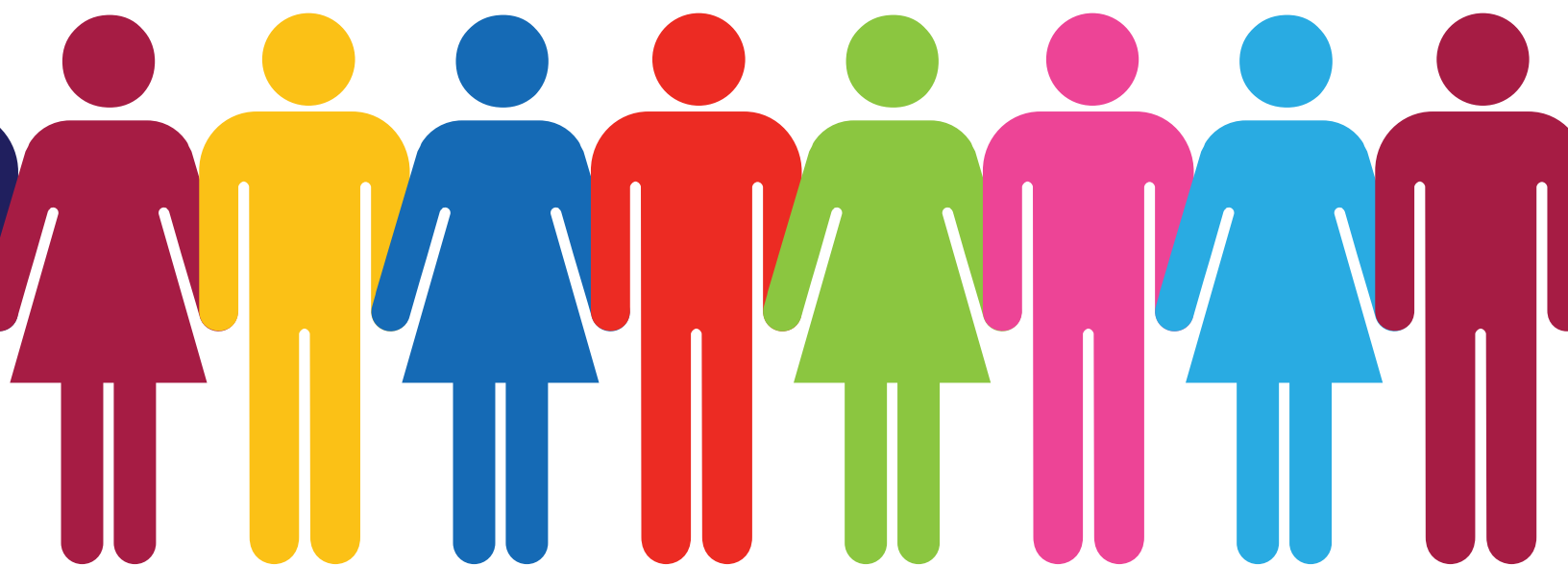


# UN-SWAP 2.0

A UN system-wide accountability framework  
to mainstream gender equality  
and the empowerment of women



## What is UN-SWAP 2.0?

The UN System-wide Action Plan (UN-SWAP) on gender equality and women's empowerment constitutes the first unified accountability framework to systematically revitalize, capture, monitor and measure performance on mainstreaming gender perspectives into the work of the UN system.

Created as a response to ECOSOC agreed conclusions 1997/2, which called upon the UN system to mainstream a gender perspective throughout its work, the UN-SWAP was endorsed by the United Nations Chief Executives Board for Coordination (CEB) in April 2012.

In 2017, an unprecedented 66 UN entities, more than 94 per cent of the total, including Secretariat departments and offices, reported on the UN-SWAP. Between 2012 and 2017, the percentage of indicators rated as meeting or exceeding requirements more than doubled, a sign of sustained improvement on key issues related to gender mainstreaming.

Building on this significant system wide progress, a second generation of the System-wide Action Plan (UN-SWAP 2.0) was developed through widespread consultations across UN-system entities and launched in 2018.

UN-SWAP 2.0 (2018-2022) raises the bar for accountability by strengthening existing indicators and anchoring the framework within the 2030 Agenda for Sustainable Development. UN-SWAP 2.0 has been contextualized to the UN reform and the planned move to system-wide reporting on collective results linked to gender-related targets of the SDGs, including SDG 5.

