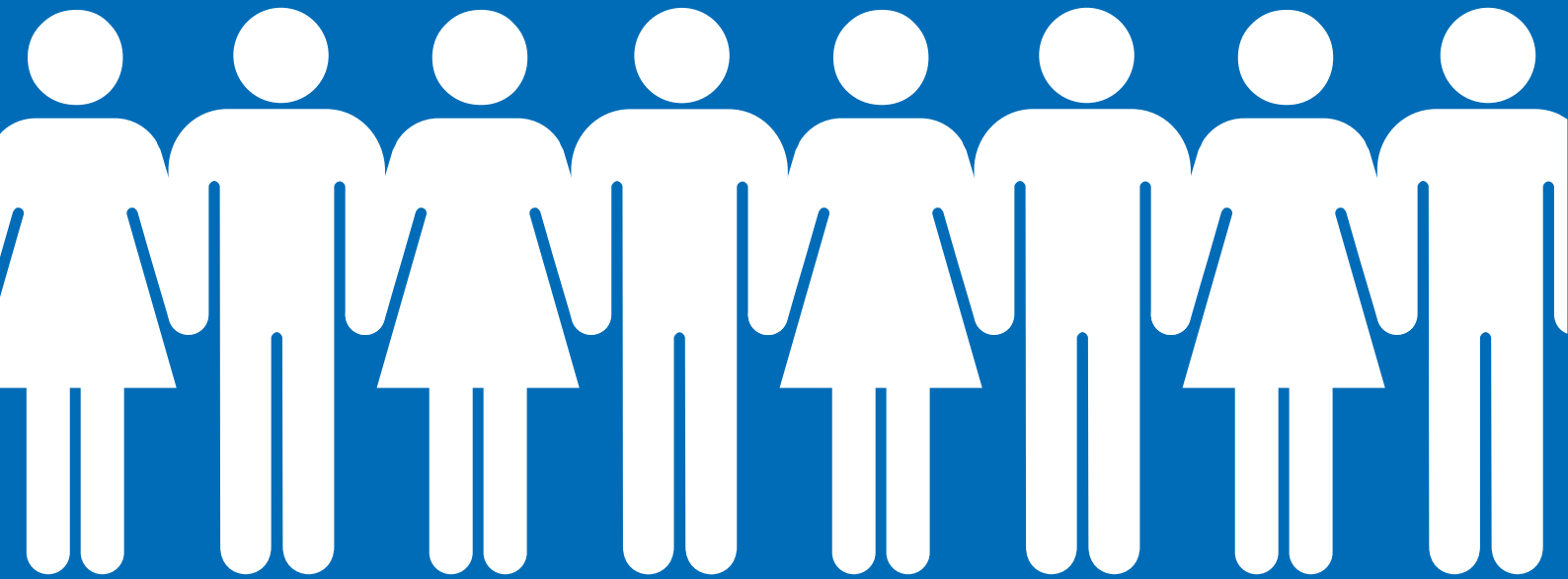


ANNEX



Annex 1: UN-SWAP 2.0 and Secretariat entities with a mainly administrative function

The purpose of this Annex is to clarify UN-SWAP 2.0 reporting requirements per Performance Indicator for Secretariat entities which have a mainly administrative function. It refers to DGACM, DMSPC, DOS, OAJ, OLA, UNOG, UNOMS, UNON and UNOV. Guidance for Performance Indicators 1 and 3 can also be applicable to training and research institutes, as appropriate.

The UN-SWAP was developed in close consultation with the Secretariat, including the Office of Programme Planning, Finance and Budget, and guidance on UN-SWAP reporting has been revised to take into account changes in the Secretariat programme budget. Please note that the current UN Secretariat **Programme planning manual for PPB2024** recommends mainstreaming gender equality and empowerment of women (GEEW) in two ways, as appropriate:

- Showcase in the strategy, by providing programme specific information on activities, policies and strategies derived/in line with the UN SWAP 2.0
- Showcase in the results
 - Results and performance measures which contribute to GEEW
 - Performance measures which include indicators specific for measuring progress for GEEW

The UN-SWAP has attempted to account for the varied nature of the UN system by revising its guidance to ensure that it is appropriate for all entities. Secretariat entities with a mainly administrative function have specific functions in relation to the promotion of gender equality and the empowerment of women, and it is important that UN-SWAP reporting captures the full range of Secretariat achievements.

I. Gender-related SDG Results

A. Results-based Management

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

UN-SWAP Performance Indicators 1 and 2 focus on entities that include, achieve and report on at least one high-level result on gender equality and the empowerment of women, tied to the SDGs, in their main strategic planning document. The focus of these indicators is on normative and development/humanitarian results, and they **may be not applicable for some Secretariat entities with a mainly administrative function, or training and research institutes. If that is the case, they should report on these indicators as “not applicable”**.

