscored the importance of using the UNEG guidance document, *Integrating Human Rights and Gender Equality in Evaluations*<sup>18</sup> to incorporate gender equality in the evaluation process.

**Figure I. Distribution of ratings for Performance Indicator 4 on Evaluation, 2018 and 2019<sup>19</sup>**

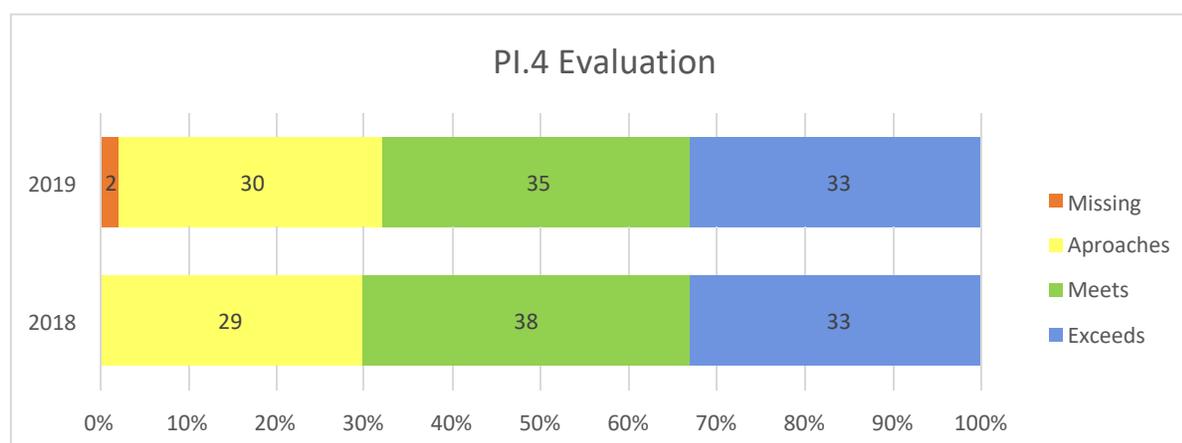


Figure II illustrates the distribution of ratings according to entity type for 2019. Funds and programmes collectively reported the highest performance of all entity clusters with 77 per cent of their ratings falling into the meets or exceeds requirements categories. This points to the funds

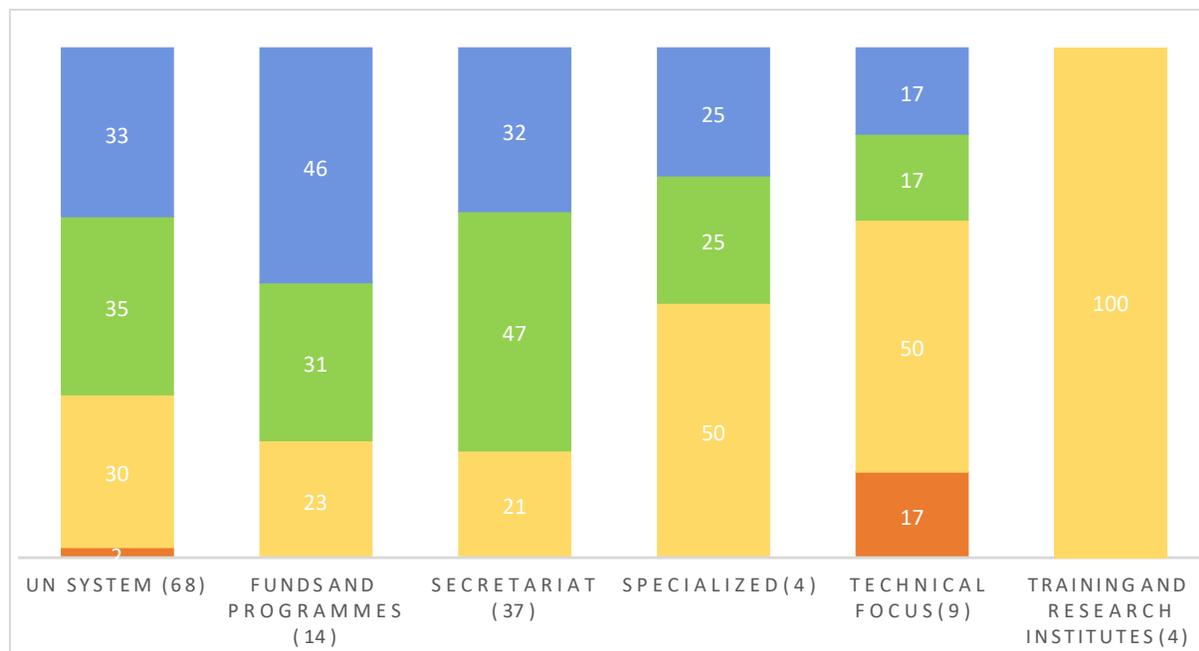
<sup>17</sup> In order to present strengths and areas for improvement more accurately, percentages were calculated omitting “not applicable” ratings

<sup>18</sup> Integrating Human Rights and Gender Equality in Evaluations, Guidance Document, United Nations Evaluation Group, August 2014

<sup>19</sup> Percentages were rounded to the nearest per cent, to add up to 100

and programmes evaluation policies and plans that integrate gender equality dimensions, and evaluation reports that include gender-sensitive indicators, and sex-disaggregated data. In contrast, the training and research institutes registered the weakest performance with 100 per cent of the ratings falling into the approach requirement category. Remedial activities of training and research institutes include training evaluator professionals on gender mainstreaming in results-based management to strengthen the incorporation of UNEG gender equality norms and standards into the evaluation process.

**Figure II. PI.4 Evaluation: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**



## Good Practices from 2019 reporting

### United Nations Economic Commission for Europe (UNECE)

UNECE evaluation policy bears in mind UNEG norms and standards and the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations<sup>20</sup>. In addition, the UNECE Support Guide for Conducting Evaluation<sup>21</sup> is a relevant tool, which guides every phase of the evaluation process on how to integrate gender and human rights considerations. In addition, UNECE's programme management unit has ensured systematic inclusion of the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations<sup>22</sup> during all phases of the evaluation since the end of 2018.

### Department of Global Communications (DGC)

The Evaluation and Communications Research Unit is responsible for conducting evaluations of the Department of Global Communications' programmes in adherence with the UNEG gender-related norms, standards, and guidelines. In 2019, the Unit finalized a gender evaluation of the

<sup>20</sup> Integrating Human Rights and Gender Equality in Evaluations, Guidance Document, United Nations Evaluation Group, August 2014

<sup>21</sup> UNECE Support Guide for Conducting Evaluations, 2014

<sup>22</sup> Integrating Human Rights and Gender Equality in Evaluations, Guidance Document, United Nations Evaluation Group, August 2014

Department's communications results and institutional commitments in accordance with the Department's strategy on gender equality and the empowerment of women. The evaluation utilized a gender-responsive approach, integrating GEEW into its scoping, evaluation questions, criteria and data collection and analysis methods, including the development of gender indicators for media content and practice. The evaluation also incorporated a gender analysis of a wide-range of communications content with the aim of establishing baseline statistics on the implementation of the Department's first GEEW Strategy. Additionally, the evaluation assessed the Department's contribution to GEEW through its internal staff management practices.

#### **United Nations High Commissioner for Refugees (UNHCR)**

In 2019, UNHCR's Evaluation Service mainstreamed gender approaches throughout its evaluations which specifically examined issues pertinent to gender equality, including evaluations on sexual and gender based violence programming and a three-year longitudinal evaluation of the implementation of UNHCR's policy on Age, Gender and Diversity. All evaluations were conducted in line with the UNEG norms and standards, including evaluation Terms of Reference that enforce the systematic consideration of Age, Gender and Diversity equity in all evaluations, regardless of topic.

#### **World Intellectual Property Organisation (WIPO)**

In 2019, WIPO's Evaluation Section finalized three evaluations, including an Evaluation-Audit report of WIPO's policy on gender equality, which provided an assessment of the results of the implementation of the policy between 2014 and 2019. All three evaluations included specific questions on gender mainstreaming and gender equality, with gender sensitive data collection methods. The final report of each evaluation included both limitations and good practices related to gender equality, as well as at least one specific recommendation for each gender-related finding.



**PI. 5  
AUDIT**

**Definition**

Auditing plays an important role in identifying and documenting the extent to which internal and external risks associated with the achievement of gender equality and women’s empowerment results are addressed and managed in workplans<sup>23</sup>. In addition, auditing is a relevant tool for learning and accountability. As such, UN entities are called upon to audit the extent to which they are mainstreaming gender equality and women’s empowerment in their policies, procedures, programmes, projects and practices.

The requirements of this performance indicator have been enhanced in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0 Framework and Technical Guidance. To meet the requirements under System-wide Action Plan 1.0, entities must conduct consultations with the gender focal point/department on risks related to gender equality and the empowerment of women. However, under System-wide Action Plan 2.0., entities must conduct consultations with the gender focal point/department to approach requirements while internal audit departments should develop tools for auditing gender related issues to meet the requirements for this indicator.

The requirement to carry out an ILO-style participatory gender audit or equivalent at least every five years under System-wide Action Plan 1.0 has been moved from exceeding requirements for the Gender Responsive Auditing Performance Indicator to exceeding requirements for organizational culture. To exceed requirements for the second iteration of the System-wide Action Plan (2.0), entities should show that they have included relevant gender equality findings in their annual audit reports and conduct a targeted audit engagement related to gender equality and women’s empowerment at least once every five years.

It is worth noting that 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<sup>24</sup>. This calls the internal audit services to consider all main entity risks in prioritizing their annual or multi-year audit work programmes.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below

<b>PI. 5 - STRATEGIC PLANNING GENDER-RELATED SDG RESULTS</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
5ai. Consultation takes place with the gender focal point/ department on risks related to gender equality and the empowerment of women, as	5bi. Based on risks assessments at engagement level, internal audit departments have developed tools for auditing gender equality and the	5ci. Relevant gender equality findings are systematically presented in annual reports of the internal audit departments

<sup>23</sup> Guidance on Evaluating Institutional Gender Mainstreaming, United Nations Evaluation Group, 2018

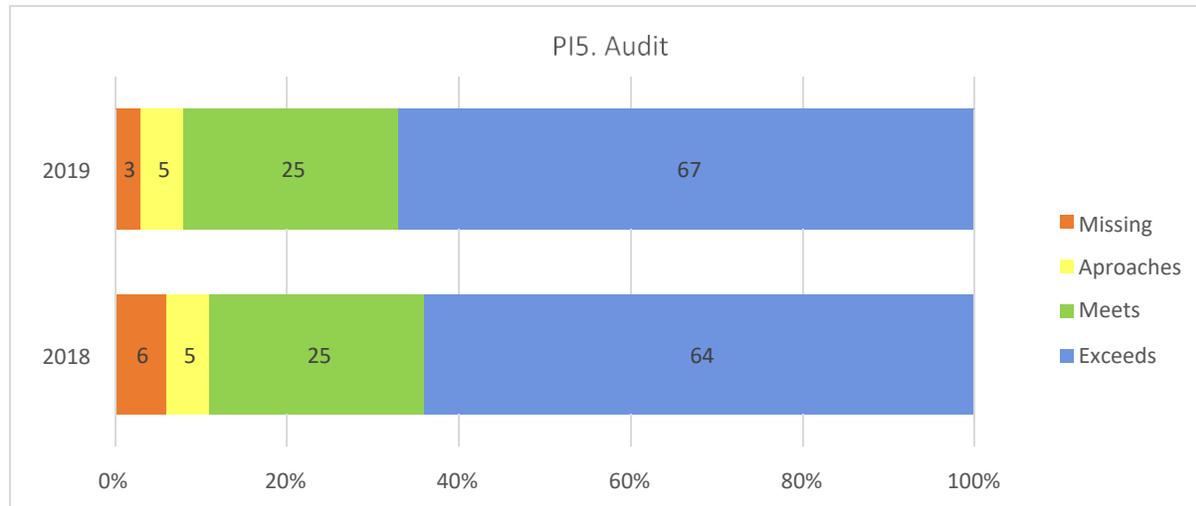
<sup>24</sup> Accountability Framework for Mainstreaming Gender Equality and the Empowerment of Women in United Nations Entities Framework and Technical Guidance, UN-SWAP 2.0, Version 2 December 2019

part of the risk-based audit annual planning cycle	empowerment of women related issues (e.g. policy compliance, quality of reporting etc.) and apply these as appropriate in all relevant audit phases	and  5cii. Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment of women at least once every five years
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## Analysis of Results<sup>25</sup>

In 2019, the audit indicator registered the best performance among all indicators for its second consecutive year, with 59 entities (92 per cent) meeting or exceeding requirements. This represents a 3-percentage point increase from 2018 (Figure I). These results speak to the regular consultations between the audit department and gender focal points on the risks to gender equality and the areas on which auditing should focus as part of the annual planning cycle for risk-based auditing. In addition, the internal audit function of some United Nations entities, including UNICEF and UNIDO, have conducted the annual risk-based audit planning exercises in accordance with the International Professional Practices Framework for Internal Auditing promulgated by the Institute of Internal Auditors.

**Figure I. Distribution of ratings for Performance Indicator 5 on Audit, 2018 and 2019**

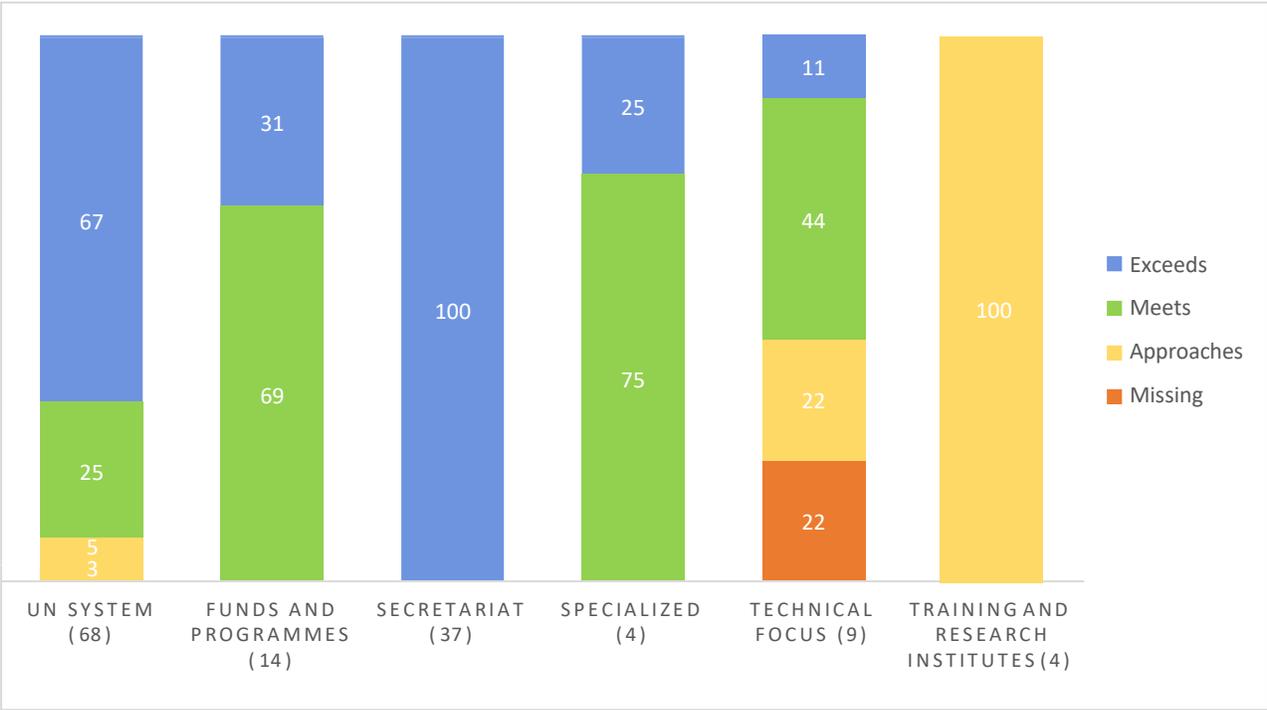


The comparative analysis by clusters of entity types reflects that the Secretariat registered the strongest performance in 2019, with 100 per cent of all entities exceeding requirements (Figure II). The main reason for this positive performance is that the Office of Internal Oversight Services (OIOS) conducts oversight for the Secretariat’s departments and offices. In addition, the annual audit workplan of OIOS Internal Audit Division (IAD) integrates the United Nations’ mandate on gender

<sup>25</sup> In order to present strengths and areas for improvement more accurately, percentages were calculated omitting “not applicable” ratings

equality and the empowerment of women in its risk-based audit planning process. While Funds and Programmes and Specialized entities reported 100 per cent of entities meeting or exceeding requirements, Technical entities reported 55 per cent of entities meeting or exceeding requirements. This points to the need of Technical entities to increase their commitment to gender-responsive auditing through the incorporation of gender into audit standard operating procedures. Lastly, Training and Research institutes reflected the weakest performance among all entity types. This is, in part, because three entities in this cluster (UNICRI, UNITAR, UNSSC) rated this indicator as not applicable and were not considered in the analysis, and only one entity, UNU, rated this indicator as approaching requirements. In this regard, UNU’s action plan for 2020 is encouraging since UNU will try to engage with OIOS for advice on best practices for internal audits on gender and will create a formal risk assessment for internal audits on gender, based on UN Women’s guidance.

**Figure II. PI. 5 Audit: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**



**Good Practices from 2019 reporting**

**Office of Internal Oversight Services (OIOS)**

The Office of Internal Oversight Services (OIOS) has oversight responsibilities for the Secretariat’s departments and offices. In preparing its annual work plan, OIOS conducts a risk-based assessment that includes gender-related themes when identifying potential audit and other oversight activities. OIOS consults with programme managers including gender focal points, as well as other oversight bodies to identify and assess gender-specific risks. This information is used to prioritize oversight engagements related to gender and to ensure the inclusion of gender-related themes in the design of assignments.

### **World Intellectual Property Organization (WIPO)**

The evaluation-audit report of WIPO's Policy on Gender Equality Internal Oversight Division<sup>26</sup> was a milestone since the report provided an assessment of the policy results implementation within the 2014- 2019 timeframe. In this report, WIPO combined evaluation and audit in order to address elements common to both fields with the aim to: (a) provide a thorough picture of the design, implementation, and results achieved, and (b) identify opportunities and lessons learned to further enhance gender mainstreaming.

### **World Food Programme (WFP)**

Gender equality is included as a key component of the 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 Office of Internal Audit also clearly highlighted gender issues in its country office audit reports and developed agreed action plans that are systematically tracked for countries where significant gender issues were noted.

In addition, the Office of the Inspector General of WFP submits its annual report for the preceding year to the Executive Board, which includes an overview of the activities of the Office of Internal Audit and highlights WFP zero-tolerance for sexual exploitation and abuse, harassment, sexual harassment and abuse of power.

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<sup>26</sup> [https://www.wipo.int/export/sites/www/about-wipo/en/oversight/iaod/evaluation/pdf/policy\\_gender\\_equality.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/oversight/iaod/evaluation/pdf/policy_gender_equality.pdf)

## II. Institutional Strengthening to Support Achievement of Results

### C. Accountability

	<b>PI. 6 POLICY</b>
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#### Definition

Gender equality and the empowerment of women is a cross-cutting commitment for UN entities. By implementing UN-SWAP aligned gender policies, entities promote accountability and transparency for their work on gender mainstreaming, gender equality and the empowerment of women. Since gender policies set out a vision, strategic direction and implementation plan for reporting entities, they constitute a key driver for achievement of all UN-SWAP performance indicators.