UN-SWAP 2.0 is complemented by the updated UNCT-SWAP Gender Equality Scorecard. This equivalent accountability framework for gender mainstreaming at the UN Country Team level was endorsed by the United Nations Sustainable Development Group and co-launched by UNDP and UN Women in 2018.

To learn more about the UN-SWAP, please take the UN-SWAP dedicated e-module within the "I Know Gender" course available free of charge here:

<https://trainingcentre.un-women.org/portal/#self-paced>

## Goal

To enhance the UN system's ability to hold itself accountable in a systematic, coordinated and harmonized manner for its work on gender equality and the empowerment of women.

## UN-SWAP 2.0 reporting and rating framework

The UN-SWAP 2.0 includes a set of 17 common Performance Indicators (PIs), organized in two sections (Gender-related SDG results and Institutional strengthening to support achievement of results) and clustered around six broad areas.

The UN-SWAP rating system consists of five levels. The ratings allow UN entities to self-assess and report on their standing with respect to each indicator, and to move progressively towards excellent performance.

- Exceeds requirements
- Meets requirements
- Approaches requirements
- Missing
- Not Applicable

Entities report to UN Women annually through an online reporting system. UN Women reviews all reports to control for quality and accuracy of ratings. UN-SWAP 2.0 reporting requires the submission of Remedial Action Plans to accompany ratings for all indicators.

UN Women is responsible for coordinating and facilitating the implementation of the UN-SWAP 2.0, providing guidance to participating entities through a help-desk function and reporting on system-wide progress towards gender equality and the empowerment of women. The annual Secretary-General's report on mainstreaming a gender perspective into all policies and programmes in the United Nations system includes an analysis of system-wide performance on gender mainstreaming based on UN-SWAP 2.0 results.

To close the feedback loop, UN Women Executive Director issues an annual report card to the executive management of each reporting entity containing an analysis of the progress made, comparisons with cohorts and suggestions for improvements needed to meet the expected results in relation to each indicator.

## Timeline of the UN-SWAP

- 1997 ■ The United Nations Economic and Social Council (ECOSOC) calls for the creation of an accountability mechanism for gender mainstreaming (Agreed Conclusions 1997/2)
- 2006 ■ CEB endorses a UN System-wide Policy on Gender Equality and the Empowerment of Women (GEEW) (CEB/2006/2)
- 2010 ■ The General Assembly creates UN Women establishing its mandate to lead, coordinate and promote the accountability of the UN system in its work on GEEW (A/RES/64/289)
- 2011 ■ UN Women operationalizes the GEEW policy (CEB/2006/2) and develops the UN-SWAP framework after consultations with over 50 entities and piloting by 8 entities
- 2012 ■ CEB endorses a multi-phased UN-SWAP for its application throughout the UN system
- ECOSOC and Quadrennial Comprehensive Policy Review of operational activities for development (QCPR) welcome the UN-SWAP (E/RES/2012/24) (A/RES/67/226)
- 2013 ■ ECOSOC requests the UN system to continue to roll out the UN-SWAP and report on progress (E/RES/2013/16)
- 2014 ■ QCPR requests accelerated efforts to implement the UN-SWAP (E/RES/2014/14)
- ECOSOC requests the UN system to fully implement the UN-SWAP (E/RES/2014/12)
- The Government of Switzerland supports the implementation of the UN-SWAP through a generous contribution
- 2015 ■ UN-SWAP Knowledge Hub offers the first comprehensive library of system-wide gender equality work, available to all UN-SWAP Network members
- ECOSOC commends the progress made under the leadership of UN-Women in the performance of the UN system on gender mainstreaming (E/RES/2015/12)
- 2016 ■ ECOSOC calls upon the UN system to fully implement UN-SWAP by ensuring compliance with all performance indicators (E/RES/2016/2)
- Attendance at the annual Global Workshop reaches 100 participants representing 44 entities
- 2017 ■ UN Women leads extensive system-wide consultations involving 50 UN entities, an 11 member inter-agency Working Group on Gender Related Sustainable Development Goals (SDG) Results and piloting exercise with 10 entities for the development of UN-SWAP 2.0
- ECOSOC calls upon the UN system to accelerate the full and effective mainstreaming of a gender perspective (E/RES/2017/9)
- 2018 ■ UN-SWAP 2.0, the next phase of the UN-SWAP, which measures GEEW work at the corporate level, and the country level counterpart the UNCT-SWAP Gender Scorecard, are rolled out for implementation.
- ECOSOC requests the full implementation of UN-SWAP 2.0 as well as enhancing the consistency and accuracy of reporting in order to achieve full annual reporting by the entire United Nations system (E/RES/2018/7)
- UN-SWAP Focal Point Network membership reaches more than 400 members
- 2019 ■ ECOSOC calls upon the UN system to enhance common methodologies for reporting on contributions to the mainstreaming of a gender perspective in the implementation of the 2030 Agenda (E/RES/2019/2)
- JIU Review of the UN-SWAP 1.0 considers it is a catalyst for progress towards gender mainstreaming and a system-wide success
- UN-SWAP 2.0 concludes first year of implementation