02. Performance Indicator: Reporting on Gender-related SDG results

Entities should report “not applicable”, if they do not report on at least one high-level result on gender equality and the empowerment of women, tied to the SDGs, in their main strategic planning document, as explained above.

03. Performance Indicator: Gender-related results not captured elsewhere in UN-SWAP reporting

Entities with a mainly administrative function and training and research institutes should report on gender-related results not reported on elsewhere in the UN-SWAP, under Performance Indicator 3, the title of which has been adapted for these entities to: “Gender-related results not captured elsewhere in UN-SWAP reporting.”

Examples of these results are: organizing panels which focus on gender mainstreaming; ensuring equal representation of women as arbitrators, lecturers, in panels and working groups; gender balance in selection of consultants; discussions with Member States concerning gender mainstreaming; increasing women’s participation, e.g. in peace initiatives; and engaging women owned businesses in procurement.

Please note that reporting under this Indicator should not include areas covered by other Performance Indicators. For example, gender parity is covered by indicators 6 and 12, leadership

by indicator 7, organizational culture by indicator 13, and capacity development by indicator 15. Any reporting under indicator 3 should therefore be over and above reporting on these other indicators.

To report on indicator 3, entities should outline the main gender-related results they intended to achieve and rate their performance against the following table:

Gender-related results not captured elsewhere in UN-SWAP reporting		
Approaches	Meets	Exceeds
Entity has not achieved results as planned	Results are met as planned	Planned results are exceeded

B. Oversight

04. Performance Indicator: Evaluation

Entities with a mainly administrative function do not for the most part carry out evaluations. Where evaluations are carried out, they should meet the requirements set out for this Performance Indicator. Self-evaluations should be assessed against the guidance for this type of evaluations provided by OIOS/UNEG. If evaluations are not carried out the rating for this indicator should be “not applicable”.

05. Performance Indicator: Audit

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

II. Institutional Strengthening to Support Achievement of Results

C. Accountability

06. Performance Indicator: Policy

Entities should report on their gender parity implementation plans. To meet requirements, entities should have a gender parity implementation plan in place. To exceed requirements, entities should additionally have a senior management accountability mechanism in place. Reference to gender equality and the empowerment of women in senior manager compacts is acceptable to exceed requirements.

07. Performance Indicator: Leadership

Entities should report as per the Technical Guidance.

08. Gender-responsive Performance Management

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

D. Human and Financial Resources

09. Performance Indicator: Financial Resource Tracking

As the gender equality marker system is currently being rolled out in UMOJA IPMR, UN Secretariat entities should report meeting or exceeding requirements, accordingly, if they are implementing the gender equality marker in XB-funded projects. UN Secretariat entities should report “approaching requirements” for this Performance Indicator if they are not currently implementing the gender equality marker in XB-funded projects, and “not applicable” if they do not have XB-funded projects.

10. Performance Indicator: Financial Resource Allocation

Secretariat entities with a mainly administrative focus should report “not applicable” for this Performance Indicator, until the configuration of this system is finalised, and financial allocations can be tracked for all budget sources – except if extra-budgetary sources provide for more than 20 per cent of their funding. Entities which have more than 20 per cent of their funding made up from Extra-budgetary funding should develop a resource allocation system specific to these resources.

11. Performance Indicator: Gender Architecture

Entities should report as per the Technical Guidance.

12. Performance Indicator: Equal Representation of Women

Entities should report as per the Technical Guidance.

13. Performance Indicator: Organisational Culture

Entities should report as per the Technical Guidance.

E. Capacity

14. Performance Indicator: Capacity Assessment

Entities should report as per the Technical Guidance.

15. Performance Indicator: Capacity Development

Entities should report as per the Technical Guidance.

F. Knowledge, Communication and Coherence

16. Performance Indicator: Knowledge and Communication

Entities should report as per the Technical Guidance.

17. Performance Indicator: Coherence

Entities should report as per the Technical Guidance.

Annex 2: Glossary

Gender Mainstreaming

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. Source: [ECOSOC agreed conclusions 1997/2](#)

Equal Representation of Women

The goal of gender balance / gender parity / the equal representation of women and men applies throughout the United Nations system, and in every department, office or regional commission, overall and at each level. Gender parity applies to all posts, without regard to the type or duration of the appointment, the series of Staff Rules under which the appointment is made, or the source of funding.

Gender Equality – Equality Between Women and Men

“Gender equality” refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men are the same but that women's and men's rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but concerns all men, women, girls and boys. Equality between women and men is both a human rights issue and a precondition for, and indicator of, sustainable people-centred development.