The policy indicator, which was carried over unchanged from UN-SWAP 1.0., assesses the development and implementation of up-to-date gender equality and women’s empowerment policies/strategies and action plans (developed, reauthorized or revised in the last five years), as well as the inclusion of equal representation of women and gender mainstreaming in those policy documents. These can be separate documents or a consolidated document.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

<b>PI. 6 - POLICY</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
6ai. Policies and plans being developed on gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women	6bi. Up to date polices 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

## Analysis of Results

Evidence from the 2019 UN-SWAP reporting cycle shows a decline of 1-percentage point from 2018 results in performance of the policy indicator, with 55 entities (81 percent) meeting or exceeding requirements in 2019 (Figure I). This slight change demonstrates how UN entities continue to promote a shared vision and accountability on gender equality and women’s empowerment within their activities. Furthermore, in 2019, gender mainstreaming continued to receive attention within the UN System through the implementation of gender equality polices, strategies and action plans, as well as gender parity policies and strategies.

**Figure I: Distribution of ratings for Performance Indicator 6 on Policy, 2018 and 2019**



To exceed requirements, United Nations entities must have senior level accountability mechanisms to ensure the promotion of gender equality and the empowerment of women. In 2019, 30 entities (44 percent) exceeded requirements for this indicator. An analysis of senior level accountability mechanisms revealed a range of mechanisms used by the United Nations entities, which exceeded requirements used to demonstrate accountability for achieving the planned results of their gender polices.

16 Secretariat entities (53 per cent) established Senior Managers’ Compacts between the Secretary-General and senior officials. Senior Managers’ Compacts include commitments to implementing the Gender Strategy and to rapidly responding to allegations of prohibited conduct, as well as a gender parity indicator related to achieving 50-50 gender parity at all professional levels of the Organization. UNESCO, the only Specialized entity that exceeded requirements in 2019 (3 per cent), established a Compact between the Director-General and senior managers. This Compact includes a section on accountability for the promotion of gender equality and the empowerment of women. Funds and Programmes (27 per cent) used various senior level

accountability mechanisms, which included a Gender Steering and Implementation Committee<sup>27</sup> and Gender Advisory Panel<sup>28</sup>. Lastly, UNU, the only Training and Research institute exceeding requirements (3 per cent), used the Council<sup>29</sup>, which serves as the UNU's governing body, and Technical entities (13 per cent) implemented several senior level mechanisms such as the Senior Advisory Committee on Gender Equality Chaired by the Secretary General<sup>30</sup> and the Gender Mainstreaming Board<sup>31</sup>.

Hence, senior management commitment to implement a gender policy constitutes a key driver of progress for the policy indicator. This also demonstrates the need for senior managers to advocate for and ensure accountability for the implementation of the gender policy.

Policy also constitutes by itself a key driver of UN-SWAP progress since entities with gender policies, strategies and action plans are, on average, meeting or exceeding double the number of UN-SWAP Performance Indicators than those without.

When comparing entities by type, funds and programmes have the strongest performance, with 57 percent of entities exceeding and 75 percent meeting requirements (Figure II). The Secretariat cluster is the only type that has 3 percent missing requirements due to an outlier entity, which has neither a standalone gender policy nor a specific gender parity strategy.

Funds and Programmes share three good practices that strengthened their progress for the policy performance indicator. First, gender action plans of Funds and Programmes operationalized their gender policies and included monitoring and accountability mechanisms. Secondly, gender policies were fully aligned to strategic plans. Thirdly, UN-SWAP indicators were embedded in the Funds and Programmes' gender policies or action plans. The Joint Inspection Unit (JIU)<sup>32</sup> in its review of the UN-SWAP, also mentioned this good practice to lead to improved performance.

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<sup>27</sup> UNDP has instituted a Gender Steering and Implementation Committee (GSIC) in 2008 which is the highest decision-making body on gender equality and the empowerment of women within UNDP with responsibility for policy setting and oversight of all offices.

<sup>28</sup> UNOPS Gender Advisory Panel was strengthened in 2019 and continued discussing and exploring differences in engagement and perceptions based on gender issues derived from the UNOPS Peoples Survey and making appropriate recommendations to the Senior Leadership Team.

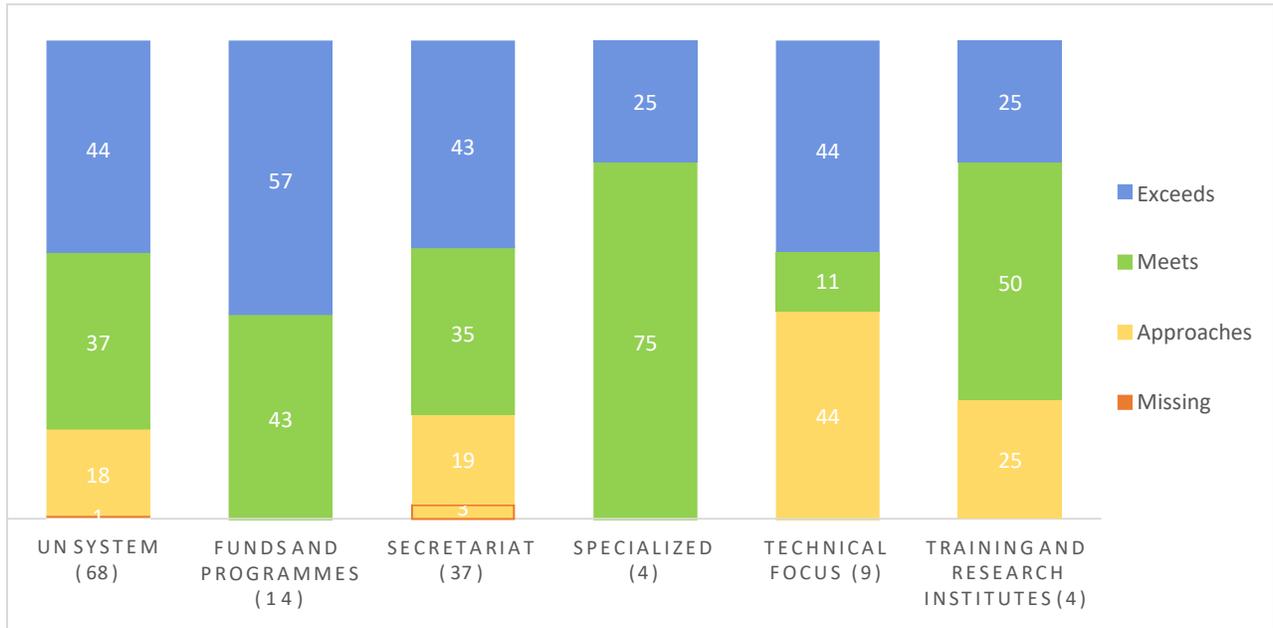
<sup>29</sup> UNU's Council (Governing Body): <https://unu.edu/about/unu-council>

<sup>30</sup> ICAO has implemented the Senior Advisory Committee on Gender Equality which monitors the Gender Equality Implementation Plan aligned with UN-SWAP indicators. The Secretary General chairs the Senior Advisory Committee on Gender Equality.

<sup>31</sup> UNIDO's Gender Mainstreaming Board, which is chaired by the Director General, assesses the implementation of the gender equality and empowerment of women strategy, approves annual gender mainstreaming plans and targets, reviews progress on the results achieved in mainstreaming gender, and takes remedial actions to place gender mainstreaming efforts back on track, if needed.

<sup>32</sup> Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women, Joint Inspection Unit, UN, Geneva, 2019 (JIU/REP/2019/2)

**Figure II. PI.6 Policy: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**



## Good Practices from 2019 reporting

### United Nations Economic Commission for Europe (UNECE)

ECE's updated Policy on Gender Equality and the Empowerment of Women is in line with the standards of the UN-SWAP. The policy strengthens the accountability and capacity of the Organization through concrete actions at sectoral and cross-sectoral levels set out in its Gender Action Plan (GAP). The implementation of the GAP is monitored and discussed annually at a Directors' meeting. In order to achieve gender parity at all levels, ECE has developed its Gender Parity Strategy in line with the Secretary-General's System-Wide Strategy for Gender Parity.

Furthermore, ECE has taken several steps to ensure senior level accountability. Achieving and maintaining gender equality is included as a goal in the work plan and performance assessment of senior managers; actions and results related to this goal are reviewed, discussed and evaluated in the performance appraisal. The Compact Accountability Pledge for 2019 of the ECE Executive Secretary emphasizes the Executive Secretary's commitment to 'strengthen policies and practices to ensure gender equality and the mainstreaming of gender into the ECE programme of work', to 'serve as a role model for implementing the Gender Parity Strategy' of the Organization, and to take all appropriate measures to prevent, address and accurately report credible allegation of sexual exploitation and abuse. The Executive Secretary has also introduced a mandatory gender assessment of projects.

### United Nations Development Programme (UNDP)

The UNDP Gender Equality Strategy (GES) 2018-21 was endorsed by UNDP Executive Board in 2018. It articulates the core principles and priorities of the UNDP approach to gender equality and provides entry points for achieving the gender equality targets across the three development settings of the UNDP Strategic Plan, 2018-2021. This strategy also identifies priority areas for signature solution 6 of the

Strategic Plan, “strengthen gender equality and the empowerment of women and girls”. The UNDP GES outlines steps for UNDP’s Institutional transformation to achieve gender equality results, which is in alignment with UN-SWAP 2.0 indicators, and calls for expanding the UNDP Gender Equality Seal, which incentivizes country offices to integrate gender equality into all aspects of their development work, also aligned with UN-SWAP. The foundation of this strategy is the vision encompassed in the 2030 Agenda for Sustainable Development.

UNDP has instituted a Gender Steering and Implementation Committee (GSIC), the highest decision-making body on gender equality and the empowerment of women within UNDP with responsibility for policy setting and oversight of all offices. Chaired by the UNDP Administrator, the GSIC is the main institutional mechanism established by which the UNDP Administrator builds senior leadership and commitment for gender equality and the empowerment of women and monitors the implementation of the Gender Equality Strategy.

### **United Nations Industrial Development Organization (UNIDO)**

In 2019, UNIDO launched its new policy on gender equality and the empowerment of women<sup>33</sup> to reinforce the organization’s institutional responsibility and accountability framework. The policy aligns 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 responds to the respective performance indicators within each pillar. Gender mainstreaming and the equal representation of women are underscored in the gender policy as key priorities for the Organization. The gender policy also outlines the organization's gender architecture, which includes senior accountability mechanisms to ensure gender mainstreaming at all levels and within all areas of work.

As per the Organization’s 2019 policy, UNIDO has several senior level mechanisms to ensure accountability for the implementation of its gender policy. The first mechanism places “ultimate authority and responsibility for achieving gender equality and the empowerment of women results in UNIDO” with the Director General. The second mechanism is the Gender Mainstreaming Board, which is chaired by the Director General and assesses the implementation of the gender equality and empowerment of women strategy, approves annual gender mainstreaming plans and targets, reviews progress on the results achieved in mainstreaming gender, and takes remedial actions to place gender mainstreaming efforts back on track, if needed. Thirdly, the Office for Gender Equality and Empowerment of Women acts as the Secretariat for the Gender Mainstreaming Board and coordinates the Organization’s gender mainstreaming activities.

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<sup>33</sup> UNIDO/DGB/(M).110/Rev.2



**PI. 7  
LEADERSHIP**

**Definition**

Strong leadership within United Nations entities is crucial for championing gender equality and the empowerment of women across the United Nations system. Thus, senior management is called upon to promote gender equality and women’s empowerment by ensuring that gender mainstreaming is reflected in the organization’s policies, practices and programmes, and that staff have the tools to incorporate it in their work. Senior management is also expected to lead by example through active internal and external engagement with gender-related issues.

The leadership performance indicator, introduced by the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0 Framework and Technical Guidance, examines how senior management, which is defined as personnel of grade D1 and above, internally and publicly champion gender equality and the empowerment of women at entity and programming levels.

The Chief Executive Board (CEB) Leadership Framework<sup>34</sup> has spearheaded the components of the leadership indicator with attention to the need for transformational leadership, personal commitment of senior managers, attitudinal change, engagement with gender issues during engagements and external and internal active advocacy 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<sup>35</sup>.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

<b>PI. 7 - LEADERSHIP</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
7ai. 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

<sup>34</sup> <https://www.unsceb.org/content/united-nations-system-leadership-framework-0>

<sup>35</sup> UN-SWAP 2.0 Framework and Technical Guidance, Version 2, December 2019

## Analysis of Results

In 2019, the leadership indicator witnessed progress as compared with 2018, registering a 2-percentage point increase in the meets or exceeds categories, with 56 entities (82 percent) currently meeting or exceeding requirements (Figure I). Significantly, an additional 4 entities exceeded requirements in 2019<sup>36</sup>, demonstrating senior management commitment to the promotion of gender equality and the empowerment of women internally and externally and their active engagement to comply with the UN-SWAP indicators. For instance, UNV reached full gender parity among the UN Volunteers deployed in 2019 as a result of the efforts of senior managers and all staff involved in the volunteer management cycle and the establishment of key performance indicators to systematically track volunteer recruitment and volunteer management. In addition, the Under-Secretary-General (USG) and senior managers of several entities including DPA, DPKO, IAEA, OCHA and WFP regularly promoted the equal representation of women in international forums, conferences and events for governing bodies, assemblies and intergovernmental fora.

Participation in campaigns where commitments are clear-cut, mandatory, and monitored can create a network of leaders supporting gender equality. Positively, over half of the heads of the UN-SWAP reporting entities (36 entities) are currently members of the International Geneva Champions Network<sup>37</sup>. All International Gender Champions are required to sign the Panel Parity Pledge to “no longer sit on single-sex panels” and must make two personal commitments to invigorate behavioral change at an individual and institutional level in order to achieve results- oriented gender equality.

**Figure I. Distribution of ratings for Performance Indicator 7 on leadership, 2018 and 2019**

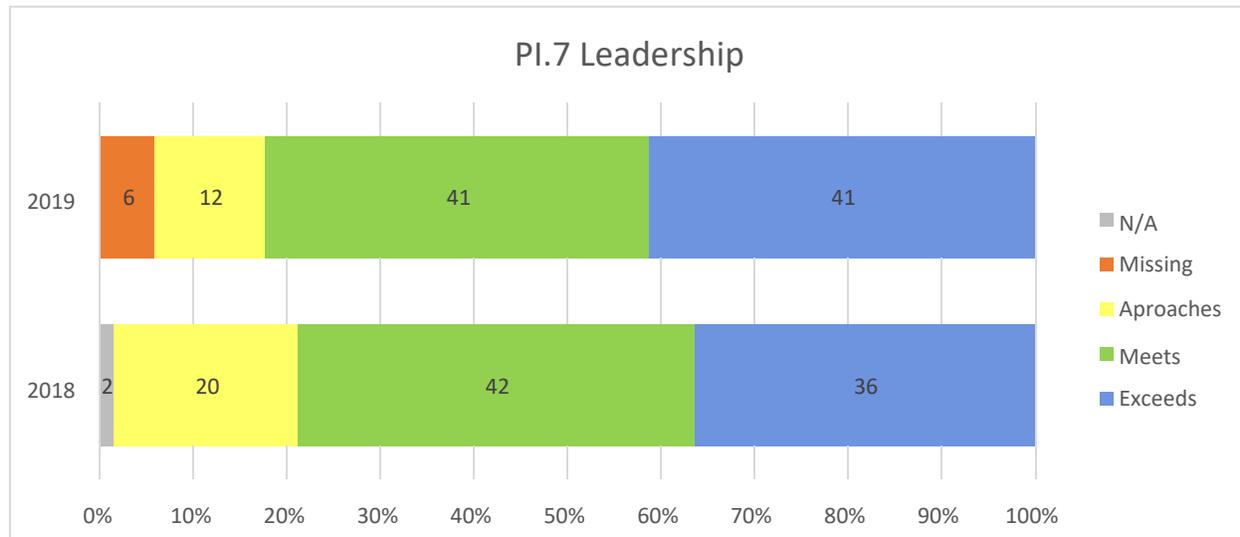


Figure II illustrates the distribution of ratings according to entity type for 2019. Funds and programmes registered the strongest performance, with 93 per cent of entities meeting or exceeding

<sup>36</sup> 4 additional entities exceeded requirements: 1 Fund and Programme, 2 Secretariat, 1 Technical Focus, 1 Training Institute

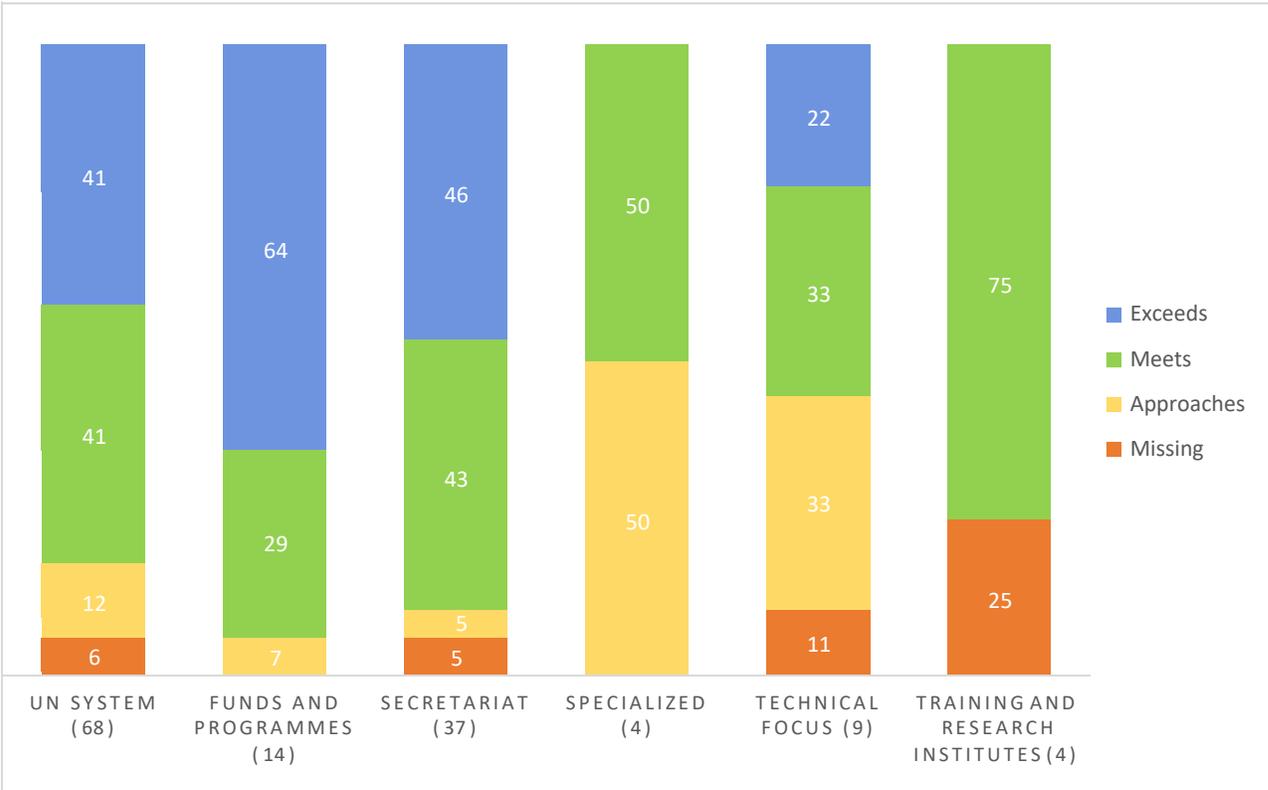
<sup>37</sup> <https://genderchampions.com/>

requirements followed by the Secretariat entities (89 per cent) and training and research institutes (75 per cent). Technical and specialized entities trail the performance of the other clusters, registering 55 per cent and 50 per cent of entities meeting or exceeding requirements, respectively.

One example of the attention that the leadership of funds and programmes gave to gender issues is the support from governing bodies, Member States and the donor’s community. For instance, UNHCR reports annually to its Standing Committee and bilaterally to various Member States on progress for gender equality, diversity and inclusion. In the case of UNICEF, the organization’s gender section regularly produces briefing notes, statements, speeches and presentations requested by senior management for their interactions with Member States, donors, civil society organizations and other stakeholders and partners. Furthermore, UNFPA’s Executive Director underscores the importance of addressing and promoting gender equality and the rights of women and girls to and within UNFPA’s governing body, the Executive Board.

In the case of the Secretariat, entities committed to gender equality and women’s empowerment objectives under the 2019 Senior Manager’s Compact, which constitutes an annual agreement that the Secretary-General signs with senior officials, setting programmatic objectives and managerial targets and ensuring accountability at the highest levels.

**Figure II. PI.7 Leadership: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**



## **Good Practices from 2019 reporting**

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### **International Trade Centre (ITC)**

ITC's leadership used different public platforms to articulate the organization's vision on how gender equality and women's empowerment could be achieved. These platforms entailed speeches, media, interviews, and debates with public and private organizations. While ITC actively promoted female representation in external meetings, it also supported staff development and encouraged women at all levels within the organization to engage in activities that promoted professional growth. By the end of 2019, the organization executive director approved the creation of a new functional gender unit.

### **Office for the Coordination of Humanitarian Affairs (OCHA)**

During 2019, the Under-Secretary-General and Emergency Relief Coordinator (USG/ERC) and Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator (ASG/DERC) continued to demonstrate leadership and championed the promotion of gender equality and women's empowerment in their internal and external engagements, including through the International Gender Champions initiative and within OCHA. The USG/ERC and ASG/DERC participated in numerous events and delivered statements aimed at promoting gender equality and women's empowerment, including a public lecture on delivering better outcomes for women and girls in humanitarian crises. By the end of 2019, OCHA launched a new internal communication platform, which constitutes a source for OCHA's senior management to disseminate internal communication related to gender to its staff, including OCHA's zero-tolerance policy towards sexual exploitation and abuse and OCHA's statistics on gender parity and geographic diversity.

### **United Nations Children's Fund (UNICEF)**

UNICEF's senior leadership, particularly its Executive Director and Deputy Executive Directors, regularly emphasize and publicly address key issues related to gender equality and the empowerment of women and girls in public fora, including online. UNICEF's Gender Section regularly provides or assists with briefing notes, statements, speeches and presentations requested by senior management for their interactions with Member States, donors, civil society organizations and other stakeholders and partners. The Executive Director continues to be an International Gender Champion and participates on social media platforms to publicly highlight gender equality issues.

Within UNICEF, senior leadership is invested in championing gender equality across the organizational culture. 2019 was a year of analysis and reflection for UNICEF's internal work culture. An internal report by the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority was released with a set of recommendations. This has prompted organization-wide reflection and discussions about what needs to happen next to adequately address concerns and begin transforming UNICEF's work culture. Furthermore, the ongoing engagement of the Executive Director and Deputy Executive Directors with the Gender Push group, an informal community of UNICEF colleagues across the organization, is a strong example of leadership in support of gender equality, reflecting a strong willingness to drive UNICEF towards a more gender-sensitive and gender-equal workplace.



**PI. 8  
GENDER-RESPONSIVE PERFORMANCE MANAGEMENT**

**Definition**

Gender-responsive performance management promotes the integration of gender equality and the empowerment of women into the core values and competencies of the organization.<sup>38</sup> When both clear accountability mechanisms and standards are in place and incentives or recognition systems are incorporated into gender mainstreaming and gender equality work, performance management systems promote gender equality throughout the organization.

To ensure accountability to gender equality and women’s empowerment, it is key to incorporate gender equality goals, objectives and targets in the performance plan of every employee throughout the organization. As such, all staff would engage in gender-sensitive work and gender mainstreaming.

This indicator, which was carried over unchanged from UN-SWAP 1.0., assesses how gender equality and the empowerment of women are integrated into the core values and/or competencies for all personnel and how the performance of staff on gender equality is monitored and rewarded through the corporate appraisal performance system.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

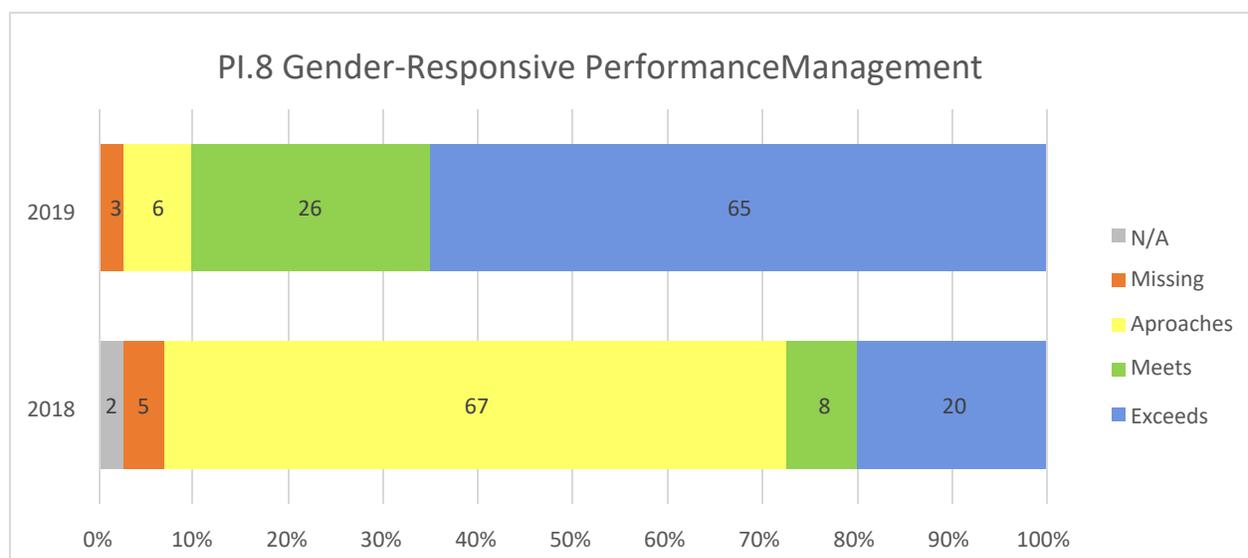
<b>PI. 8 - GENDER-RESPONSIVE PERFORMANCE MANAGEMENT</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
8ai. The entity’s core values and/or competencies being revised to include assessment of gender equality and the empowerment of women	8bi. Assessment of gender 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

<sup>38</sup> Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women, Joint Inspection Unit, 2019

## Analysis of Results

Progress has taken place between 2018 and 2019 with regard to the gender-responsive performance management indicator, recording a 3-percentage point increase in the meets or exceeds requirements categories, with 91 per cent of entities (62 entities) meeting or exceeding requirements in 2019. Furthermore, the proportion of ratings in the exceeds requirements category increased from 20 per cent in 2018 to 65 per cent in 2019 (Figure I). Reasons for improvement are delivery of workshops and information sessions for staff on gender-responsive goal setting and appraisals, support in the implementation of guidelines on addressing gender sensitivity in performance appraisal reports and annual work plans and the development of communication materials to raise staff awareness on gender-responsive management.

**Figure I: Distribution of ratings for Performance Indicator 8 on Gender-responsive performance management, 2018 and 2019**



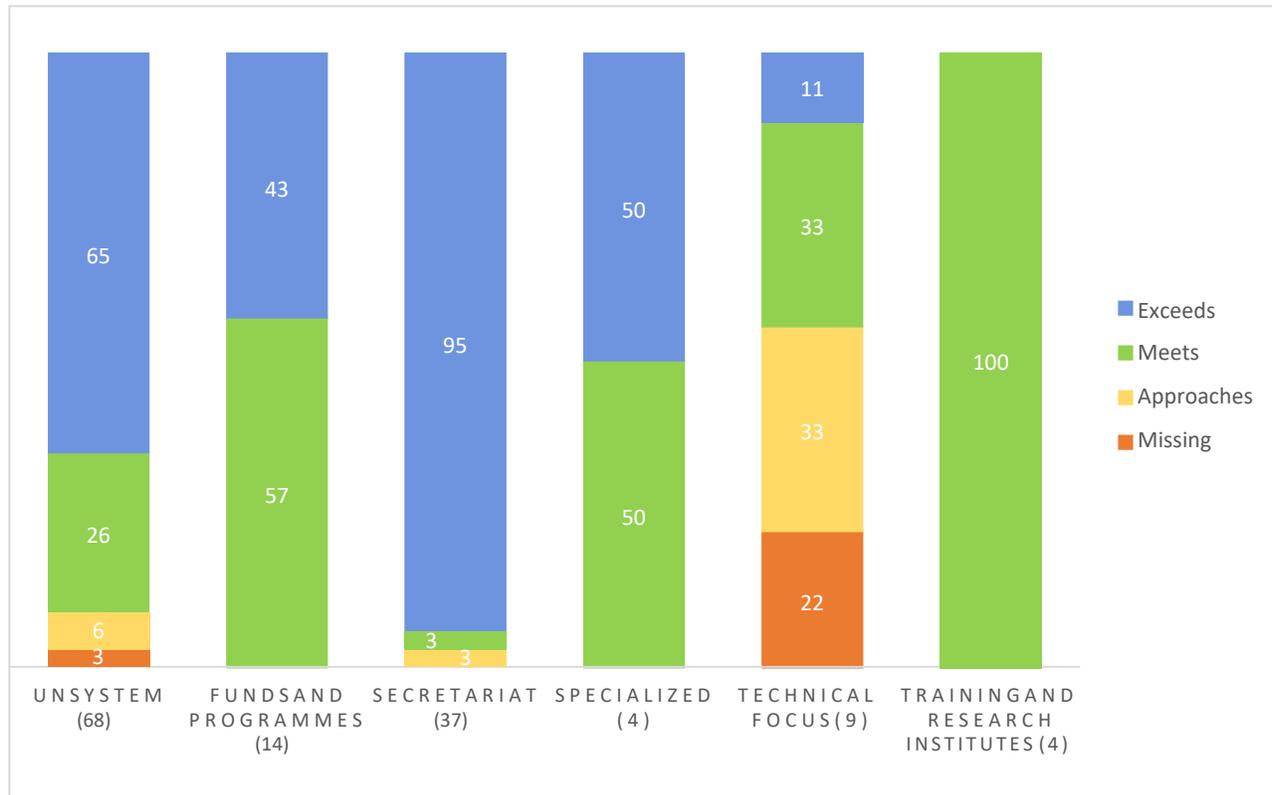
When comparing entities by type, the Secretariat entities have the strongest performance, with 95 per cent of entities exceeding, 3 per cent of entities meeting and 3 per cent of entities approaching requirements (Figure II). Entities with a technical focus registered the weakest performance among all entity types, reporting 44 per cent of all ratings as meets or exceeds, 33 percent as approaches, and 22 per cent as missing requirements. The low level of performance on entities with a technical focus is due to two outliers that lack compliance for this performance indicator.

The inclusion of a commitment to “serve as a role model for implementing the Gender Parity Strategy” and the incorporation of the indicator on “progress towards achieving the goal of gender parity at each professional level (P-2 to D-1) within available positions” into the Senior Managers’ Compacts for 2019 constituted a key driver of positive performance for the Secretariat.

Another driver of progress for all Secretariat entities was the UN Secretariat respect for diversity core values, which include the statement “Treats men and women equally. Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making. Examines own biases and behaviors to avoid stereotypical responses. Does not discriminate

against any individual or group”. Gender perspectives are included in the substantive work of all UN Secretariat staff. In job openings, the indicator for gender is listed under the competency of professionalism, except for the P-5, D-1 and D-2 level job openings in which the indicator, if included, should be added under the competency of leadership. Job openings use standard language to reference the competency: “Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work”.

**Figure II. PI.8 Gender Responsive Performance Management: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**



## Good Practices from 2019 reporting

### Department of Peace Operations (DPO)

DPO has two annual awards to recognize performance on the implementation of gender and Women, Peace and Security within uniformed personnel. The Military Gender Advocate of the Year Award acknowledges the dedication and effort of an individual peacekeeper in promoting the principles of the UN Security Council’s resolution 1325<sup>39</sup> on women, peace, and security. The International Female Police Peacekeeper Award recognizes an outstanding female police peacekeeper serving in a UN peace operation. This award also aims to promote UN Secretary General’s gender parity strategy and DPKO uniformed gender parity strategy.

<sup>39</sup> The Security Council adopted resolution (S/RES/1325) on women and peace and security on 31 October 2000

### **World Health Organization (WHO)**

WHO's employee performance management and development system includes the staff self-assessment and assessment by the staff supervisor on how well personnel have demonstrated the WHO mandatory competency of "Respecting and Promoting Individual and Cultural Differences," which has explicit provisions for gender responsiveness. In line with WHO's policy on Performance Management and Development – Recognizing Excellence, when granting performance awards on a yearly basis, the Director-General and the Regional Directors recognize one or more criteria, one of which is Gender and Diversity so that exceptional contributions to WHO's gender and diversity goals are recognized.

### **United Nations Educational, Scientific and Cultural Organization (UNESCO)**

The division for gender equality regularly analyses how effectively the gender component has been reflected in workplans and shares good examples of workplans in its annual report, which is distributed to all staff. In addition, the division of gender equality has a newsletter entitled "Gender Wire"<sup>40</sup>, which highlights the work on advancing gender equality of individuals, entities, or colleagues at UNESCO, by featuring their stories in the "Gender Equality Champion" section. The newsletter also underlines projects that have successfully mainstreamed gender in the "Let's mainstream" section.

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<sup>40</sup> UNESCO's Gender Wire: <https://en.unesco.org/genderequality/genderwire>

## D. Human and Financial Resources



### PI. 9 FINANCIAL RESOURCE TRACKING

#### Definition

Financial resource tracking involves the ability to track financial disbursements through the introduction of tagging (e.g. a gender marker). Using a standardized methodology to assess the degree to which GEWE is addressed, the Gender Equality Marker (GEM) can provide an indicative overview of resources allocated to the promotion of GEWE. Consistent UN System-wide implementation of GEM systems for all UN entities will strengthen comparability and transparency on financing for gender equality across the System.

Several ECOSOC resolutions have either called upon or requested the United Nations system to enhance gender mainstreaming within the UN system, including by tracking gender-related resource allocation and expenditure, specifically through the promotion of the use of gender markers.

In 2018, the UN Secretary General created a High-Level Task Force (HLTF) on Financing for Gender Equality to make recommendations on how to strengthen financing for gender equality. All UN entities were recommended to develop a policy on GEWE financial tracking mechanisms and implement an automated 4 point-scale GEM system, allowing for consistency in application and comparability of data across the UN System.

The 2019 JIU Review of the UN-SWAP identified information management systems and organization-wide policy on gender markers as two enabling factors for successful and consistent implementation of financial tracking systems for gender equality and the empowerment of women. Analysis of the information provided by the gender marker systems should guide central strategic planning (including budget allocation, planning and capacity development).

The Financial Resource Tracking indicator was carried over unchanged from UN-SWAP 1.0. This indicator helps inform performance indicator 10 on Financial Resource Allocations.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

PI. 9 – FINANCIAL RESOURCE TRACKING		
Approaches requirements	Meets requirements	Exceeds requirements
9ai. Working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women’s empowerment	9bi. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women’s empowerment	9ci. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women’s empowerment  and

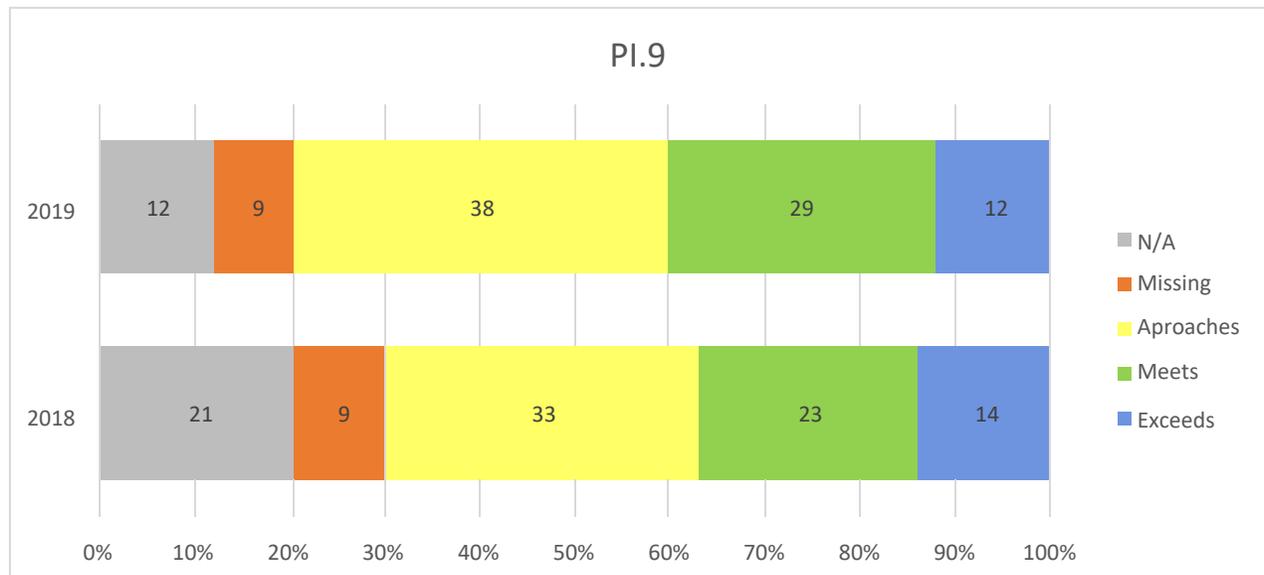
		9cii. Results of financial resource tracking influences central strategic planning concerning budget allocation
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## Analysis of Results

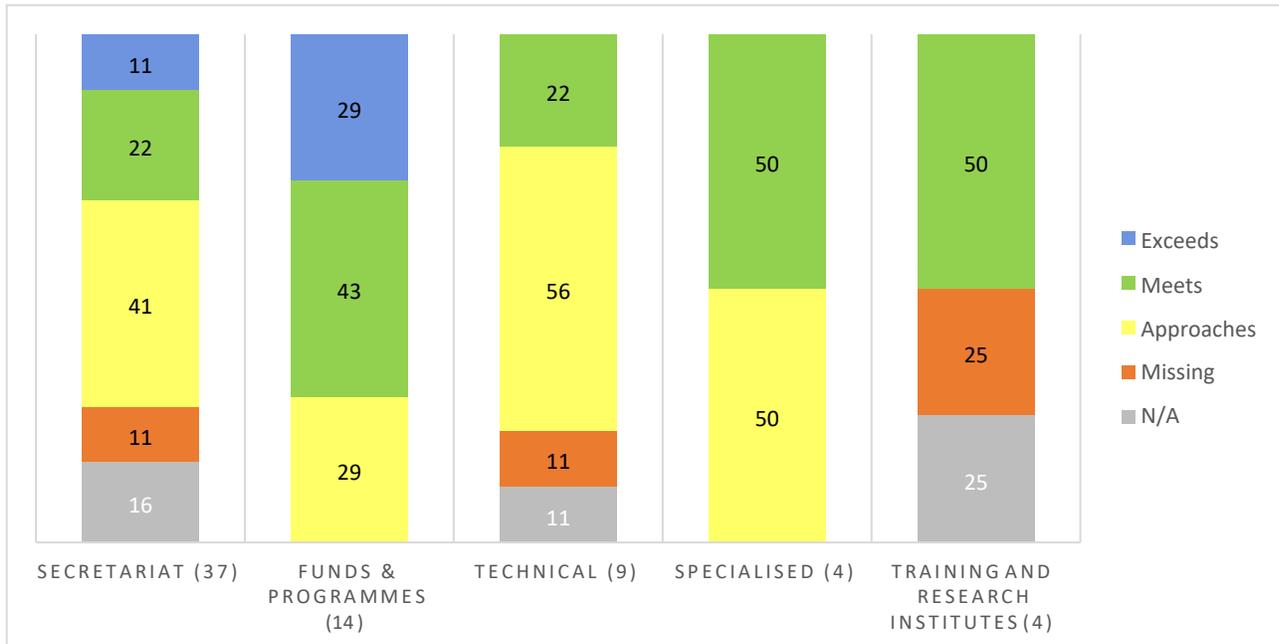
Financial resource indicators are among those with the lowest performance relative to other UN-SWAP performance indicators. Despite relatively low compliance levels, slight progress was registered between 2018 and 2019 for the Financial Resource Tracking performance indicator. Twenty-eight entities met or exceeded requirements in 2019 (8 exceeding and 20 meeting requirements), up from 24 entities meeting or exceeding requirements in 2018. New entities meeting requirements for this indicator in 2019 include DPO, DPPA, ESCAP, ILO, UNCDF, UNCTAD, UNITAR and UNV. The exceeding requirements category has decreased by one entity from 2018 to 2019, as PBSO is now part of DPPA.