Source: <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

Gender

“Gender” refers to the social attributes and opportunities associated with being male and female, and the associated relationships between women, men, girls and boys. The attributes, opportunities and relationships assigned to women and men, girls and boys, are socially constructed and are learned; they are context and time-specific, and thus subject to change. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources and decision-making opportunities.

Source: <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

Annex 3: Mandates

I. Gender-related SDG Results

A. Results-based Management

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

A/RES/62/208¹⁰ calls upon the organizations of the United Nations development system, within their organizational mandates, to further improve their institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks.

A/RES/75/233¹¹ calls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).. in particular with regard to gender-responsive performance management and strategic planning, and to enhance the collection, availability and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels.

E/RES/2022/18¹² calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... including by ensuring, where relevant, that corporate and country-level strategic documents, including the United Nations Sustainable Development Cooperation Framework, or equivalent planning framework in accordance with programme countries' priorities, are based on robust and systematic gender analysis and data disaggregation, and mainstream a gender perspective, through a dedicated gender equality outcome as well as the integration of gender equality and the empowerment of all women across all other Sustainable Development Goal-related outcome areas (twin-track approach).

E/RES/2022/18¹³ calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...including by supporting the application of a gender perspective in the preparation of organization-wide and country-level documents, such as the strategic, programmatic and results-based frameworks and evaluations, and continuing to promote more coherent, accurate and effective monitoring and reporting on progress on gender equality, the impact of the promotion of gender equality and the use of common indicators on gender equality and the empowerment of all women and girls.

¹⁰ A/RES/62/208. Triennial comprehensive policy review of operational activities for development of the United Nations system (paragraph 56 and 61)

¹¹ A/RES/75/233. Quadrennial comprehensive policy review of operational activities for development of the United Nations system (para 12)

¹² ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9a)

¹³ ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9b)

02. Performance Indicator: Reporting on Gender-related SDG results

A/RES/62/208¹⁴ calls upon the United Nations development system to further improve qualitative and quantitative reporting on gender equality, including gender disaggregated data.

A/RES/75/233¹⁵ calls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).. in particular with regard to gender-responsive performance management and strategic planning, and to enhance the collection, availability and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels...

E/RES/2022/18¹⁶ calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...including by enhancing standards and methodologies for the use of the United Nations system at the global, regional and country levels in order to improve the systematic collection, analysis, dissemination and use of accurate, reliable, transparent and comparable data and statistics and, where applicable and with due respect for confidentiality, open data and statistics related to achieving gender equality, disaggregated by, inter alia, income, sex, age, race, ethnicity, migratory status, disability, geographical location and other characteristics relevant in national contexts

E/RES/2022/18 (paragraph c) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...continuing to strengthen results-based management and results-based budgeting to enable robust system-wide reporting and aggregation of gender-related results, including financial investments for the achievement of gender equality and the empowerment of all women and girls

E/RES/2022/18 (paragraph d) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...fully implementing the System-wide Action Plan 2.0 (UN-SWAP 2.0) and enhancing the consistency and accuracy of reporting in order to achieve full annual reporting on results by the entire United Nations system, and continuing to promote the institutionalization of transparency and robust accountability systems,

03. Performance Indicator: Programmatic Gender-related SDG Results*¹⁷

ECOSOC Resolution 2005/31¹⁸ calls on the UN system to fully incorporate a gender perspective in programme budgets and multi-year funding frameworks and into all results-based budgeting processes.

¹⁴ A/RES/62/208. Triennial comprehensive policy review of operational activities for development of the United Nations system (paragraph 57)

¹⁵ A/RES/75/233. Quadrennial comprehensive policy review of operational activities for development of the United Nations system (para 12)

¹⁶ ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9g)

¹⁷ *not captured in the Strategic Plan

¹⁸ ECOSOC Resolution 2005/31. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4c). Mandate also included in ECOSOC Resolution 2007/33.

E/RES/2022/18¹⁹ The Economic and Social Council urges the United Nations system, taking into consideration extraordinary circumstances due to the coronavirus disease (COVID-19) pandemic and in the recovery efforts, to accelerate gender mainstreaming in policies and programmes, including in support of the gender-responsive implementation of the 2030 Agenda for Sustainable Development¹⁸ at the global, regional and country levels.

E/RES/2022/18 (paragraph 7h) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country level...including by increasing the investment in and focus on outputs and outcomes relating to gender equality and the empowerment of all women and girls to support the implementation of the 2030 Agenda for Sustainable Development, including through enhanced common budgetary frameworks, gender-responsive planning and budgeting, common methodologies for reporting on contributions to the mainstreaming of a gender perspective in the implementation of the 2030 Agenda, joint funding mechanisms, including pooled funding, and joint resource mobilization efforts.

B. Oversight

04. Performance Indicator: Evaluation

ECOSOC Resolution 2007/33²⁰ requests the United Nations system, including United Nations agencies, funds and programmes within their organizational mandates, to strengthen institutional accountability mechanisms, including through a more effective monitoring and evaluation framework for gender mainstreaming based on common United Nations evaluation standards.

Quadrennial Comprehensive Policy Review ECOSOC Resolution 67/226 notes the development of the **norms and standards** for evaluation by the **United Nations Evaluation Group** as a professional network, and encourages the use of these norms and standards in the evaluation functions of United Nations funds, programmes and specialized agencies, as well as in system-wide evaluations of operational activities for development. It encourages the United Nations development system to institute greater accountability for gender equality in evaluations conducted by country teams by including gender perspectives in such evaluations.

05. Performance Indicator: Audit

A/RES/64/141²¹ encourages increased efforts by Governments and the United Nations system to enhance accountability for the implementation of commitments to gender equality and the empowerment of women at the international, regional and national levels, including by improved monitoring and reporting on progress in relation to policies, strategies, resource allocations and programmes, and by achieving gender balance

The CEB Policy on gender equality and the empowerment of women states: Enhancing oversight through improved monitoring, evaluation, audit and reporting procedures is critical to ensuring accountability of all United Nations staff, including senior and mid-level management, for their performance in gender mainstreaming.

¹⁹ ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 2)

²⁰ ECOSOC Resolution 2007/33. Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4a).

²¹ A/RES/64/141. Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (paragraph 21).

II. Institutional Strengthening to Support Achievement of Results

C. Accountability

06. Performance Indicator: Policy

ECOSOC Agreed Conclusions 1997/2²² calls on all entities of the United Nations system, making full use of the expertise and support of gender units or focal points, to institutionalize mainstreaming of a gender perspective at all levels through specific steps, including by the adoption of gender mainstreaming policies and the formulation of specific mainstreaming strategies for sectoral areas.

A/RES/72/147²³ requests the Secretary-General to accelerate further his efforts to achieve the goal of 50/50 gender balance at all levels throughout the United Nations system, including in the field and in peacekeeping missions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101, paragraph 3, of the Charter of the United Nations, considering, in particular, women from the developing and the least developed countries, countries with economies in transition and unrepresented or largely underrepresented Member States, and to ensure the implementation of measures, including temporary special measures, as well as the strengthening of the implementation of policies and measures for work-life balance and to prevent and address harassment and abuse of authority in the workplace, so as to accelerate progress, and managerial and departmental accountability with respect to gender balance targets;

E/RES/2022/18²⁴ calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... including by ensuring that gender equality policies of United Nations entities, when established, are kept up to date and aligned with their strategic and programmatic priorities, as well as the performance indicators of UN-SWAP 2.0, and are reflected in the results-based frameworks;

A/67/347²⁵ recommends that Senior managers at all entities should be held accountable, in accordance with the relevant and applicable procedures, for their responsibility in the implementation of the prescribed measures through, inter alia, enhanced performance objectives; management compacts; appointment of focal points at appropriately high-levels, with terms of reference, access to management and minimal 20 per cent allocation of time to associated functions; regular use of exit interviews and surveys of management and staff to identify organizational culture barriers, causes of separation and remedial measures and; full implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, the unified accountability framework for the Organization's work on gender equality and the empowerment of women, unanimously endorsed by CEB and welcomed by the Economic and Social Council, and mandatory annual reporting by entities

²² ECOSOC Agreed Conclusions 1997/2. *Mainstreaming a gender perspective into all policies and programmes in the United Nations system.*

²³ A/RES/72/147 General Assembly Resolution adopted on 19 December 2017 (para 29).

²⁴ ECOSOC resolution 2022/18. *Mainstreaming a gender into all policies and programmes in the United Nations system (Para 7e)*

²⁵ *Improvement in the Status of Women in the United Nations System. Report of the Secretary-General.*

07. Performance Indicator: Leadership

The CEB system-wide policy on gender equality and the empowerment of women (CEB/2006/2) notes that the members of the CEB: “commit ourselves to providing strong leadership within our organizations to ensure that a gender perspective is reflected in all our organizational practices, policies and programmes.”

E/RES/2022/18²⁶ calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...including by ensuring that managers provide strong leadership and support to promote and advance gender mainstreaming, and leveraging the leadership and convening role of resident coordinators, in accordance with the provisions of General Assembly resolution 75/233, to address gender equality and the empowerment of women and girls as an integral part of the work of United Nations country teams, including through common country programming processes, joint initiatives, collective advocacy and strengthening of the coordination of gender-responsive operational activities across sectors

08. Performance Indicator: Gender-responsive Performance Management

ECOSOC Resolution 2006/36²⁷ calls on the UN system to strengthen accountability systems for both management and staff, through, inter alia, the inclusion of objectives and results related to gender mainstreaming in personnel work-plans and appraisals.