The number of entities considering this indicator as not applicable has declined from 21 to 12 per cent as UN Secretariat entities are now working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women’s empowerment through the enabling of gender markers in UMOJA.

**Figure I: Distribution of ratings (percent) for Performance Indicator 9 on Financial Resource Tracking, 2018 and 2019**



**Figure II. PI. 9 Financial Resource Tracking: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**



Slight progress was achieved by Funds and Programmes, UN Secretariat and Specialized entities with some stagnation or slight regression in entities with a Technical focus. With the exception of the Funds and Programmes, financial tracking mechanisms are not widely implemented. ESCWA and UNDP remain top performers for gender markers. They have co-chaired Working Groups in the Secretary-General High-Level Task Force on Finance for Gender Equality in 2019 and frequently support other UN organizations in the implementation of gender markers. Additional top performing entities include ITC, OCHA, OHCHR, UNAIDS and UNFPA. Further to maintaining progress in the use of their financial resource tracking systems, they use the gender markers to influence central strategic planning concerning budget allocation. UN entities experiencing improvements include DPPA, DPO, ESCAP, ILO, UNCDF, UNCTAD, UNITAR and UNV, all of which reported having a financial tracking system in use in 2019.

UN Secretariat entities are bound by the functionalities and governance established by the General Assembly and the Office of Programme Planning, Budget and Accounts. Notwithstanding, some Secretariat entities, such as UNCTAD and ESCAP, continue enhancing their data monitoring systems or launching new processes to ensure a gender component in project delivery. ESCAP is first addressing extrabudgetary projects and will follow with the regular budget work programme. OHCHR piloted its new Gender Accreditation Programme including a unique platform that gathers all internal and external OHCHR commitments on gender and diversity. This Gender Accreditation tool contains specific indicators and markers on financial resources allocated to activities on women's rights and gender issues.

## **Good Practices from 2019 reporting**

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### **United Nations Development Fund (UNDP)**

The Gender Steering and Implementation Committee (GSIC) reviews the gender marker and results of financial resources tracking. Decisions have been taken using results from the gender marker to influence central strategic planning as for example on UNDP's Funding Windows allocation of non-emergency resources. The Funding Windows requires all project proposals to be scored GEN 2 or GEN 3 to qualify for funding and are reviewed by gender assessors. The **2019 JIU Review of the UN-SWAP** highlighted as a good practice the UNDP's project management quality assurance mechanism used to ensure that gender tagging is accurate.

### **United Nations Economic and Social Commission for Central and West Asia (ESCWA)**

ESCWA succeeded in placing mechanisms and systems that allow the tracking and retrieval of required programmatic and financial information on gender equality in UMOJA and developed internal infrastructure and processes to monitor and retrieve financial data through an internal Portal. The Portal enables tracking and retrieving data and information on the gender marker per output. It also allows ESCWA to link each output to the SDGs it contributes to. The ESCWA Centre for Women and the Programme Planning and Technical Cooperation Section are relying on the data and information provided by the Portal to monitor and follow-up on the integration and mainstreaming of the gender dimension in substantive outputs. This information is critical to influence the planning and implementation of the organization work programme.

### **International Organization for Migration (IOM)**

IOM's Gender Marker, which was launched in 2018, is required for all newly developed and activated projects worldwide. In 2019, IOM continued with full day, in person trainings on using the Gender Marker. A dedicated page for the IOM Gender Marker on the IOM intranet hosts guidelines in all three official IOM languages (English, French, Spanish) as well as Arabic; all presentations used in trainings and webinars; and all materials used in the trainings. A help desk to respond to any questions on the IOM Gender Marker is also available.



## PI. 10 FINANCIAL RESOURCE ALLOCATION

### Definition

The financial resource allocation indicator involves entities establishing a benchmark or target percent of their funds to be spent on gender equality and women’s empowerment in the context of each entity’s mandate. By setting the goal to spend a percent of financial resources on GEEW, entities will be ensuring that gender equality is incorporated into budgetary decisions.

The *Secretary-General’s seven-point action plan on gender-responsive peacebuilding*<sup>41</sup> included a commitment of at least 15 percent of UN-managed peacebuilding funds to be spent on projects that promote women’s specific needs, advance gender equality or empower women. The Secretary-General’s Policy Committee endorsed the commitment and requested UN entities (consistent with their respective mandates) to track and report on their progress towards the 15% target. Since the endorsement of a 15% minimum GEWE financial target, progress among UN entities on establishing and meeting financial benchmarks has been somewhat uneven.

The High-Level Task Force on Financing for Gender Equality endorsed by the Executive Committee of the UN Secretariat in 2019 recommended the establishment of baselines for financial budget allocations and financial targets for GEWE programmatic and non-programmatic outputs and activities with incremental reviews every two years. The 2019 JIU Review of the UN-SWAP noted as a good practice that specific resources to support gender equality and mainstreaming are assigned by governing bodies (such as in ITU) or that donors’ contributions fund corporate gender architecture or gender programmes (such as in UNODC and WFP).

The Financial Resource Allocation indicator was carried over unchanged from UN-SWAP 1.0. Ideally, the setting of a financial benchmark should also be informed through the use of the gender marker data (performance indicator 9). In fact, the existence of an established gender marker system should facilitate the definition of financial benchmarks for gender equality issues.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

PI. 10 - FINANCIAL RESOURCE ALLOCATION		
Approaches requirements	Meets requirements	Exceeds requirements
10ai. Financial benchmark is set for implementation of the gender equality and women’s empowerment mandate	10bi. Financial benchmark for resource allocation for gender equality and women’s empowerment mandate is met	10ci. Financial benchmark for resource allocation for gender equality and women’s empowerment mandate is exceeded

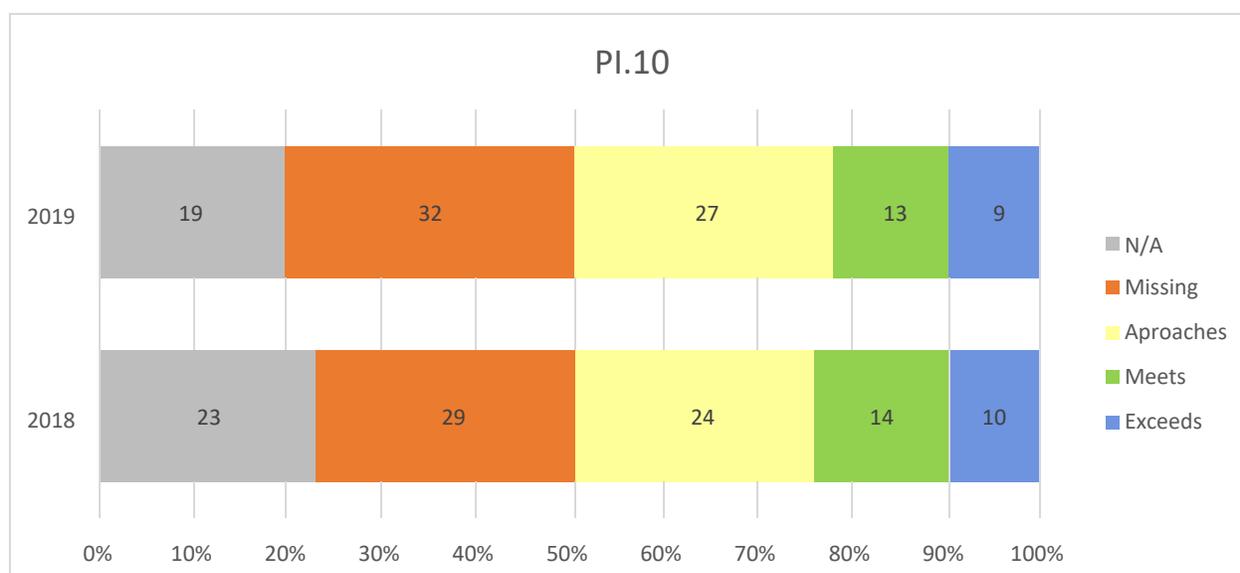
<sup>41</sup> [https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/seven\\_point\\_action\\_plan.pdf](https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/seven_point_action_plan.pdf)

## Analysis of Results

Progress remained limited for this indicator between 2018 and 2019. Fifteen entities (27 per cent) met or exceeded requirements in 2019, a decrease by 1 entity from 2018 reporting. Eighteen entities approached requirements and twenty-two entities missed requirements for this indicator. Thirteen entities (19 per cent) rated it as “not applicable” (Figure I).

Financial benchmarks for gender-related mandates vary widely between entities, from 2 to 70 per cent of total resources. To improve performance in this area, common methodologies are needed to map existing financial resources and determine adequate financial benchmarks. As a good practice, some entities have established different financial benchmarks for each gender marker category.

**Figure I: Distribution of ratings for Performance Indicator 10 on Financial Resource Allocation, 2018 and 2019**

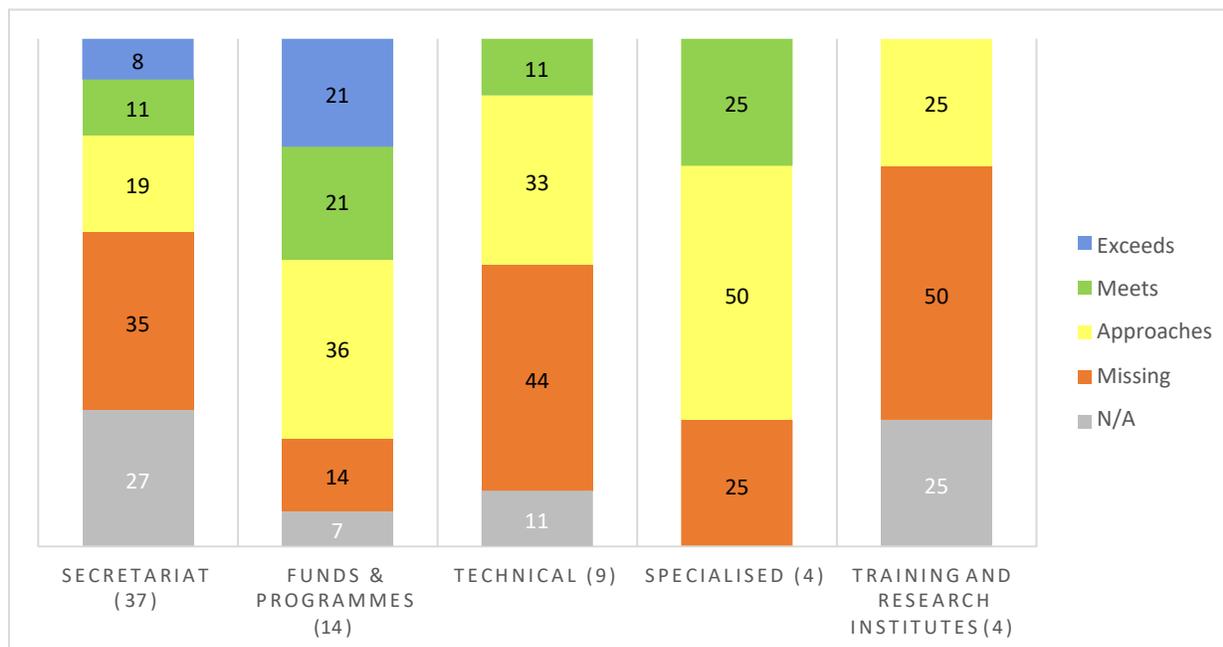


In 2019, slight progress on the Financial Resource Allocation performance indicator has taken place in the Funds and Programmes category, with six agencies meeting or exceeding requirements. Given its low compliance rate, this performance indicator experienced a substantial decrease of three UN Secretariat entities in the meeting and exceeding categories; notably PBSO, a champion in the financial resources performance indicators, no longer reports to the UN-SWAP independently as a result of the reorganizations brought about by the UN Reform. Top performers exceeding financial benchmarks include ESCWA, ITC, OCHA, SVC, UNAIDS and UNFPA. Entities that improved the most are ITC and UNCDF.

The JIU Review of the UN-SWAP noted that the existence of an established gender marker system facilitates the definition of financial benchmarks for gender issues. In fact, ESCWA, ITC, OCHA, SVC, UNAIDS, UNCDF and UNFPA have equally succeeded or improved performance for indicator 9 on Financial Tracking systems. In that regard, forthcoming developments in UMOJA may propel advancements in the implementation of this indicator in UN Secretariat entities.

Entities with a mandate fully focused on gender equality and the empowerment of women, such as OSRG-SVC or UN Women, need to address this indicator in a different manner. For example, UN Women met requirements in 2019 as UN Women's Strategic Plan was fully funded for the first time.

**Figure II. PI.10 Financial Resource Allocation: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**



## Good Practices from 2019 reporting

### International Trade Center (ITC)

In 2019, ITC's Senior Management Committee set an official benchmark for GEWE expenditure across all budgets to equal at least 20 per cent and promulgated this benchmark through an official Executive Director's Bulletin. ITC's existing Gender marker model was thereby enhanced through: Increasing the minimal financial benchmark to 20 per cent of all ITC's funds to be targeted for GEWE activities; Introducing a four-level scale to track GEWE contribution (principal, significant, limited, no contribution); Assigning Gender markers across all ITC's programmatic budgets funded from Regular Budget (RB) and Programme Support Cost (PSC), and Assigning Gender markers across ITC's management and support functions funded by RB and PSC budgets. Based on preliminary figures, GEWE related expenditure exceeded the 20 per cent benchmark in 2019.

### Office for Coordination of Humanitarian Affairs (OCHA)

Recognizing the different vulnerabilities and needs faced by women, men, girls and boys is central to the Central Emergency Resource Fund (CERF)-funded humanitarian action. CERF mainstreams gender in its programme cycle at the strategic level, considering gender in the prioritization of needs for CERF funding, and at the project level, assigning a gender marker and a gender-based violence assessment

score, as well as provide age- and sex-disaggregated data on people targeted and reached. In 2018, 21 per cent of CERF-funded projects had a gender marker 2b, indicating that they were exclusively focused on advancing gender equality. Another 72 per cent of CERF-funded projects had a gender marker 2a, meaning that they contributed significantly to gender equality. CERF allocated \$79 million to projects focused on advancing gender equality (projects with gender marker 2b), which accounted for 16 per cent of the total 2018 CERF funding. This funding exceeded United Nations' 15 per cent funding target to promote gender equality. In 2019, Country-Based Pooled Funds (CBPFs) in 18 countries allocated in total \$868 million, including \$535 million supporting projects marked as 4 in the Gender with Age Marker indicating likely to contribute to gender equality, including across age groups. Further \$185 million allocated to projects were marked 3 in the Gender with Age Marker indicating "likely to contribute to gender equality, but without attention to age groups". OCHA uses gender financial tracking in their Grant Management System (GMS) which facilitates the review and processing of CERF and CBPFs applications, including grant approval and disbursements, as well as the review of reports on the use of CERF/CBPFs funds, financial reports, project revisions and donor contributions.

### **United Nations Capital Development Fund (UNCDF)**

UNCDF has carried out a Gender Marker exercise for all its programme activities in 2019. All new programmes have been requested to include a Gender Marker in the design phase, which will be reviewed and appraised by the HQ Programme Appraisal Committee before approval and implementation. The gender marker indicator includes targets for 2019 (50 per cent), 2020 (52 per cent) and 2021 (54 per cent) as "percentage of expenditures with a significant gender component (GEN2) and with gender as a principled objective (GEN3)". The IRRM also reported on its 2019 results for the indicator, which was 52.7 per cent, exceeding the target of 50 per cent.

### **United Nations Population Fund (UNFPA)**

The UNFPA gender marker and data informed the development of the current Strategic Plan, laying the groundwork for having a stand-alone outcome on GEEW/rights. UNFPA identified 11 per cent to be allocated for Outcome 3 (Gender and Rights Outcome) in the current Strategic Plan 2018-2021. It is important to note that this benchmark only applies to the focused area of work on gender equality and does not estimate the allocation for mainstreamed activities integrated across UNFPA's other Outcome areas. Similar to previous years, indications from the Gender Marker data reveal that actual expenditures for gender equality and empowerment of women and girls exceeded that benchmark (11 per cent) to be at least over 20 per cent of UNFPA's overall financial budget and spending.



**PI. 11  
GENDER ARCHITECTURE**

**Definition**

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. A key factor for the effectiveness of the gender architecture is the ability of the gender focal points to influence institutional decisions based on a clear action plan. Given the importance of adequate resourcing for gender architecture, the 2018 ECOSOC Resolution on Mainstreaming a gender perspective into all policies and programmes in the UN system “requests the United Nations system, in particular UN Women, in consultation with Member States, to address the issue of sustainable resourcing for the implementation of the System-wide Action Plan 2.0.”<sup>43</sup>

The UN-SWAP 2.0 separated the Gender Architecture and Parity indicator into two in order to assess each of the two components in-depth. Comparable data on the gender architecture indicator across the UN System is essential to establish a comprehensive baseline for the achievement of gender results. Data gaps constrain identification of the necessary modifications – both in current gender architecture design and in resources allocated for its realization.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

<b>PI. 11 – GENDER ARCHITECTURE</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
11ai. Gender focal points or equivalent at HQ, regional and country levels are: a. appointed from staff level P4 and above b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions	11bi. Gender focal points or equivalent at HQ, regional and country levels are: a. appointed from staff level P4 and above for both mainstreaming and representation of women b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions and 11bii. Gender department/unit is fully resourced according to the entity mandate	11ci. Gender focal points or equivalent at HQ, regional and country levels are: a. appointed from staff level P5 and above for both mainstreaming and representation of women b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions d. specific funds are allocated to support gender focal point networking and 11cii. Gender department/unit is fully resourced according to the entity mandate

<sup>43</sup> <https://undocs.org/en/E/RES/2018/7>

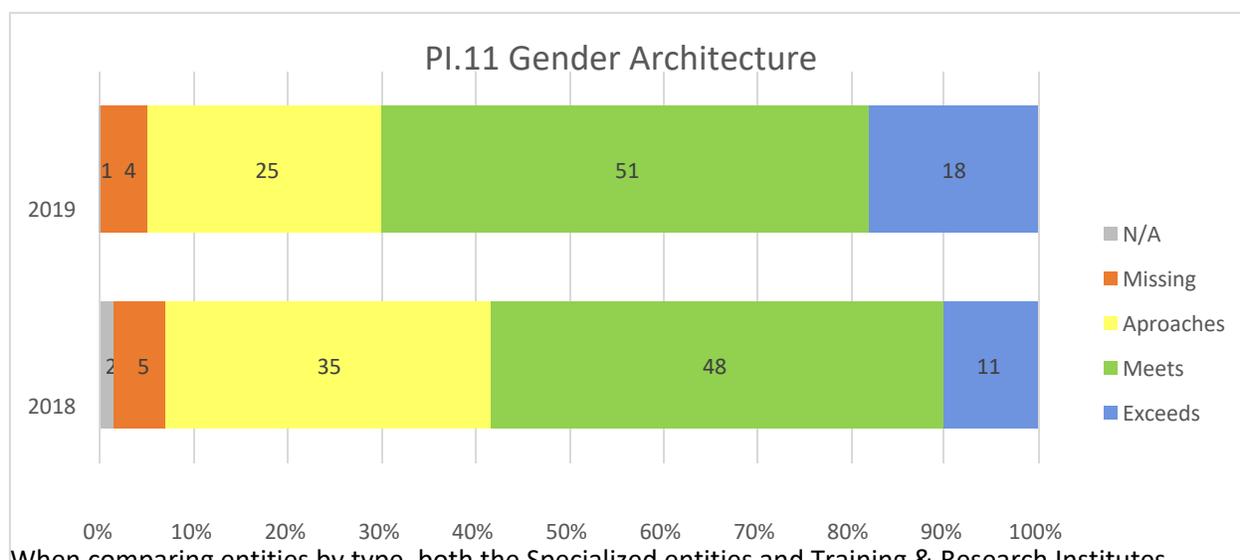
## Analysis of Results

This indicator experienced progress between 2018 and 2019, with 47 entities (69 per cent) meeting or exceeding requirement in 2019, an improvement by 8 entities (59 per cent) from 2018 reporting, while 17 entities (25 per cent) approached requirements, 3 entities (4 per cent) missed this indicator, and 1 entity (1 per cent) rated “not applicable” (Figure I).