A/RES/59/184²⁸ requests the Secretary General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, justice, anti-harassment and sexual harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for managerial accountability accelerate the goal of 50/50 gender distribution.

D. Human and Financial Resources

09. Performance Indicator: Financial Resource Tracking

Several ECOSOC resolutions²⁹ have either called upon or requested the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the UN system, including by tracking gender-related resource allocation and expenditure, including through the promotion of the use of gender markers.

The Quadrennial comprehensive policy review of operational activities for development of the United Nations system (2020)³⁰ calls upon all entities of the United Nations development system to continue to promote women’s empowerment and gender equality by enhancing gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women... in particular with regard to gender-responsive performance management and strategic planning, and to enhance the collection, availability and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels...

²⁶ ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 7p)

²⁷ ECOSOC Resolution 2006/36. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4).

²⁸ GA Resolution 2005 Globalization and its impact on the full enjoyment of all human rights.

²⁹ ECOSOC resolutions 2011/6 para 7d, 2012/28 para 8d, 2013/16 para 10d, 2014/2 para 6f, 2015/12 para 14i, on Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

³⁰ A/RES/75/233. Quadrennial comprehensive policy review of operational activities for development of the United Nations system (para 12)

E/RES/2022/18³¹ calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels... including by collaborating with UN-Women to harmonize gender marker systems to allow for comparability and aggregation to set and meet financial targets on resources to be allocated for this purpose and to assess the resource deficits for gender equality and the empowerment of all women and girls, also in the context of United Nations Sustainable Development Cooperation Framework common budgetary frameworks;

10. Performance Indicator: Financial Resource Allocation

ECOSOC Resolution 2011/6³² requests the United Nations system, including its agencies, funds and programmes within their respective organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: enhancing resource mobilization capacity and increasing the predictability of both human and financial resources for gender equality and the empowerment of women.

ECOSOC Resolution 2022/18 (paragraph 7h) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country level...including by increasing the investment in and focus on outputs and outcomes relating to gender equality and the empowerment of all women and girls to support the implementation of the 2030 Agenda, including through enhanced common budgetary frameworks, gender-responsive planning and budgeting, common methodologies for reporting on contributions to the mainstreaming of a gender perspective in the implementation of the 2030 Agenda, joint funding mechanisms, including pooled funding, and joint resource mobilization efforts;

ECOSOC Resolution 2022/18 (paragraph 9c) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels...continuing to strengthen results-based management and results-based budgeting to enable robust system-wide reporting and aggregation of gender-related results, including financial investments for the achievement of gender equality and the empowerment of all women and girls;

ECOSOC Agreed Conclusions 1997/2³³ states that clear political will and the allocation of adequate and, if need be, additional human and financial resources for gender mainstreaming from all available funding sources are important for the successful translation of the concept into practice.

³¹ ECOSOC Resolution 2022/18. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 9i).

³² ECOSOC Resolution 2011/6. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7c and 7j).

³³ ECOSOC Agreed Conclusions 1997/2. Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

11. Performance Indicator: Gender Architecture

ECOSOC Resolution 2004/4 (paragraph 9) requests all entities of the United Nations system to enhance the effectiveness of gender specialist resources, gender focal points and gender theme groups, by establishing clear mandates; by ensuring adequate training, access to information and to adequate and stable resources; and by increasing the support and participation of senior staff.

A/64/347³⁴ recommends that Senior managers at all entities should be held accountable, in accordance with the relevant and applicable procedures, for their responsibility in the implementation of the prescribed measures through, inter alia, enhanced performance objectives; management compacts; appointment of focal points at appropriately high-levels, with terms of reference, access to management and minimal 20 per cent allocation of time to associated functions.

A/RES/72/147³⁵ calls upon the United Nations system to significantly increase its efforts towards achieving the goal of 50/50 gender balance, including with the active support of gender focal points and up-to-date statistics to be provided annually by entities of the United Nations system, including on the number and percentage of women and their functions and nationalities throughout the United Nations system, as well as information on the responsibility and accountability of the offices of human resources management and the secretariat of the United Nations System Chief Executives Board for Coordination for promoting gender balance...

A/RES/76/142³⁶ requests the entities of the United Nations, at both headquarters and non-headquarters levels, to continue to appoint gender focal points to provide support for the advancement of gender parity, led and coordinated by UN-Women;

ECOSOC Resolution 2022/18³⁷ calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels ...continuing to include gender equality networks in planning and programme implementation, as well as continuing to build strategic partnerships with relevant actors, including civil society and women's organizations, as appropriate;

ECOSOC Resolution 2022/18 (paragraph 9I) calls upon the United Nations system, including its agencies, funds and programmes, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of a gender perspective in the United Nations system at the global, regional and country levels ... Ensuring that United Nations entities retain a strong focus with resources on gender equality issues, and that gender equality units are able to do so with specific and dedicated resources and expertise, and that resource utilization and allocation is not diluted or compromised due to simultaneous focus on other cross-cutting thematic issues;

³⁴ Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System

³⁵ A/RES/72/147 General Assembly Resolution adopted on 19 December 2017 (para 29).

³⁶ A/RES/76/142 General Assembly Resolution adopted on 16 December 2021 (para 39)

³⁷ ECOSOC Resolution 2022/18. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 9n).

12. Performance Indicator: Equal Representation of Women

A/RES/76/142³⁸, paragraphs 35 and 38:

35. Requests the Secretary-General to further accelerate his efforts to achieve the goal of 50/50 gender balance at all levels throughout the United Nations system, including in the field and in peacekeeping missions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101, paragraph 3, of the Charter of the United Nations, considering, in particular, women from the developing and the least developed countries, countries with economies in transition and unrepresented or largely underrepresented Member States, and to ensure the implementation of measures with clear targets and timelines, including temporary special measures, as well as the strengthening of the implementation of policies and measures related to creating enabling working environments, including for work-life balance, and to prevent and address all forms of discrimination, racism, harassment, including sexual harassment, abuse of authority in the workplace and sexual exploitation and abuse, so as to accelerate progress, and managerial and departmental accountability, inter alia, through leadership compacts and performance appraisal systems, with respect to attaining gender parity within the shortest feasible period;

38. Calls upon the entities of the United Nations system to significantly increase their efforts towards achieving the goal of 50/50 gender balance in all locations, including at the United Nations country team level, through a comprehensive range of actions, inter alia, as outlined in the Secretary-General's system-wide strategy on gender parity, as well as the recommendations contained in the Enabling Environment Guidelines for the United Nations System and the Field-specific Enabling Environment Guidelines, to continue to collaborate with UN-Women and with the active support of system-wide gender focal points and to provide sufficient financial and human resources for organizational change and for overcoming identified impediments to progress on gender balance, including setbacks from the COVID-19 pandemic;

ECOSOC Resolution 2022/18³⁹ calls upon the United Nations system to continue to achieve and, where appropriate, strengthen efforts to achieve gender parity, including through the implementation of the Secretary - General's system-wide strategy on gender parity, in appointments in the Professional and higher categories within the United Nations system at the headquarters, regional and country levels, inter alia, in appointments of resident coordinators, humanitarian coordinators, Special Representatives of the Secretary-General, Deputy Special Representatives of the Secretary-General and other high-level posts, including, as appropriate, through the application of temporary special measures, giving paramount consideration to the highest standards of efficiency, competence and integrity in full compliance with Article 101 of the Charter of the United Nations and keeping in mind the principle of equitable geographical representation, with due regard to the representation of women from developing countries.

The Quadrennial comprehensive policy review of operational activities for development of the United Nations system (2020)⁴⁰ calls upon the entities of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system at the global, regional and country levels for positions that affect operational activities for development, including appointments to Resident Coordinator and other high-level posts, with due regard to the representation of women from programme countries, in particular developing countries, while keeping in mind the principle of equitable geographic representation;

³⁸ General Assembly Resolution, Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly, 21 December 2021.

³⁹ ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9o)

⁴⁰ A/RES/75/233. Quadrennial comprehensive policy review of operational activities for development of the United Nations system (para 112)

13. Performance Indicator: Organisational Culture

A/RES/59/184 requests the Secretary General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, justice, anti-harassment and sexual harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for managerial accountability accelerate the goal of 50/50 gender distribution.

A/RES/55/69 requests the Secretary-General ...to intensify his efforts to create, within existing resources, a gender-sensitive work environment supportive of the needs of his staff, both women and men, including the development of policies for flexible working time, flexible workplace arrangements and child-care and elder-care needs, as well as the provision of more comprehensive information to prospective candidates and new recruits on employment opportunities for spouses and the expansion of gender-sensitivity training in all departments, offices and duty stations.

A/64/347⁴¹ recommends that executive heads of entities should place special emphasis on the promulgation and enhanced implementation of work-life policies and practices to meaningfully support flexibility in the workplace and to accommodate disproportionate caregiver burdens.

A/RES/72/147 “requests the Secretary-General... to ensure the implementation of measures, including temporary special measures, as well as the strengthening of the implementation of policies and measures for work-life balance and to prevent and address harassment and abuse of authority in the workplace, so as to accelerate progress, and managerial and departmental accountability with respect to gender balance targets”.