The 10-percentage point increase in the meets or exceeds requirements categories was driven by stronger financial and human resource allocation to gender initiatives. For instance, for the 2020- 2021 biennium, WIPO’s gender and diversity specialist has a dedicated financial allocation, and UNCCD’s “internal gender machinery” has been assigned a senior-level staff member (P5) for the advancement of gender equality and women’s empowerment at the institutional level. In addition, UNCCD’s gender focal point system has been reinvigorated through the inclusion of more country and regional staff, as well as management and external relations divisions staff.

Another reason for this improvement is greater dedication by entities to advance gender equality and the empowerment of women. For example, ESCWA’s Centre for Women<sup>44</sup>, which comprises a team of 9 staff in the professional category and 4 staff members in the general services category, ensured gender mainstreaming in the organization’s processes and deliverables. Furthermore, DOS, which was created in 2019, established a network of gender focal points who meet once a month and serve as a knowledge hub for the department on gender-related matters.

**Figure I: Distribution of ratings for Performance Indicator 11 on Gender Architecture, 2018 and 2019**



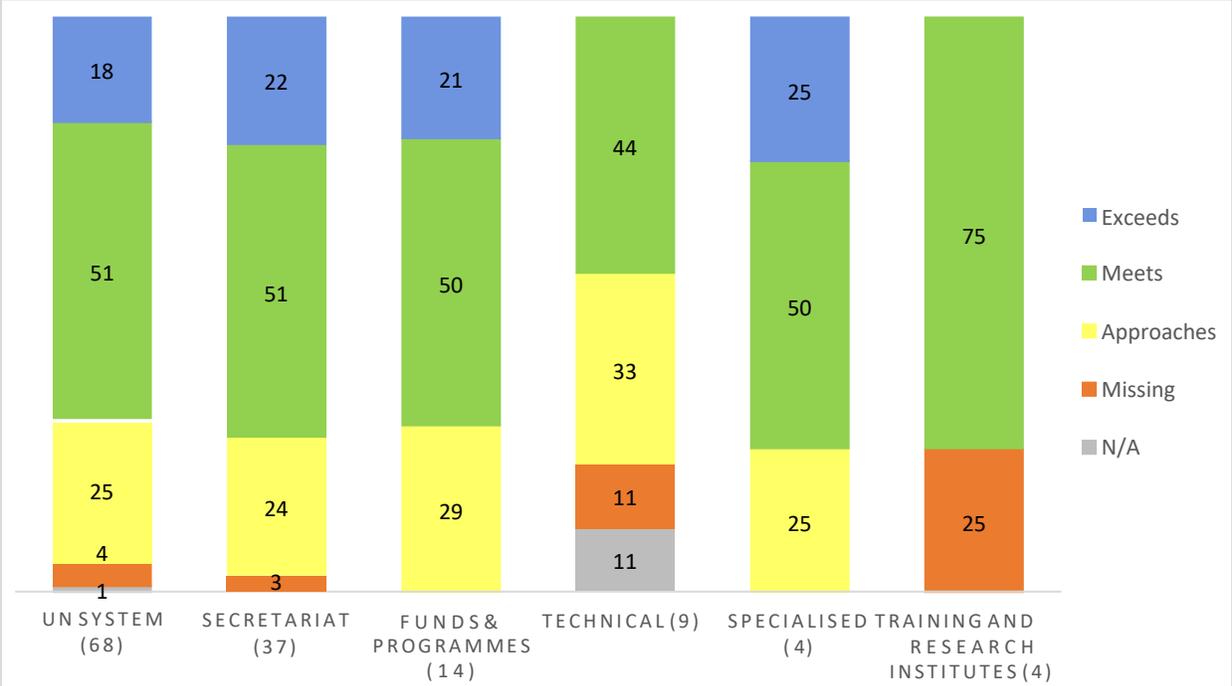
When comparing entities by type, both the Specialized entities and Training & Research Institutes registered the strongest performance at 75 per cent each. Technical entities registered the weakest performance among all entity types, reporting 44 per cent of all ratings as meets or exceeds, 33 per cent as approaches, 11 per cent as missing and 11 per cent as not applicable.

<sup>44</sup> <https://www.unescwa.org/escwa-centre-women>

Training and Research Institutes gave great importance to gender focal points as indicated in their achievement of gender results. For instance, UNU’s gender focal points play an important role for the implementation of the Policy on Gender Equality at their institutes. UNU utilizes researchers with gender expertise in both research and management, from whom the Lead Gender Focal Point and Gender Network Coordinator draws upon for information, expertise and resources.

Among Specialized entities, FAO displayed a compelling commitment to gender by allocating 20 per cent of staff time in their annual work plans and annual performance evaluation process for gender related activities.

**Figure II. PI.8 Gender Architecture: Distribution of ratings according to entity type, 2019 (number of entities in each category are displayed in brackets)**



### Good Practices from 2019 reporting

#### United Nations Development Programme (UNDP)

Multidisciplinary gender focal teams have been an efficient mechanism to advance co-ownership of the gender equality agenda, improve vertical and horizontal coordination and assist gender mainstreaming capacities of programme managers. The gender focal teams support and facilitate Country Offices’ implementation of the Gender Equality Strategy which includes gender responsive programming and institutional aspects linked to enabling environment, such as parity. In 2019, 70 per cent of country offices reported having a multidisciplinary gender focal team led by a senior manager, 68 per cent

of offices had a gender focal team with written terms of reference, and 65 per cent of offices had a gender focal team with an action plan<sup>45</sup>.

### **International Trade Centre (ITC)**

In 2019, ITC's gender architecture was strengthened by the promulgation of three policies – two related to gender architecture, and one related to the new gender equality and women's empowerment framework that serves as a guide in implementing, integrating, and improving gender related activities in support of SDG 5. Based on these policies, a Gender Unit was formed for 2020, comprising the GFP as 'Unit Coordinator', two support staff members/advisors, the alternate male GFP, and the UN-SWAP 2.0 Business Owners. The group enhances gender architecture by strengthening the GFP's coordination role, involving a more diverse range of business areas (increased from three to eight), and expanding the number of UN-SWAP 2.0 Business Owners (BOs) (from three to twelve).

### **United Nations Industrial Development Organization (UNIDO)**

The Office for Gender Equality and Empowerment of Women, headed by a Gender Coordinator normally at the P4 level, acts as the Secretariat of the Gender Mainstreaming Board, represents UNIDO as the organizational Gender Focal Point, leads the Gender Focal Point network and normally consists of 2 full-time professionals as well as ad-hoc consultants supporting gender mainstreaming and administrative efforts. To ensure that gender mainstreaming is fully operationalized by the Organization, UNIDO has appointed mid- to senior level staff (P3 to the Director level) as Gender Focal Points, which are located in each department of the Organization, both in its headquarters and field offices. Gender Focal Points are expected to devote 20% of their time to Gender Focal Points' functions and serve for a period of 2 years.

The 2019 Gender Policy outlines the specific responsibilities and actions to be taken by each of the Gender Focal Points, their Alternates and Gender Supporters in the respective departments. It also increases the number of Gender Focal Points in each Department of the Directorate of Programme Development and Technical Cooperation to two. As of December 2019, there are 22 active Gender Focal Points at headquarters in addition to numerous Gender Focal Point Alternates and additional Gender Supporters who often attend Gender Focal Point meetings and spread awareness throughout the Organization despite not being official Gender Focal Points or Alternates themselves. The 2019 Gender Policy is the first to officially recognize the contributions of Gender Focal Point Alternates and Gender Supporters.

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<sup>45</sup> 2019 Results-oriented Annual Reporting (ROAR) as of 14 February 2020



**PI. 12  
EQUAL REPRESENTATION OF WOMEN**

**Definition**

As a standard-setting organization, the United Nations is bound by responsibility to lead by example in ensuring the equal and active participation of women at all levels of the UN system. This is also necessary for integrating a gender perspective into UN policies and programmes. In 2017, the Secretary-General issued the System-Wide Strategy on Gender Parity to operationalize system-wide efforts to advance the equal representation of women.<sup>46</sup>

The equal representation of women remains one of the most challenging indicators for entities to meet, registering very slow progress, which also reflects the global situation of this persistent inequality. In UN-SWAP 1.0 (2012-2017), women’s representation was captured under a combined **Gender architecture and parity** indicator. UN-SWAP 2.0 separates this indicator into two to separately assess each component – gender architecture and gender parity – to better capture progress, or lack thereof. Reporting results from 2018 revealed that gender parity was the most challenging of the two, as only 17 per cent of entities met or exceeded the requirements for the **Equal representation of women** indicator, compared with 59 per cent for the one on **Gender architecture**<sup>47</sup>.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

<b>PI. 12 – EQUAL REPRESENTATION OF WOMEN</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
12ai. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years	12bi. The entity has reached the equal representation of women for General Service staff and all professional levels	12ci. The entity has reached the equal representation of women for General Service staff and all professional levels including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source

**Analysis of results**

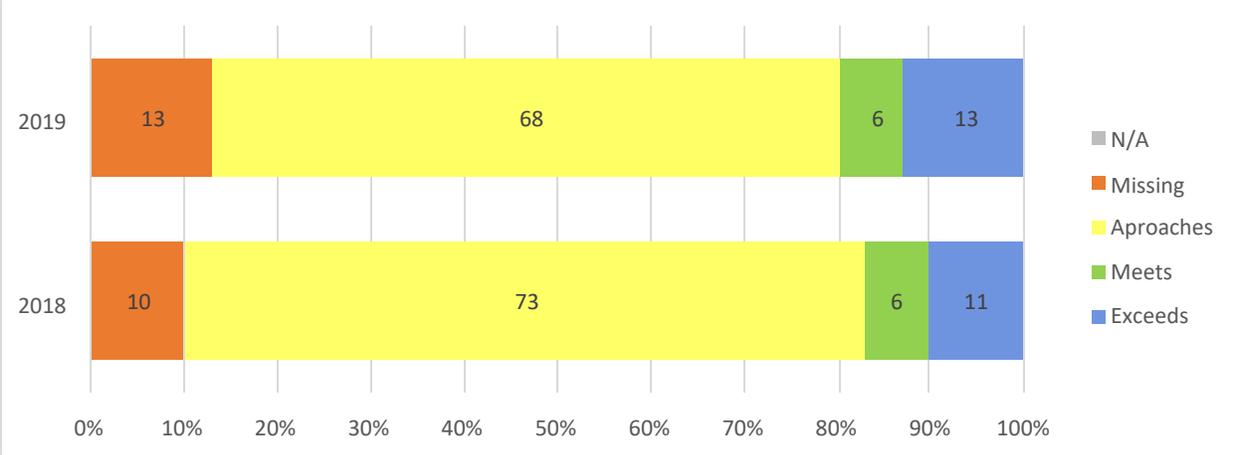
In 2019 UN-SWAP reporting, the **Equal representation of women** indicator registered a 2-percentage point increase with 13 entities, or 19 per cent, reporting having reached equal representation of women for all professional levels. Several Secretariat entities (the Department of Management Strategy, Policy and Compliance, the Department of Political and Peacebuilding Affairs, the Office of the United Nations Ombudsman and Mediation Services, the Office of the Special Representative of the Secretary-General

<sup>46</sup> System-Wide Strategy on Gender Parity: <https://www.un.org/gender/content/strategy>

<sup>47</sup> 2019 UN-SWAP reporting results showed the same trend as only 19 per cent of entities met or exceeded requirements for Equal representation of women indicator, compared with 69 per cent for Gender Architecture indicator.

on Sexual Violence in Conflict) and the United Nations Children’s Fund (UNICEF) reported reaching gender parity in 2019, while the other seven (as listed in the table below) maintained progress previously achieved. In addition to these, a majority of the reporting entities – 46 entities or 68 per cent – reported having developed a plan to achieve the equal representation of women for all professional levels in the next five years. Nine entities reported the absence of a gender parity plan, i.e. missing requirements for this indicator. The increase in missing ratings is likely attributable to more accurate reporting compared with 2018 data.

**Figure I: Distribution of ratings for Performance Indicator 12 on Equal Representation of Women, 2018 and 2019**

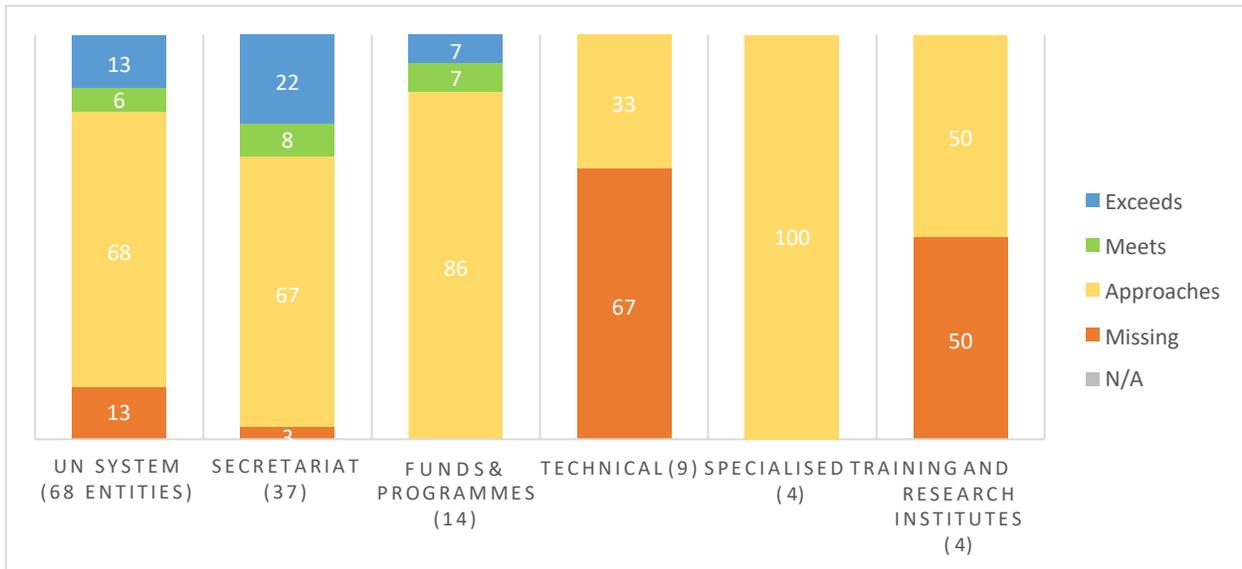


Entities that reported having achieved gender parity in 2019 (meeting/exceeding requirements for PI 12):

DGACM	OHRLLS	OSRSG-SVC	UN Women
DMSPC	OLA	UN Global Compact	
DPPA	UNOMS	UNICEF	
OAJ	OSRSG-CAAC	UNON	

It remains noteworthy that most of the entities that reported having achieved parity (11 of 13) are part of the Secretariat and half of them, six entities, are small offices with less than 30 staff members in total. This trend is reflected in Figure II below, which shows the distribution of ratings according to entity type. The Departments and Offices comprising the Secretariat registered the highest number of exceeding and meeting ratings for this indicator; funds and programmes and the specialised entities did not register any missing ratings, implying that all these entities, while not compliant with the indicator, did possess gender parity plans; the majority of technical entities and half of the training and research institutes would appear to lack gender parity plans entirely. Three of them reported limited progress towards finalising a plan. Some of the technical entities represent traditionally male-dominated sectors, such as atomic energy, aviation and maritime.

**Figure II: PI. 12 Equal Representation of Women: Distribution of ratings according to entity type, 2019**



More detailed information on the representation of women across the UN system is presented in the report of the Secretary-General on the Improvement in the Status of Women.<sup>48</sup>

The report provides system-wide sex-disaggregated data on the selection, representation, advancement and retention of women, as well as information on progress made and obstacles encountered in achieving gender balance, and recommendations for accelerating progress, including key policies.

Good practices for promoting the equal representation of women can be found in the Enabling environment guidelines<sup>49</sup> and its Supplementary guidance.

<sup>48</sup> <https://undocs.org/en/A/74/220>

<sup>49</sup> <https://www.unwomen.org/en/digital-library/publications/2019/02/supplementary-guidance-on-the-enabling-environment-guidelines-for-the-united-nations-system>



## PI. 13 ORGANIZATIONAL CULTURE

### Definition

An enabling environment and supportive organizational culture constitute essential elements to promote gender equality and women’s empowerment as well as to create a working culture that is efficient and productive.

Creating a positive workplace culture involves all levels of the organisation, encompassing the structures and the people. From an organizational perspective, standards and processes need to be formalized and their implementation monitored and reported on.

The **Organizational culture** indicator comprises seven sub-sections grouped into four facilitative policies and three monitoring mechanisms. The facilitative policies encompass parental leave and flexible work arrangements, while the monitoring mechanisms comprise regular staff surveys and adherence to UN rules and regulations on ethical behaviour and prevention of discrimination and harassment. Further detail on these criteria may be found in the UN-SWAP 2.0 Technical guidance<sup>50</sup>.

To meet the requirements, entities must demonstrate that they carried out each of the components. If an organizational culture partly supports the promotion of gender equality and women’s empowerment, which is measured by the absence of one or more of the four facilitative policies and three monitoring mechanisms under this indicator, then the rating would be approaching requirements.

To exceed requirements, entities need to conduct a participatory gender audit or equivalent at least every five years. Gender audits, which are different from formal audits, focus on issues of organizational culture and do not necessarily follow formal audit processes. Gender audits will differ depending on the size of the entity and whether they have regional and/or country offices.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

PI. 13 - STRATEGIC PLANNING GENDER-RELATED SDG RESULTS		
Approaches requirements	Meets requirements	Exceeds requirements
13ai. Organizational culture partly supports promotion of gender equality and the empowerment of women	13bi. 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

<sup>50</sup> <https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-en.pdf?la=en&vs=2841>

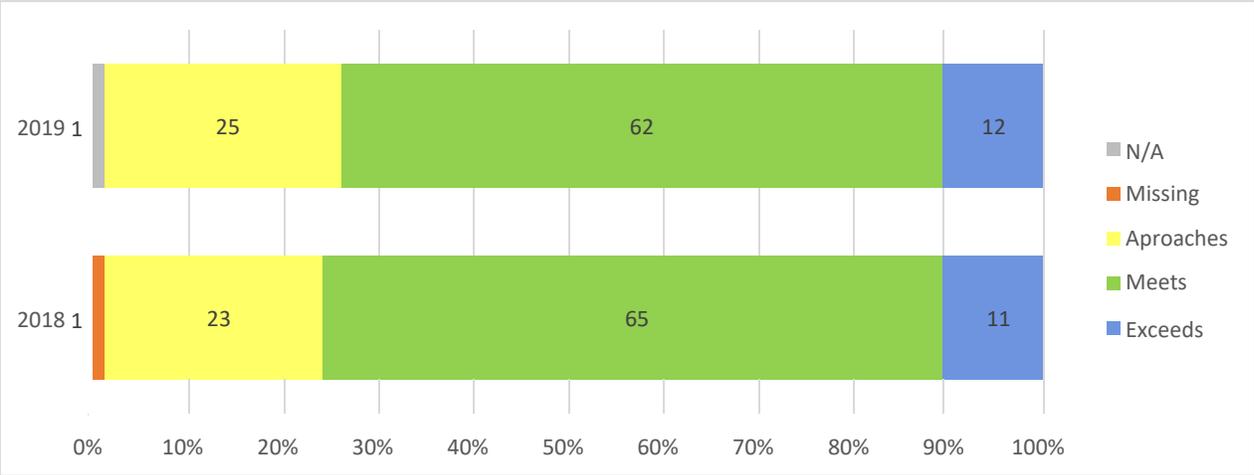
		13cii. ILO Participatory Gender Audit or equivalent carried out at least every five years
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**Analysis of results**

In 2019, 50 entities (74 per cent) reported promoting an organizational culture that fully supports gender equality and women’s empowerment, thus maintaining the high standard of ratings registered in 2018. 17 entities (25 per cent) reported promoting an organizational culture that partly supports gender equality and women’s empowerment.