ECOSOC Resolution 2022/18⁴² requests the Secretary-General and the executive heads of the organizations of the United Nations system to ensure that recruitment strategies, promotion and retention policies, career development, anti-harassment and sexual harassment policies, human resources and succession planning, work/family policies, management and institutional culture and mechanisms for managerial accountability accelerate the achievement of gender parity and, in this regard, to coordinate with the Office of the United Nations Ombudsman and Mediation Services in addressing these issues.

E. Capacity

14. Performance Indicator: Capacity Assessment

ECOSOC Resolution 2011/6⁴³ requests the United Nations system, including its agencies, funds and programmes within their organizational mandates, to continue working collaboratively to enhance gender mainstreaming within the United Nations system, including by: improving the application of a gender perspective in programming work and enhancing a broader approach to capacity development for all United Nations staff, including the Secretariat staff, including through working on guidelines which could provide specialized instructions on gender mainstreaming and serve as performance indicators against which staff could be assessed; and ensuring that all personnel, especially in the field, receive training and appropriate follow-up, including tools, guidance and support, for accelerated gender mainstreaming, including by providing ongoing capacity development for resident coordinators and the United Nations country teams to ensure that they are better able to assist national partners in achieving gender equality and the empowerment of women through their development frameworks.

ECOSOC Resolution 2022/18 (paragraph 9k) calls on the United Nations system to assess and address persistent capacity gaps on gender mainstreaming and using existing resources to assist in the development and application of a range and combination of different measures,

⁴¹ Report of the Secretary-General on the Improvement in the Status of Women in the United Nations System

⁴² ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 12)

⁴³ ECOSOC Resolution E/2011/6. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 7e and 7h).

including unified training modules on gender mainstreaming and on results-based management, in support of programming for gender equality.

15. Performance Indicator: Capacity Development

ECOSOC Resolution 2006/36⁴⁴ Calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to make specific commitments annually to gender mainstreaming training, including in core competence development, and ensure that all gender equality policies, strategies and action plans include such commitments; and to make gender training mandatory for all staff and personnel and develop specific training for different categories and levels of staff.

ECOSOC Resolution 2022/18 (paragraph 9k) calls on the United Nations system to assess and address persistent capacity gaps on gender mainstreaming and using existing resources to assist in the development and application of a range and combination of different measures, including unified training modules on gender mainstreaming and on results-based management, in support of programming for gender equality.

The Quadrennial comprehensive policy review of operational activities for development of the United Nations system (2020)⁴⁵ urges the United Nations development system to align its staff capacities to support the implementation of the 2030 Agenda for Sustainable Development, including by building transformative and empowered leadership, repositioning staff capacities to respond to the cross-sectoral requirements of the 2030 Agenda, promoting inter-agency mobility and facilitating a mobile and flexible global workforce.

F. Knowledge, Communication and Coherence

16. Performance Indicator: Knowledge and Communication

ECOSOC Resolution 2007/33⁴⁶ calls upon the United Nations system to share and disseminate good practices, tools and methodologies electronically and through regular meetings on gender mainstreaming, including through the Inter-Agency Network on Women and Gender Equality and its task forces, as well as the United Nations country teams.

ECOSOC Resolution 2022/18⁴⁷ calls upon the United Nations system to promote strategic advocacy and coherent communications on gender equality issues within United Nations country teams.

A/RES/58/144⁴⁸ welcomes the objective of improving gender balance in action plans on human resources management for individual departments and offices, and encourages further cooperation, including the sharing of best practice initiatives, between heads of departments and offices, the Special Adviser on Gender Issues and Advancement of Women and the Office of Human Resources Management of the Secretariat in the implementation of those plans, which include specific targets and strategies for improving the representation of women in individual departments and offices.

⁴⁴ ECOSOC Resolution 2006/36. Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4 a and c).

⁴⁵ A/RES/75/233. Quadrennial comprehensive policy review of operational activities for development of the United Nations system (para 91)

⁴⁶ ECOSOC Resolution 2007/33. Mainstreaming a gender into all policies and programmes in the United Nations system (paragraph 4a and c).

⁴⁷ ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9j)

⁴⁸ GA Resolution 58/44. Improvement of the status of women in the United Nations system.

17. Performance Indicator: Coherence

ECOSOC Resolution 2006/36⁴⁹ calls upon all entities of the United Nations system, including United Nations agencies, funds and programmes, within the United Nations Staff Development programme budget and other existing United Nations training budgets, without prejudice to the achievement of other training priorities, to create or expand electronic knowledge networks on gender mainstreaming to increase effective support for and follow-up to capacity -building activities; strengthen inter-agency collaboration, including through the work of the Inter-Agency Network on Women and Gender Equality, to ensure systematic exchange of resources and tools across the system to promote cross-fertilization of ideas.