While 59 entities (86 per cent) reported implementing facilitative policies, only 29 entities (49 per cent) of them reported complementing this with an internal tracking mechanism. This implies that many of the 50 entities that reported organizational cultures fully supporting promotion of gender equality and women’s empowerment still have room to improve in terms of monitoring the implementation of facilitative policies.

**Figure I: Distribution of ratings for Performance Indicator 13 on Organizational Culture, 2018 and 2019**



Eight entities (12 per cent) reported exceeding requirements by virtue of having completed a participatory gender audit in the past 5 years in addition to promoting an organizational culture that fully supports gender equality and women’s empowerment. This include four Secretariat entities, three funds and programmes and one technical entity:

DGC	OCHA	UNIDO
ESCWA	OSRSG-SVC	WFP
IFAD	UNAIDS	

**Facilitative Policies:**

- In 2019, 59 entities (86 per cent) reported implementing, promoting and reporting on facilitative policies for maternity, paternity, adoption, 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, special leave with pay.

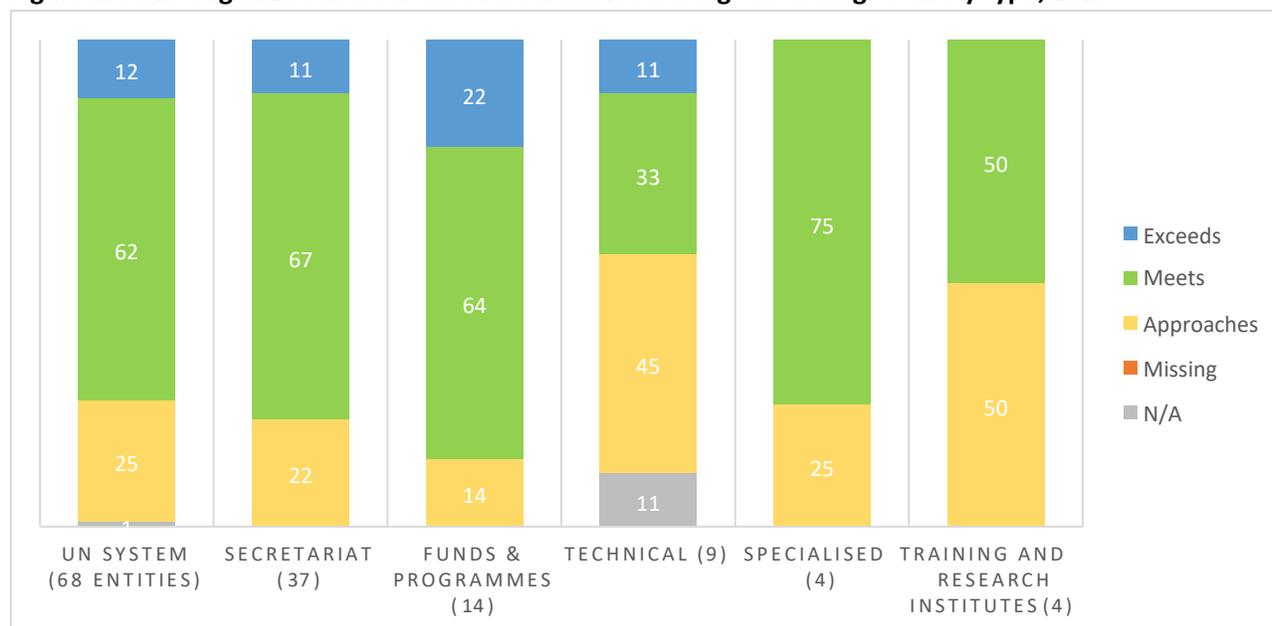
- Whereas 59 entities (86 per cent) reported implementing, promoting, and evaluating policies related to work-life balance, only 29 entities (49 per cent) of them complemented these efforts with an internal mechanism to track implementation and accessibility by gender and grade. Several entities indicated informal tracking mechanisms; however, it remains unclear whether these forms of tracking mechanisms collect data by gender and grade. Furthermore, implementation of work-life balance policies and practices varies considerably. Exemplary policies and practices in some entities include part-time work, staggered working hours, telecommuting, scheduled breaks for extended learning activities, compressed work schedules, financial support for parents travelling with a child and phased retirement. In others, flexible working arrangements were limited to compressed work schedules and telecommuting.
- 55 entities (81 per cent) noted that their staff meetings are scheduled during core working hours and on working days of part-time staff, with teleconference and other IT means actively promoted.

#### **Monitoring Mechanisms:**

- 54 entities (79 per cent) reported conducting and disseminating the results of regular global staff surveys. In many instances, entities conducted staff surveys every two or three years. Several entities mentioned that staff surveys included at least one dimension of gender equality. As for exit interviews, only 19 entities (28 per cent) specified having mandatory exit interviews or surveys. Four entities conducted voluntary exit interviews; the rest made no mention of them at all.
- 64 entities (94 per cent) reported implementing policies for the prevention of discrimination and harassment. Of these, 12 entities (19 per cent) referenced aligning their policies with the CEB Model Policy adopted in November 2018.

Comparing performance by entity type shows that funds and programmes registered the strongest performance in 2019, with 12 entities (86 per cent) meeting or exceeding requirements, followed by 29 Secretariat entities (78 per cent) and 3 Specialised entities (75 per cent). Technical entities and Training and research institutes trail the performance of the other clusters, with 4 entities (44 per cent) and 2 entities (50 per cent) meeting or exceeding requirements, respectively.

**Figure II: PI.13 Organizational Culture: Distribution of ratings according to entity type, 2019**



## Good practices from 2019 reporting

Although the UN system did not witness an overall improvement in ratings, several positive developments and noteworthy good practices from entities working to create inclusive environments for all staff were noted for 2019. For example:

### **The United Nations Secretariat**

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 will analyse results and develop action plans to target and improve the weak areas identified in the survey.

### **The United Nations Population Fund (UNFPA)**

Thanks to efforts undertaken in 2019, as of January 2020, UNFPA announced that it would supplement its existing maternity, paternity and adoption leave policies with addition special leave with full pay. These changes reflect a unitary approach adopted by several UN Agencies (UNICEF, WHO, UNAIDS, UNHCR, UN Women and WFP) who have supplemented a SLWFP to their maternity leave, and some agencies who have done so for paternity and adoption leave.

### **The International Trade Centre (ITC)**

In 2019, ITC adopted an expanded breast/bottle-feeding policy to support more equitable parenting and recognize expanding methods of infant feeding (i.e., breastfeeding/bottle-feeding) while maintaining full integrity of breastfeeding as a policy priority.

### **The United Nations Children’s Fund (UNICEF)**

In 2019, a staff-led VOICE Initiative to promote a “speak up” culture at UNICEF was introduced. The initiative seeks to support offices in building a safe workplace – one where staff can freely express views, opinions, suggestions, based on their knowledge and expertise, to improve their own area of work or to improve overall organizational results – and recommends a range of activities and resources that they may utilize.

### **The United Nations High-Commissioner for Refugees (UNHCR) and the Joint United Nations Programme on HIV/AIDS (UNAIDS)**

UNHCR and UNAIDS carry out so-called challenge groups. In UNHCR, the purpose of the Inclusion, Diversity and Gender Equity Challenge Team encompasses asking probing questions and constructively challenging underlying assumptions, plans and policies emerging from the implementation of the People Strategy and other HR Initiatives. The Challenge Team is expected to contribute their diversity of thinking to help create a shift towards a more inclusive culture whilst being mindful that the solutions need to be simple, fast, flexible, transparent and implementable. In UNAIDS, the purpose of the group is to oversee the implementation of the UNAIDS Gender Action Plan. The group is led by the Deputy Executive Director, Management and Governance and composed of staff members representing the diversity of the UNAIDS workforce. The Challenge Group is responsible for monitoring progress towards the full achievement of the Gender Action Plan targets and the related action areas, and for raising critical voices and challenges to senior management, in order to urge the Secretariat to further accelerate progress.

### **UN Women**

The Enabling environment guidelines<sup>51</sup> developed by UN Women include good practices and recommendations to help guide and support all UN entities to make progress on a better work environment. The guidelines focus on three thematic areas: workplace flexibility, family-friendly policies, and standards of conduct, and the accompanying “Supplementary guidance” also covers the areas of recruitment and talent management.

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<sup>51</sup> <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/gender-parity-enabling-environment-guidelines-en.pdf?la=en&vs=1535>

## E. Capacity



### PI. 14 CAPACITY ASSESSMENT

#### Definition

The UN General Assembly has called on all parts of the UN system to promote gender equality and women's empowerment within their mandates.<sup>52</sup> UN staff need the capacity to fulfill 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 gender equality and women's empowerment, 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 gender equality and women's empowerment. The assessment can be conducted as part of performance reviews or other ongoing staff assessments, or alternatively, as a self-administered online questionnaire.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

PI. 14 – CAPACITY ASSESSMENT		
Approaches requirements	Meets requirements	Exceeds requirements
14ai. Assessment of capacity in gender equality and women's empowerment for individuals in entity is carried out	14bi. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out and 14bii. A capacity development plan is established or updated at least every five years	14ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out and 14cii. A capacity development plan is established or updated at least every three years

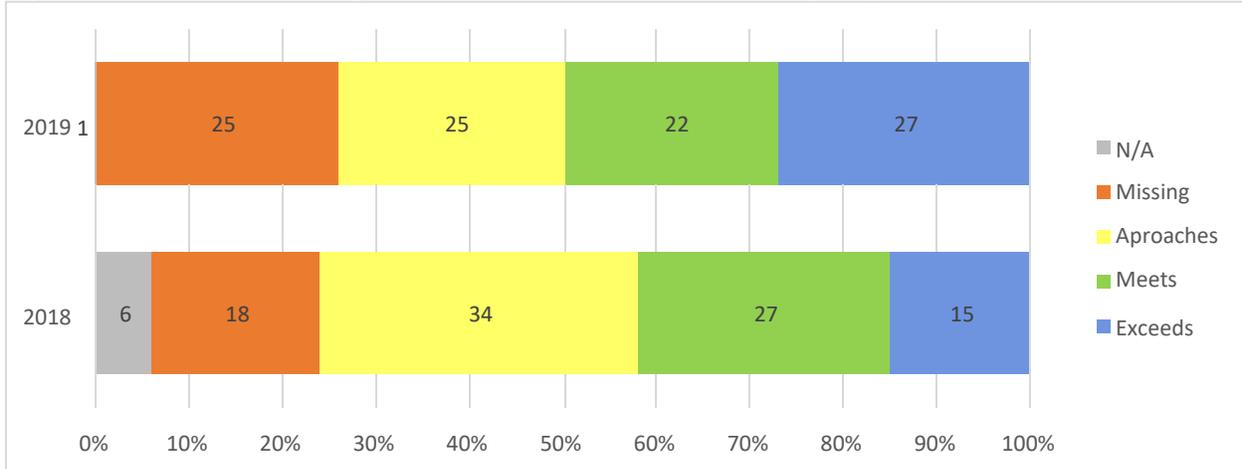
#### Analysis of results

The **Capacity assessment** indicator recorded slight progress with an increase of 4 percentage points in the combined meets and exceeds categories between 2018 and 2019. Despite this gain, less than half of all entities (33 entities or 49 per cent) conduct entity-wide assessments of capacities of all relevant entity staff, which inform capacity development plans. 17 entities (25 per cent) reported missing requirements for this indicator. Only one indicator, PI 10 on **Financial resource allocation**, registered more missing ratings. The lack of capacity to promote gender equality and women's empowerment constitutes one of the key constraints to enhancing performance and leadership.

<sup>52</sup> ECOSOC Resolution 2011/6

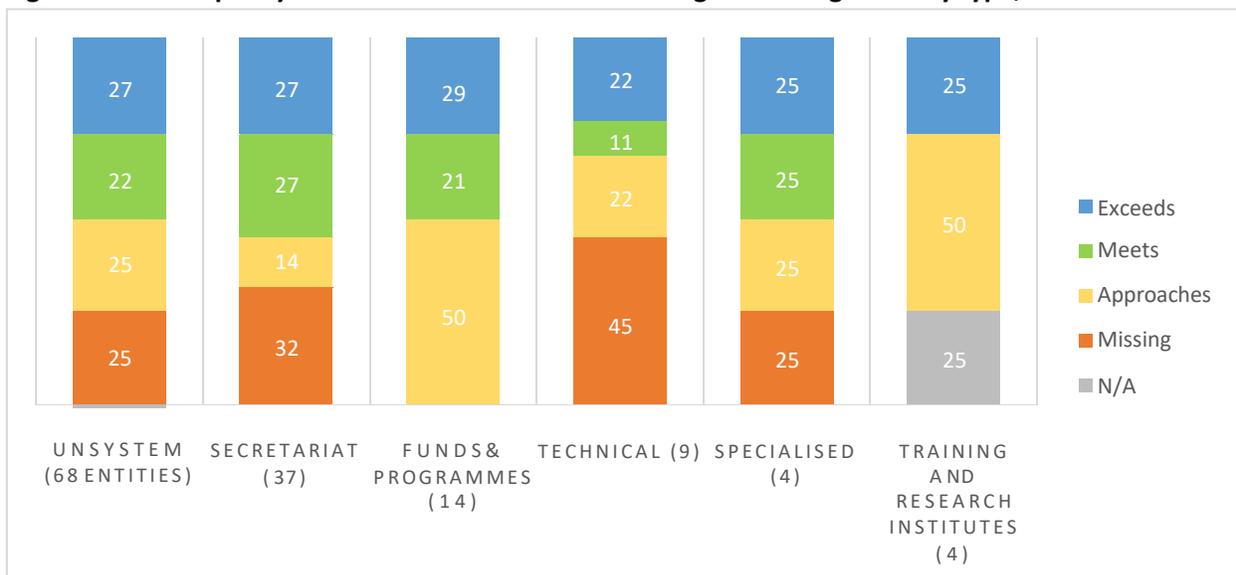
Almost all of the 33 entities that met or exceeded requirements for **Capacity assessment** also met or exceeded requirements for the **Capacity development** indicator, with only four of these entities not meeting or exceeding requirements for **Capacity development**. On the other hand, significantly more entities, 59 in total, met or exceeded requirements for the **Capacity development** indicator. This suggests that with limited resources, entities prioritize capacity development and skip the assessment process.

**Figure I: Distribution of ratings for Performance Indicator 14 on Capacity Assessment, 2018 and 2019**



Comparing performance for entity type shows that Secretariat entities registered the strongest performance for capacity assessment in 2019, with 20 entities (54 per cent) meeting or exceeding requirements, followed by 7 Funds and Programmes and 2 Specialised entities, both at 50 per cent. Once again, Technical entities and Training and Research institutes trail the performance of the other clusters, with 9 entities (33 per cent) and 1 entity (25 per cent) meeting or exceeding requirements, respectively. Notably, the Funds and Programmes and Training and Research institutes did not register any missing ratings, meaning that all of them conducted capacity assessments to some extent.

**Figure II: PI.14 Capacity Assessment: Distribution of ratings according to entity type, 2019**



## **Good practices from 2019 reporting**

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Several entities conducted gender capacity assessments in 2019, offering good practices and tools that other entities can emulate. These entities include: the Department of General Assembly and Conference Services (DGACM), the Department for Global Communications (DGC), the Department for Peace Operations (DPO), the Department for Operational Support (DOS), The Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Food and Agriculture Organisation (FAO), the International Fund for Agricultural Development (IFAD), Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS), the World Food Programme (WFP) and the World Meteorological Organisation (WMO). Some examples include:

### **The World Food Programme (WFP)**

In 2019, WFP undertook a gender capacity assessment of WFP employees across the organization through an online survey and regional focus group discussions. Complemented with information gathered from collaboration and informal discussions with different learning stakeholders across WFP, the assessment examined gender awareness, gender competencies and learning needs of WFP employees.

### **The Department of Peace Operations (DPO)**

DPO carried out a capacity assessment to examine the current expertise (architecture, number, profile); influence, access and reach (location, resources, political support); approaches (policies, guidance, internal and external facing); and partnerships (global, regional, nations, UN entities and women's organizations) in relation to the expected delivery of the gender and Women, Peace and Security mandates as enshrined in DPO's commitments and policy. The assessment spanned civilian, military and police functions and provided department-wide recommendations and a plan for implementation. The draft DPO Capacity Strengthening Strategy on Women Peace and Security sets out 5 areas for intervention that DPO will target to ensure more effective capacity strengthening support to peacekeeping personnel: diversify the methods of delivery, design and deliver more specialized gender trainings, update capacity strengthening materials/tools, strengthen partnerships, and enforce evaluation.

### **The Food and Agriculture Organisation (FAO)**

FAO completed an organization-wide assessment of training needs related to gender equality and women's empowerment through a survey launched on its Intranet. The survey evaluated the level of staff satisfaction with FAO's gender-related learning opportunities, their familiarity with gender mainstreaming approaches and available tools, priority training needs and preferred learning approaches. The results were complemented by the outcomes of regional stocktaking exercises conducted in 2018-2019 in different regions with the GFPs. Specific training needs assessments were also carried out by selected divisions and country offices in preparation of tailor-made training workshops organized by the respective GFPs with the support of the Gender team. A new Capacity Development plan was developed and launched for the period 2019-2021, to respond to the identified training needs.

### **The World Meteorological Organisation (WMO)**

WMO conducted a Staff Satisfaction Survey in 2019, which replicated the set of questions on gender equality from the previous such survey in 2016. These were particularly aimed at assessing the level of staff awareness and knowledge of gender equality issues as well as the extent to which senior managers act in an inclusive and gender-sensitive manner. The results of the survey were analysed by Department, including comparison to 2016 results. Appropriate measures were included in the updated Gender Action Plan, including priority action on capacity development for 2020-2023.



**PI. 15  
CAPACITY DEVELOPMENT**

**Definition**

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 gender equality and women’s empowerment 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 on average 50 per cent more UN-SWAP performance indicators than entities which do not have the above in place. This indicator was carried over unchanged from UN-SWAP 1.0, recognizing the foundational role of adequate gender related capacities at all levels to drive progress across all UN-SWAP indicators, beyond performance indicator 15.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

<b>PI. 15 – CAPACITY DEVELOPMENT</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
15ai. Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15bi. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15ci Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices  and  15cii. Senior managers receive tailored training during orientation

**Analysis of results**

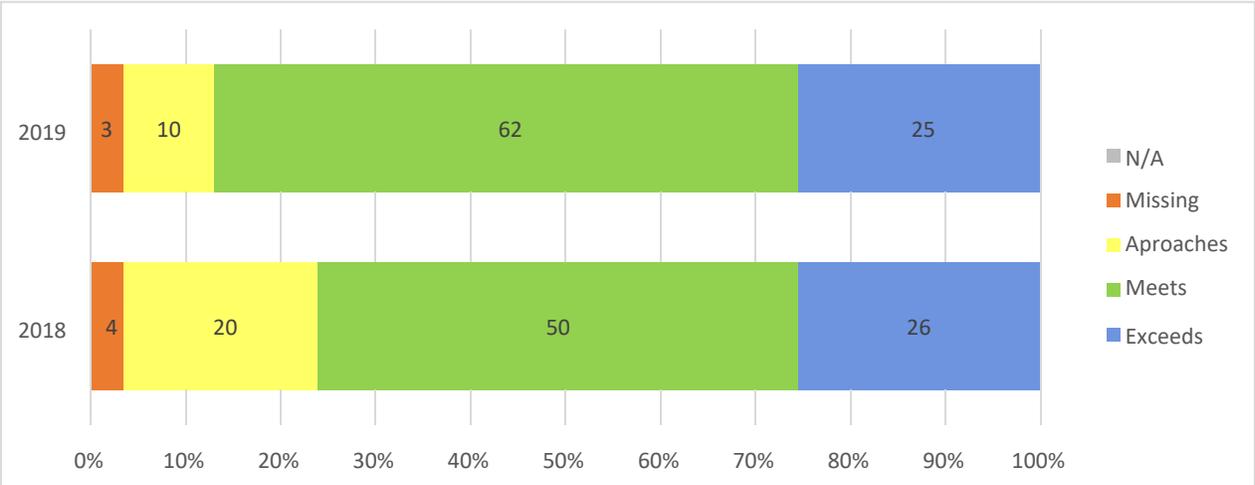
The area of capacity development continued to gain momentum in 2019, moving from 50 entities (76 percent) meeting or exceeding requirements in 2018 to 59 entities (86 per cent) in 2019, representing an increase of 11 percentage points in entities implementing mandatory training for all staff. This increase was registered specifically in meeting requirements ratings, with nine more entities implementing mandatory training for all staff, including the three entities that reported for the first time in 2019 (DCO, UNICRI and UNOCT). 17 entities (25 per cent) reported that senior managers receive tailored training during orientation, often in the form of a briefing by the gender focal point or gender

team (for instance in OHCHR, UNOPS, UNESCO and UNU) or a tailored programme, such as the Senior Mission Leadership programme (DOS, DPPA and DPO). Seven entities reported that they are working towards mandatory training for all staff and two reported missing requirements on capacity development.

The uptake and continued implementation of the UN-Women “I Know Gender” e-course for non-gender specialists has contributed to continual progress on capacity development. 43 entities reported having made the three introductory modules mandatory for all staff in 2019, including the Secretariat as a whole and several funds and programmes and technical entities, as well as all training and research institutes. Course uptake increased 21 percentage points as compared to 2018. A total of 48,843 persons partook in the course by the end of 2019.

Continued gains in capacity development are particularly important considering it is a key lever for positive change.

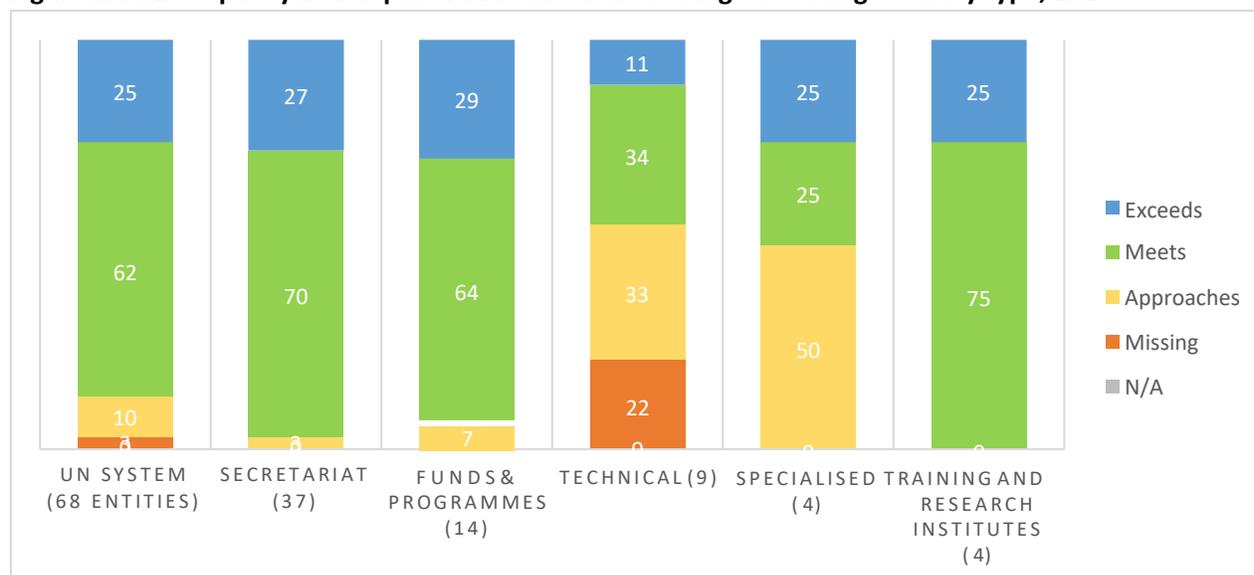
**Figure I: Distribution of ratings for Performance Indicator 15 on Capacity Development, 2018 and 2019**



Comparing performance for entity types shows that the Training and Research institutes registered the strongest performance for capacity development in 2019, with all four institutes implementing mandatory training for all staff, followed closely by the Secretariat and Funds and Programmes that reported 97 per cent and 93 per cent of entities meeting or exceeding requirements, respectively. Some Technical and Specialised entities reported working towards mandatory training for all staff and only two Technical entities reported missing requirements for the capacity development indicator.

In each entity type cluster, some entities reported implementing tailored trainings for senior managers as part of their induction: 10 Secretariat entities, four Funds and Programmes and one each of the Technical, Specialised and Training and Research institutes.

**Figure II: PI.15 Capacity Development: Distribution of ratings according to entity type, 2019**



## Good practices from 2019 reporting

### I Know Gender online course

The UN-Women “I Know Gender” e-course for non-gender specialists aims to develop and/or strengthen awareness and understanding of gender equality and women’s empowerment as a first step towards behavioural change and the integration of a gender perspective into everyday work for all UN staff at headquarters, regional and country levels.

In addition to the core modules of I Know Gender, thematic modules have been developed in collaboration with partner agencies: Women’s economic empowerment (UN Women); Women’s leadership and decision-making (UN Women); Violence against women and girls (UN Women); Gender equality in the world of work (ILO); Gender equality and education (UNESCO); Sexual and reproductive health and rights (UNFPA); Gender equality in emergencies (WFP); Women, peace and security (UN Women); Sexual and gender diversity and human rights (OHCHR and UNAIDS); Trade and Gender Equality; Gender Equality and Volunteerism (UNV); Gender Equality and Migration (IOM); Gender and Sustainable Industrial Development (UNIDO).

### EMERGE Programme for Women Leaders

EMERGE is a joint initiative by 11 United Nations entities<sup>53</sup>, designed to help high-potential mid-level female staff optimize performance and take on greater responsibilities EMERGE constitutes a 9-month programme that contributes to women’s empowerment and reaching gender parity in the UN system. The programme’s third cohort was trained in 2019.

<sup>53</sup> ILO, ITU, OCHA, OHCHR, UNAIDS, UNHCR, UNICEF, UNOG, UNSSC, WHO and WIPO

## F. Knowledge, Communication and Coherence

	<b>PI 16</b> <b>KNOWLEDGE AND COMMUNICATION</b>
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### Definition

Communication materials and knowledge products reflect the ways in which an entity interprets its principles and priorities. Therefore, gender-sensitive and inclusive communication materials, from formal reports and articles to images, infographics, and social media hashtags, emphasize an awareness of gender dimensions and their consideration across all efforts. Gender-sensitive communication adheres to the principles of equal representation, both visually and linguistically, and avoidance of gender norms and stereotypes. Furthermore, gender-sensitive communication is as important externally as it is internally.

Effective communication of gender equality work has a direct positive correlation with the overall UN-SWAP performance of an entity. Entities that systematically document knowledge on gender equality and women’s empowerment, have a communication plan that includes gender equality and women’s empowerment as an integral component of internal and public information dissemination and are actively involved in an inter-agency community of practice on gender equality and women’s empowerment are, on average, likely to meet or exceed almost 50 per cent more UN-SWAP performance indicators than entities that do not. Recognizing this role, the indicator was carried over unchanged from UN-SWAP 1.0.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

<b>PI. 16 – KNOWLEDGE AND COMMUNICATION</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
16ai. Internal production and exchange of information on gender equality and women’s empowerment	16bi. Knowledge on gender equality and women’s empowerment is systematically documented and publicly shared  and  16bii. Communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination	16ci. Knowledge on gender equality and women’s empowerment is systematically documented and publicly shared  and  16cii. Communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination  and

		16ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women
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## Analysis of results

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In 2019, 58 entities (86 per cent) reported meeting or exceeding the requirements for **Knowledge and communication**, signifying that they systematically document and publicly share knowledge on gender equality and women’s empowerment and their communication plans include GEWE as an integral component. Compared with 2018, seven additional entities reported active involvement in an inter-agency community of practice on GEWE, a criterion for exceeding this indicator. Networks most frequently mentioned included the UN-SWAP community (including local networks, such as Geneva and Rome), the Inter-Agency Network on Women and Gender Equality (IANWGE), the International Gender Champions network and the CEB Task Force on sexual harassment. Nine entities reported approaching requirements with some internal production and exchange of information on GEWE.

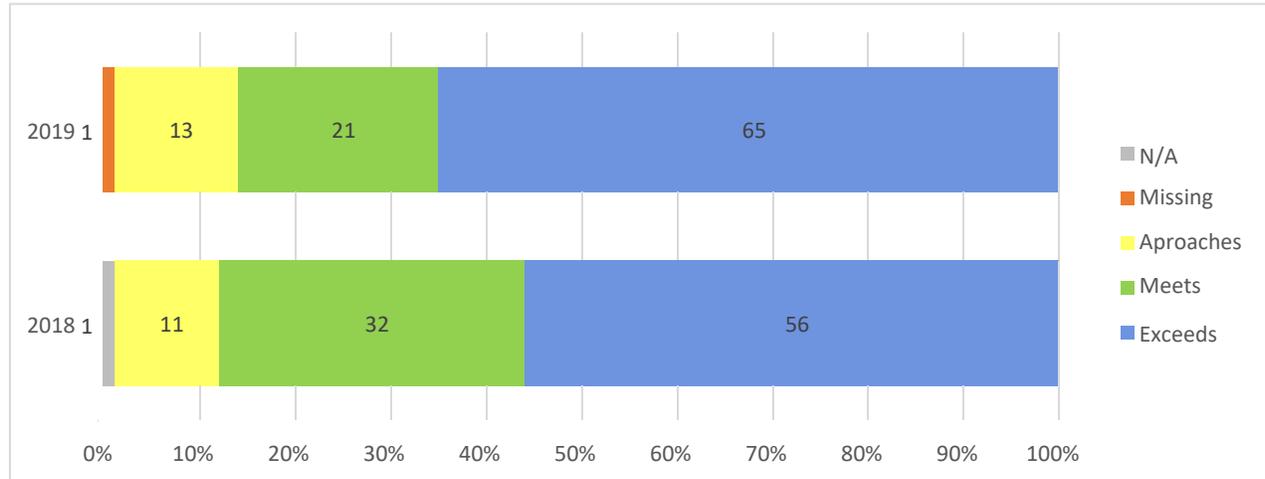
Overall, entities exercise a flexible understanding of having a communication plan that actively incorporates gender dimensions, which constitutes the requirement to meet and exceed this indicator. Out of the 58 entities that reported meeting or exceeding requirements, 34 entities specified that the communication plans in place prioritize gender-inclusivity and awareness; five entities reported being in the process of developing or finalizing their communication plans; and 11 entities specifically noted that, even with the absence of a formal plan, the communication team remains in close contact with the gender unit or focal points to ensure that all communication material systematically includes gender dimensions.

Social media continues to grow as an integral component of outreach, knowledge sharing and contact with the wider public. 35 entities (51 per cent) referred to social medial channels as a way of disseminating key messages on gender. Platforms most frequently mentioned by the entities include Facebook, Twitter, Instagram and YouTube.

Entities mention a wide range of knowledge sharing products that are communicated on a yearly basis, including flagship reports, briefings, guidance notes, articles, blogs, and other publications. Newsletters with a focus on gender are also very popular. Visual products such as infographics and images showcasing gender diversity were also mentioned in specific.

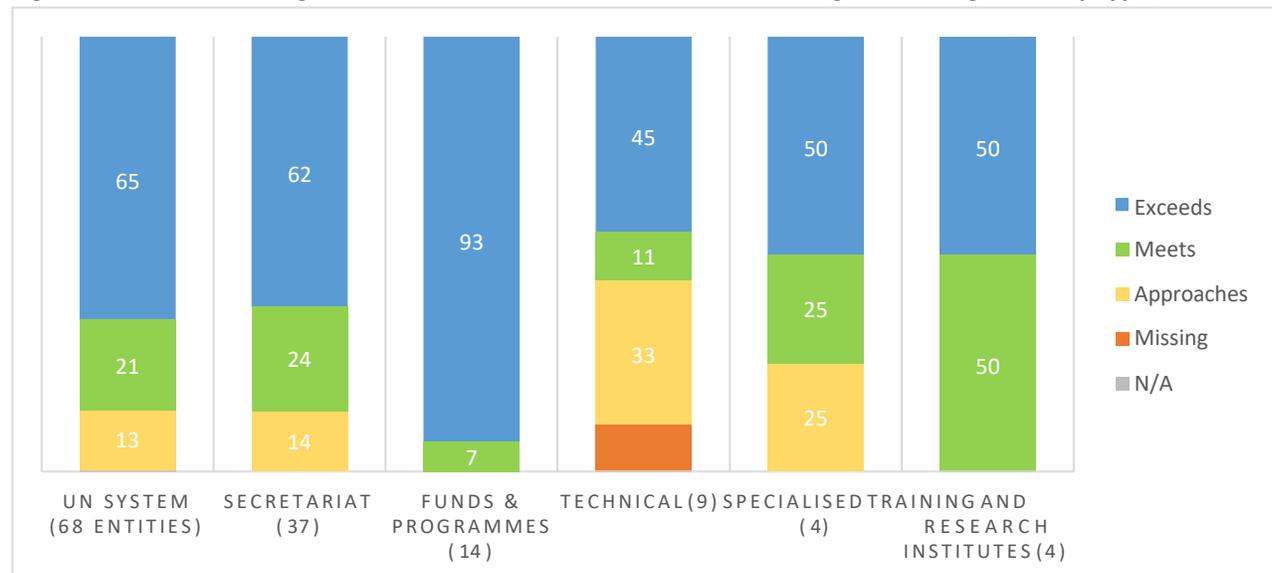
Another important aspect of knowledge sharing steps away from written material. Entities emphasized the importance of knowledge sharing with other UN entities and partners in the form of trainings, webinars, inter-agency meetings, events, brown bag lunches and podcasts.

**Figure I: Distribution of ratings for Performance Indicator 16 on Knowledge and Communication, 2018 and 2019**



Comparing performance for entity types shows that Funds and Programmes and Training and Research institutes registered the strongest performance for knowledge and communication in 2019, with all of them reporting meeting or exceeding requirements. In the Secretariat and Specialised clusters 86 per cent and 75 per cent of the entities, respectively, reported meeting or exceeding requirements. Once again, the Technical entities’ performance trails that of the other clusters, registering 56 per cent of the entities meeting or exceeding requirements for knowledge and communication.

**Figure II: PI.16 Knowledge and Communication: Distribution of ratings according to entity type, 2019**



## Good practices from 2019 reporting

### Social media policy: “No Woman No Tweet”

**UN Volunteers’** corporate communications strategy imbeds a “No woman, no tweet” policy; if a photo for social media has more than two people one needs to be a woman. UNV was able to report a 95 per

cent adherence rate to gender balance in all publications and multi-media assets (videos/photos) in 2019.

### **Brown bag lunches**

Six entities (**DGC, DPPA, DPO, OIOS, OLA, WFP**) reported attending or holding brown bag lunches as a way of sharing knowledge on the latest developments concerning gender. Brown bag lunches play an important role in initiating discussions amongst staff and gender focal points from several entities, as well as hosting women from various fields to present their work. Particularly, the World Food Programme holds monthly gender-focused brown bag lunches. Furthermore, the Division of Political and Peacebuilding Affairs' Guidance and Learning Unit supported a brownbag event on "Women, Land and Conflict" that discussed the primary land-related challenges faced by women in conflict.

### **Awareness-raising and advancing women in STEM initiatives**

The **World Meteorological Organisation (WMO)** organised a Gender Day during the World Meteorological Congress in June 2019. During a networking event hosted by the Deputy Secretary-General the network of gender advocates in the WMO community was strengthened. Six new female Permanent Representatives from all WMO regions were introduced and shared their professional paths and experiences. The event also encouraged discussions for mobilizing action in support of the implementation of the Gender Action Plan regionally. Ahead of the Congress, a series of communication materials were produced and featured at the venue and the WMO gender webpage, including profiles of nine new female role models in the WMO community, showcasing their achievements, ways to overcome challenges and advice for inspiring new female scientists.

Also in June 2019, the **International Maritime Organisation (IMO)** launched the film "Turning the Tide" exhibiting challenges and opportunities for women in the maritime sector, including showcasing how the organisation's gender and capacity-building programme has benefitted women in ports, shoresides and onboard ships.<sup>54</sup>

The **International Civil Aviation Organisation (ICAO)**, as part of its measures and strategies to encourage, inspire and empower young girls to pursue Science, Technology, Engineering and Math (STEM) education and careers in aviation, co-sponsored Captain Shaesta Waiz – the first female pilot from Afghanistan – in completing a solo round-the-world flight for STEM outreach. Her DreamSoar project ([dreamsoar.org](http://dreamsoar.org)) brought her to 22 countries and involved 30 stops, during which she held 32 STEM outreach events and met over 3000 students. ICAO is coordinating a long-term outreach effort to carry on the Dreams Soar legacy and provide aviation career advice and encouragement to elementary and secondary school youths.

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<sup>54</sup> [https://www.youtube.com/watch?time\\_continue=4&v=BTn0rzYF5cE&feature=emb\\_logo](https://www.youtube.com/watch?time_continue=4&v=BTn0rzYF5cE&feature=emb_logo)



## PI. 17 COHERENCE

### Definition

The Joint Inspection Unit's (JIU) review of the first phase of implementation of the UN-SWAP<sup>55</sup> concluded that it 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.

Furthermore, the review stated that the UN-SWAP has contributed to creating system-wide coherence in promoting gender mainstreaming and monitoring its progress. The Inspectors stressed that such success constitutes a system-wide achievement, as most of the reporting entities had a hand in the development of the framework and its implementation.

UN-SWAP implementation has helped revitalize and strengthen a network of solidarity across the UN system, through which UN entities and focal points are able to share expertise, lessons learnt, good practices and advocacy efforts. Focal points have indicated that the horizontality of the operational culture with which the UN-SWAP is led gives all participants equal influence, encourages inter-agency exchanges and constitutes one of the most distinguishing factors contributing to its success.

Through the UN-SWAP network, focal points can access expertise, knowledge and good practices that are relevant to their work, making savings on scarce resources and reducing duplication. Focal points have repeatedly listed effective partnerships as one of the key factors driving UN-SWAP progress.

To further strengthen partnerships, support information sharing and peer learning and enhance coherence between the UN-SWAP network the **Coherence** indicator was strengthened when the framework was updated to UN-SWAP 2.0. UN-SWAP Peer reviews are now a requirement for meeting the Coherence indicator.

An additional benefit of peer reviews is offering an opportunity to enhance the accuracy and quality of UN-SWAP reporting. Continuous improvement in quality assurance methodologies for the UN-SWAP reporting process is essential to maintaining the credibility and accuracy of reporting, as also noted in the JIU review of UN-SWAP 1.0.

The requirements for approaching, meeting and exceeding this indicator are outlined in the table below.