ECOSOC Resolution 2004/4⁵⁰ recommends that all entities of the United Nations system continue to promote cooperation, coordination, sharing of methodologies and good practices, including through the development of tools and effective processes for monitoring and evaluation within the United Nations, in the implementation of agreed conclusions 1997/2, in particular through the Inter-agency Network on Women and Gender Equality, and recommends further that all inter-agency mechanisms pay attention to gender perspectives in their work.

ECOSOC Resolution 2022/18⁵¹ calls upon the United Nations system to strengthen collaboration and coordination among United Nations staff working on gender equality and gender focal points to ensure systematic gender mainstreaming across the work of the United Nations in development, peace and security, and human rights, as well as in humanitarian action and in technical and non-technical areas of work where gaps and challenges remain;

ECOSOC Resolution 2022/18⁵² stresses that the Inter-Agency Network on Women and Gender Equality constitutes a key forum for advocating, coordinating and monitoring progress in the mainstreaming of a gender perspective into the overall substantive normative, operational and programmatic work within the United Nations system, and looks forward to its continued role;

⁴⁹ ECOSOC Resolution 2006/36. Mainstreaming a gender perspective into all policies and programmes in the United Nations system (paragraph 4d).

⁵⁰ ECOSOC Resolution 2004/4. Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system (paragraph 12).

⁵¹ ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 9q)

⁵² ECOSOC resolution 2022/18. Mainstreaming a gender into all policies and programmes in the United Nations system (Para 5)

Annex 4: UN-SWAP Performance Indicator Business Owner Network: Terms of Reference

The UN system-wide Action Plan (UN-SWAP) is a UN system-wide accountability framework designed to measure, monitor and drive progress towards gender equality and the empowerment of women across the UN system. It was endorsed by the United Nations Chief Executives Board for Coordination (CEB) in 2012.

Results are reported annually by entities and analysed in the [Secretary-General's report on mainstreaming a gender perspective into all policies and programmes in the UN system](#).

Reference to UN-SWAP-related commitments in entity gender equality policy, for instance:

1. Active participation in UN-SWAP technical working groups convened by UN Women.
2. Preparation of annual UN-SWAP reporting with enhanced internal quality assurance.
3. Identification of at least one UN-SWAP performance indicator per annum on which the entity will make progress.
4. The entity will make its UN-SWAP reporting available to all staff and post it on its website.

UN-SWAP 2.0 comprises 17 Performance Indicators (PIs), as outlined in the [technical guidance](#).

Objectives:

Members of the UN-SWAP network provide inputs to the annual UN-SWAP report and recommend to senior management strategic interventions to increase the entity's rating of at least one Performance Indicator per year.

Through the UN-SWAP network, exchange among its members is facilitated. Members of the network participate in UN-SWAP technical working groups related to their area of expertise and share information with other members.

The network will conduct internal quality assurance by regularly assessing the accuracy of all indicator ratings according to the UN-SWAP 2.0 technical guidance issued by UN Women. These ratings will be critically reviewed and appropriately supported by evidence.

As an additional layer of quality assurance, the main UN-SWAP focal point/coordinator will collate and consolidate all information and will first submit the annual report to the Head of entity for approval before finalizing the annual submission to the UN-SWAP 2.0 self-reporting system.

Composition, roles and responsibilities:

Membership in the UN-SWAP network mirrors the technical areas related to the 17 Performance Indicators of the UN-SWAP 2.0 framework. Members of the network (usually referred to as Business Owners) are designated by the relevant Department Directors and are confirmed on annual basis by Department Directors as a part of the UN-SWAP reporting exercise. Members are responsible for providing technical inputs to the annual UN-SWAP reporting. As needed, the network will draw on additional internal and external technical expertise.

The network is coordinated by the main UN-SWAP focal point/coordinator designated by senior management.

UN-SWAP Performance Indicator	Business owners/Focal points for UN-SWAP PI + alternate/support
PI1 Strategic planning gender-related SDG results	
PI2 Reporting on gender-related results	
PI3 Programmatic gender-related SDG results	
PI4 Evaluation	
PI5 Audit	
PI6 Policy	
PI7 Leadership	
PI8 Gender-responsive performance management	
PI9 Financial resource tracking	
PI10 Financial resource allocation	
PI11 Gender architecture	
PI12 Equal representation of women	
PI13 Organizational culture	
PI14 Capacity assessment	
PI15 Capacity development	
PI16 Knowledge and Communication	
PI17 Coherence	
Main UN-SWAP coordinator	

Ways of working:

The UN-SWAP performance indicator business owner network will convene at least twice per year.