<sup>55</sup> <https://www.unjiu.org/news/jiu-review-un-swap-first-phase-implementation-2012-2017>

PI. 17 – COHERENCE		
Approaches requirements	Meets requirements	Exceeds requirements
17ai. Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women	17bi. Participates systematically in interagency coordination mechanisms on gender equality and the empowerment of women and 17bii. Participates in a UN-SWAP peer review process	17ci. Participates systematically in interagency coordination mechanisms on gender equality and the empowerment of women and 17cii. Participates in a UN-SWAP peer review process and 17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity

## Analysis of results

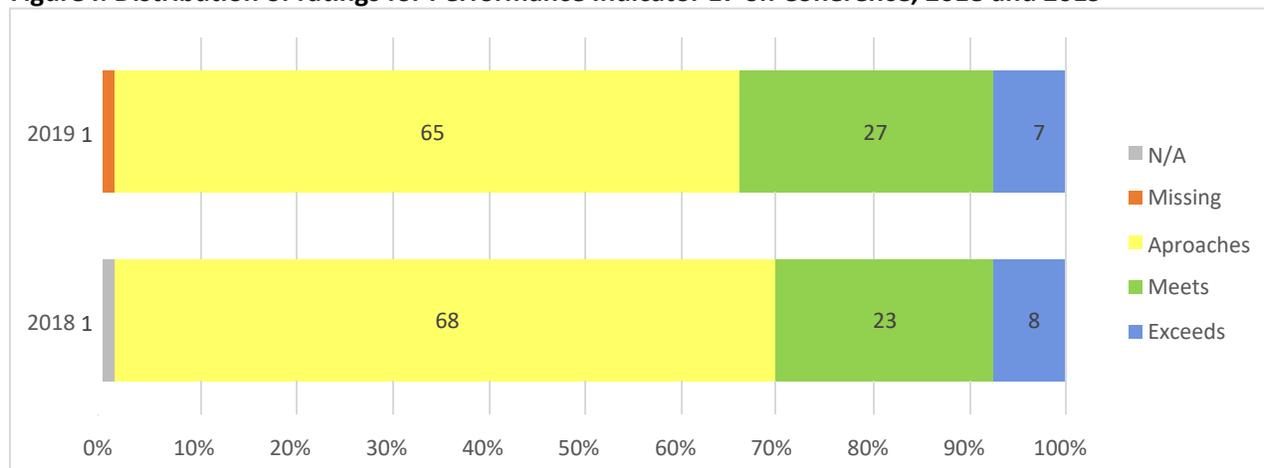
Slight progress was registered between 2018 and 2019 for the Coherence indicator with 23 entities (34 per cent) meeting or exceeding requirements for the indicator in 2019, up 3 percentage points from 2018. This progress was driven by an increase in entities participating in UN-SWAP peer reviews.

In 2019, six UN-SWAP Peer Reviews involving 13 entities took place: UNHCR and UNAIDS, WFP and IOM, DGC and DMSPC, DPKO and DFS and DPA, IFAD, WFP and FAO, and OHRLLS and OLA. An additional 10 entities met requirements based on having conducted peer reviews in the past four years. A significant amount of 32 entities indicated plans to complete a peer review in 2020.

Five entities (7 per cent) reported exceeding requirements by supporting the implementation of at least one UN-SWAP performance indicator in another entity: The Department for General Assembly and Conference Services (DGACM), the Department for Global Communication (DGC) and the Department for Management Strategy, Policy and Compliance (DMSPC) have supported other Departments in the Secretariat, while the United Nations Development Programme (UNDP) supported the Office of the High Commissioner for Human Rights (OHCHR) to implement the OHCHR Gender Incentive Programme based on the UNDP Gender Seal methodology and UN Women supported overall UN-SWAP implementation, and the Coherence indicator specifically through the updated peer review guidance.

The majority of entities reported that they systematically participate in inter-agency coordination mechanisms on gender equality and women’s empowerment, such as UN-SWAP Annual Meetings or workshops and/or the Inter-Agency Network on Women and Gender Equality (IANWGE). Positively, inter-agency meetings have been mentioned by reporting entities as one of the main drivers to propel and sustain progress. Opportunities for in-person interaction significantly and meaningfully solidify partnerships, support information sharing and peer learning, enhance coherence and strengthen coordination.

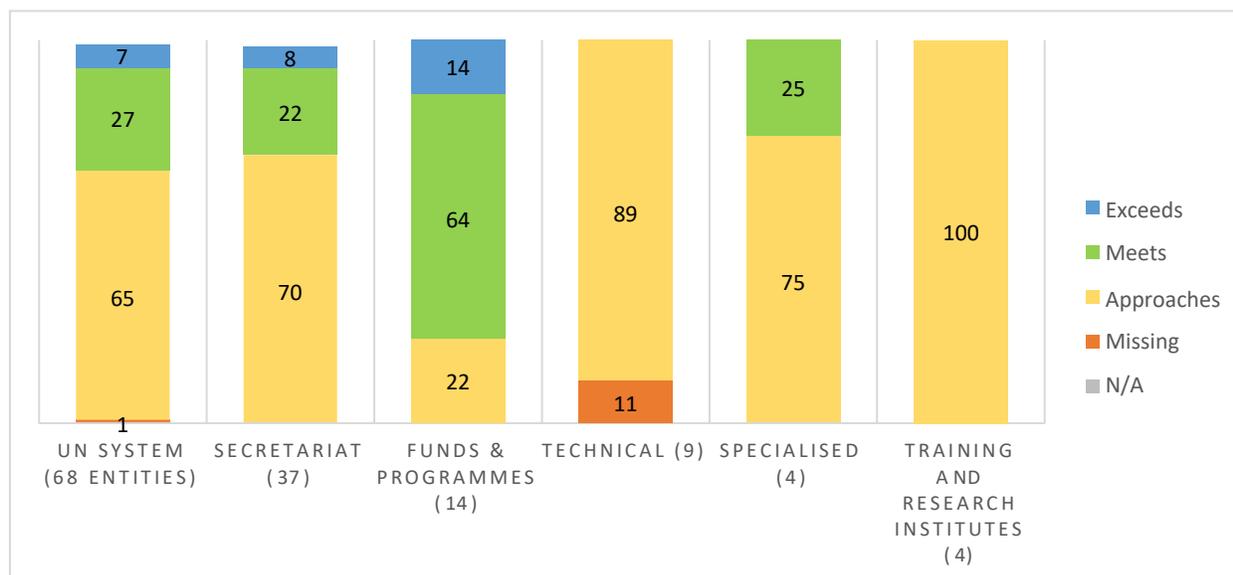
**Figure I: Distribution of ratings for Performance Indicator 17 on Coherence, 2018 and 2019**



As shown in figure II, almost all Funds and Programmes have conducted peer reviews, while no Technical entities or Training and Research institutes have done so, and only a limited share of the Secretariat and Specialised entities.

Of the 20 strongest performing entities (most meeting and exceeding ratings), only three did not meet or exceed the coherence indicator. Similarly, of the 20 weakest performing entities (least meeting and exceeding ratings), only one entity met or exceeded the coherence indicator. This likely means that entities with stronger UN-SWAP performance are more willing to share their reports and initiate a peer review with another reporting entity.

**Figure II: PI. 17 Coherence: Distribution of ratings according to entity type, 2019**



Eight entities specifically noted that the peer review experience had proven to be very informative, providing a good opportunity to discuss and share experiences around the 17 indicators and to elaborate on the reporting. Peer reviews were considered useful mutual learning opportunities through which good practices were shared and opportunities for collaboration and peer support identified.

Updated guidance for conducting UN-SWAP Peer Reviews was prepared by UN Women in 2019 (link). The UN-SWAP team also proactively reached out to all entities who had yet to complete a UN-SWAP peer review to suggest potential partner entities to conduct peer reviews with.

## **Good practices from 2019 reporting**

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### **Peer review: International Organisation for Migration (IOM) and the World Food Programme (WFP)**

In 2019, IOM and WFP successfully completed a peer review on all 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 note 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 observed 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.

**Local networks of UN-SWAP Focal Points** (such as Geneva, Vienna and Rome) have supported increased sharing of good practices and led to cost-sharing initiatives, for instance for unconscious bias workshops.

**The mobilisation of inter-agency networks** (such as the UN Evaluation Group, the Strategic Planning Network and the Finance and Budget Network) to implement the UN-SWAP has contributed to wider accountability within entities when colleagues from other offices outside of Gender units have become more involved in promoting gender equality in their fields of work.

# **ANNEXES**

**Annex 1: List of 2019 UN-SWAP 2.0 reporting entities**

**Annex 2: List of other acronyms**

**Annex 3: UN-SWAP 2.0 Performance Indicator Framework**

## **Annexes**

### **Annex 1: List of UN-SWAP 2.0 reporting entities in 2019**

DCO	Development Coordination Office
DESA	Department of Economic and Social Affairs
DGACM	Department for General Assembly and Conference Management
DGC	Department of Global Communications
DMSPC	United Nations Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DPPA	Department of Political and Peacebuilding Affairs
DPO	Department of Peace Operations
DSS	Department for Safety and Security
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	United Nations Economic and Social Commission for Western Asia
FAO	Food and Agricultural Organization
IAEA	International Atomic Energy Agency
ICAO	The International Civil Aviation Organization
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organisation for Migration
ITC	International Trade Centre
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
OAJ	Office of Administration of Justice
OCHA	Office for Coordination of Humanitarian Affairs
ODA	Office for Disarmament Affairs
OHCHR	Office of the High Commissioner for Human Rights
OHRLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OSAA	Office of the Special Adviser on Africa

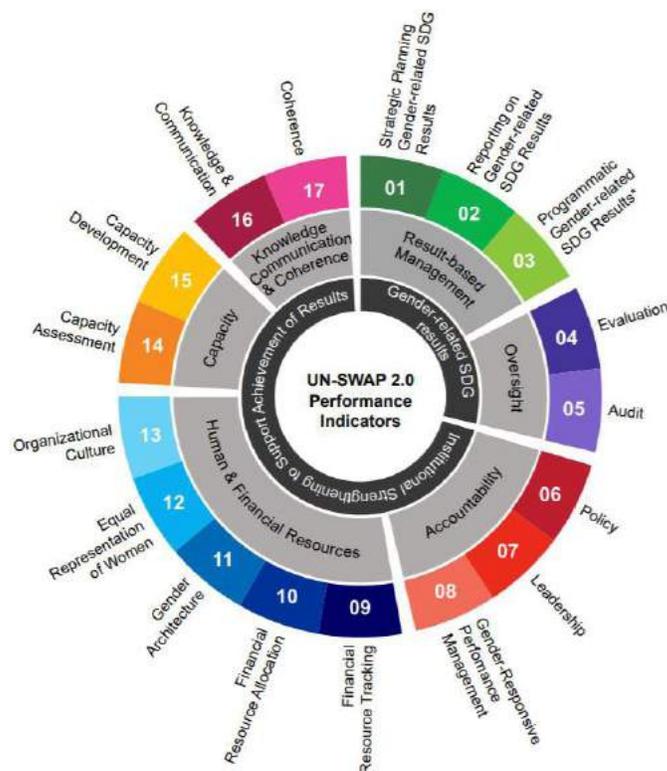
OSRSG-CAAC	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
OSRSG-SVC	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	The Joint United Nations Programme on HIV/AIDS
UNCCD	United Nations Convention to Combat Desertification
UNCDF	United Nations Capital Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Climate Change Convention
UNFPA	United Nations Population Fund
UNGC	United Nations Global Compact
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNOCT	United Nations Office of Counter-Terrorism
UNODC	United Nations Office on Drugs and Crime
UNOG	United Nations Office at Geneva
UNOMS	United Nations OMBUDSMAN and Mediation Services
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNOV	United Nations Office at Vienna
UNRWA	United Nations Relief and Works Agency for Palestine Refugees
UNSSC	UN System Staff College
UNU	United Nations University
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organisation
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

## ***Annex 2: List of acronyms***

CEB	Chief Executives Board for Coordination
ECOSOC	United Nations Economic and Social Council
FWA	Flexible Working Arrangements
GBV	Gender Based Violence
GEWE	Gender equality and women's empowerment Gender
GFP	Focal Point
IANWGE	Inter-Agency Network on Women and Gender Equality
RBM	Results based management
SDG	Sustainable Development Goals
STEM	Science, Technology, Engineering and Mathematics
UNEG	United Nations Evaluation Group
UN	United Nations
UN-SWAP	United Nations System Wide Action Plan
WPS	Women, Peace and Security

### Annex 3: UN-SWAP 2.0 Performance Indicator Framework

Figure I: UN-SWAP 2.0 performance indicator framework



### UN-SWAP 2.0 Performance Indicator Framework

#### I. Gender-related SDG Results

#### A. Results-Based Management

 <b>PI. 1 STRATEGIC PLANNING GENDER-RELATED SDG RESULTS</b>		
Approaches requirements	Meets requirements	Exceeds requirements
1ai. Main strategic planning document includes at least one high-level result on gender equality and the empowerment of women, which will contribute to meeting SDG targets, and reference to SDG 5 targets	1bi. Main strategic planning document includes at least one high-level result on gender equality and the empowerment of women, which will contribute to meeting SDG targets, and reference to SDG 5 targets	1ci. Main strategic planning document includes at least one high-level transformative result on gender equality and the empowerment of women, which will contribute to

	and  1bii. Entity has achieved or is on track to achieve the high-level result on gender equality and the empowerment of women	meeting SDG targets, and reference to SDG 5 targets  and  1cii. Entity has achieved or is on track to achieve the high-level transformative result on gender equality and the empowerment of women
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**PI. 2  
REPORTING ON GENDER-RELATED SDG RESULTS**

<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
2ai. Entity RBM system provides guidance on measuring and reporting on results related to gender equality and the empowerment of women  or  2aii. Systematic use of sex-disaggregated data in strategic plan reporting	2bi. Reporting to the Governing Body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5  and  2bii. Systematic use of sex-disaggregated data in strategic plan reporting	2ci. Reporting to the Governing Body or equivalent on the high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5  and  2cii. Systematic use of sex-disaggregated data in strategic plan reporting  and  2ciii. Reporting every two years to the Governing Body or equivalent on implementation of the entity's gender equality and empowerment of women policy



**PI. 3  
PROGRAMMATIC GENDER-RELATED SDG RESULTS (not directly captured in the Strategic Plan)**

<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
3ai. Results on gender equality and the empowerment of women are consistently included in programmatic initiative planning documents	3bi. Programmatic results on gender equality and the empowerment of women are met or on track to be met	3ci. Programmatic results on gender equality and the empowerment of women are met or on track to be met

		and  3cii. Programmatic initiatives consistently include transformative results on gender equality and the empowerment of women
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## B. Oversight

	<b>PI. 4 EVALUATION</b>		
	<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
4ai. Meets some of the UNEG gender related norms and standards in the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations	4bi. Meets the UNEG gender equality - related norms and standards  and  4bii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations during all phases of the evaluation	4ci. Meets the UNEG gender equality - related norms and standards, applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations during all phases of the evaluation  and  4cii. Conducts at least one evaluation to assess corporate performance on gender mainstreaming or equivalent every 5-8 years	
	<b>PI. 5 AUDIT</b>		
	<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
5ai. Consultation takes place with the gender focal point/ department on risks related to gender equality and the empowerment of women, as part of the risk-based audit annual planning cycle	5bi. Based on risks assessments at engagement level, internal audit departments have developed tools for auditing gender equality and the empowerment of women related issues (e.g. policy compliance, quality of reporting etc.) and apply these as appropriate in all relevant audit phases	5ci. Relevant gender equality findings are systematically presented in annual reports of the internal audit departments  and  5cii. Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment	

		of women at least once every five years
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## II. Institutional Strengthening to Support Achievement of Results

### C. Accountability

	<b>PI. 6 POLICY</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>	
6ai. Policies and plans being developed on gender equality and women’s empowerment, including gender mainstreaming and the equal representation of women	6bi. Up to date polices 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	
	<b>PI. 7 LEADERSHIP</b>		
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>	
7ai. 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	

	<b>PI. 8</b> <b>GENDER-RESPONSIVE PERFORMANCE MANAGEMENT</b>	
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
<p>8ai. The entity’s core values and/or competencies being revised to include assessment of gender equality and the empowerment of women</p>	<p>8bi. 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</p>	<p>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</p> <p>and</p> <p>8cii System of recognition in place for excellent work promoting gender equality and women’s empowerment</p>

***D. Human and Financial Resources***

	<b>PI. 9</b> <b>FINANCIAL RESOURCE TRACKING</b>	
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
<p>9ai. Working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women’s empowerment</p>	<p>9bi. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women’s empowerment</p>	<p>9ci. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women’s empowerment</p> <p>and</p> <p>9cii. Results of financial resource tracking influences central strategic planning concerning budget allocation</p>
	<b>PI. 10</b> <b>FINANCIAL RESOURCE ALLOCATION</b>	
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>

10ai. Financial benchmark is set for implementation of the gender equality and women's empowerment mandate	10bi. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met	10ci. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded
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**PI. 11  
GENDER ARCHITECTURE**

<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
<p>11ai. Gender focal points or equivalent at HQ, regional and country levels are:</p> <p>a. appointed from staff level P4 and above</p> <p>b. have written terms of reference</p> <p>c. at least 20 per cent of their time is allocated to gender focal point functions</p>	<p>11bi. Gender focal points or equivalent at HQ, regional and country levels are:</p> <p>a. appointed from staff level P4 and above for both mainstreaming and representation of women</p> <p>b. have written terms of reference</p> <p>c. at least 20 per cent of their time is allocated to gender focal point functions</p> <p>and</p> <p>11bii. Gender department/unit is fully resourced according to the entity mandate</p>	<p>11ci. Gender focal points or equivalent at HQ, regional and country levels are:</p> <p>a. appointed from staff level P5 and above for both mainstreaming and representation of women</p> <p>b. have written terms of reference</p> <p>c. at least 20 per cent of their time is allocated to gender focal point functions</p> <p>d. specific funds are allocated to support gender focal point networking</p> <p>and</p> <p>11cii. Gender department/unit is fully resourced according to the entity mandate</p>



**PI. 12  
EQUAL REPRESENTATION OF WOMEN**

<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
<p>12ai. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years</p>	<p>12bi. The entity has reached the equal representation of women for General Service staff and all professional levels</p>	<p>12ci. The entity has reached the equal representation of women for General Service staff and all professional levels including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity</p>

		irrespective of budgetary source
	<b>PI. 13 ORGANIZATIONAL CULTURE</b>	
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
13ai. Organizational culture partly supports promotion of gender equality and the empowerment of women	13bi. 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

### E. Capacity

	<b>PI. 14 CAPACITY ASSESSMENT</b>	
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
14ai. Assessment of capacity in gender equality and women's empowerment for individuals in entity is carried out	14bi. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out  and  14bii. A capacity development plan is established or updated at least every five years	14ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out  and  14cii. A capacity development plan is established or updated at least every three years
	<b>PI. 15 CAPACITY DEVELOPMENT</b>	
<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
15ai. Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15bi. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices	15ci. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices

		and  15cii. Senior managers receive tailored training during orientation
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## ***F. Knowledge, Communication and Coherence***

	<b>PI 16 KNOWLEDGE AND COMMUNICATION</b>		
	<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
16ai. Internal production and exchange of information on gender equality and women's empowerment	16bi. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared  and  16bii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination	16ci. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared  and  16cii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination  and  16ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women	
	<b>PI. 17 COHERENCE</b>		
	<b>Approaches requirements</b>	<b>Meets requirements</b>	<b>Exceeds requirements</b>
17ai. Participates in an ad hoc fashion in inter-agency coordination mechanisms on gender equality and the empowerment of women	17bi. Participates systematically in interagency coordination mechanisms on gender equality and the empowerment of women  and	17ci. Participates systematically in interagency coordination mechanisms on gender equality and the empowerment of women  and	

	17bii. Participates in a UN-SWAP peer review process	17cii. Participates in a UN-SWAP peer review process  and  17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity
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