## How is it implemented?

The UN-SWAP implementation requires a multipronged strategy, based on:

1. **Inter-governmental support:** Critical for internal and external advocacy, the annual Secretary-General's report to ECOSOC, and subsequent Resolution, on *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* provides a vehicle to draw attention to system-wide challenges and strengths.
2. **Leveraging existing networks:** An expanding web of business owners are responsible for reporting on gender mainstreaming against specific UN-SWAP 2.0 indicators. These include UN Evaluation Group, UN Representatives of Internal Audit Services, CEB Finance and Budget Network, Human Resources and Strategic Planning Networks
3. **Strengthening the UN-SWAP Focal Point network:** An inter-agency Focal Point Network comprised of more than 400 individuals across 66 entities regularly come together to exchange information and discuss lessons learned, best practices and challenges. UN-SWAP Focal Point annual meetings represent a unique opportunity for UN Women to promote a sense of community regarding the work on GEEW across the UN system.
4. **Central coordination hub:** UN Women Help Desk supports ongoing requests for entity-specific assistance and offers individualized guidance on UN-SWAP 2.0 reporting.
5. **Communication and knowledge management:** UN Women regularly produces knowledge-based products and annual, customized reporting analysis for all entities. A comprehensive library of UN system work on GEEW, the "UN-SWAP Knowledge Hub", promotes harmonization and dissemination of knowledge.

# UN-SWAP 2.0 Indicator Framework

## A. Gender-related SDG results

### a. Results Based Management

1. Strategic Planning gender-related SDG results		The entity's main strategic planning document includes at least one high-level result on gender equality and the empowerment of women (GEEW), which will contribute to meeting gender-related SDG targets, and reference to SDG 5 targets. The entity has achieved or is on track to achieve the high-level result on GEEW.
2. Reporting on gender-related SDG results		Entity reports 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 targets, and systematic uses sex-disaggregated data in the strategic plan reporting.
3. Programmatic gender-related SDG results not directly captured in the Strategic Plan		Programmatic results on gender equality and the empowerment of women are met or on track to be met.
4. Evaluation		Entity meets the UNEG Gender Equality - related norms and standards and applies the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of the evaluation.
5. Audit		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.

### b. Oversight

## B. Institutional strengthening to support achievement

### c. Accountability

6. Policy and Plan		Up-to-date gender equality and women's empowerment, including gender mainstreaming and the equal representation of women, policies and plans implemented.
7. Leadership		Senior managers internally and publicly champion gender equality and the empowerment of women.
8. Gender Responsive Performance Management		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.

## d. Human and Financial Resources

9. Financial Resource Tracking		Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment.
10. Financial Resource Allocation		Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met.
11. Gender Architecture		Gender focal points or equivalent at HQ, regional and country levels are: <ul style="list-style-type: none"> <li>a. appointed from staff level P4 and above</li> <li>b. have written terms of reference</li> <li>c. at least 20 per cent of their time is allocated to focal point functions</li> </ul> Gender department/unit is fully resourced according to the entity mandate.
12. Equal Representation of Women		The entity has reached the equal representation of women for General Service staff and all professional levels.
13. Organizational Culture		Organizational culture fully supports promotion of gender equality and the empowerment of women.

### e. Capacity

14. Capacity Assessment		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. A capacity development plan is established or updated at least every five years.
15. Capacity Development		Ongoing mandatory training on Gender Equality and the Empowerment of Women at all levels of entity staff at HQ, regional and country offices.

### f. Coherence, knowledge and information management

16. Knowledge and Communication		Knowledge on gender equality and women's empowerment is systematically documented and publicly shared. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination.
17. Coherence		Entity participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women and participates in a UN-SWAP peer review process.

## How is the UN-SWAP changing the way in which the UN system implements the gender mainstreaming strategy?

The UN-SWAP's innovative and pioneering approach results in several significant shifts in how the UN system mainstreams GEEW institutionally as well as programmatically. Consequently, and as testament to its functionality and efficacy as an accountability framework, it has served as an inspiration for others and been replicated and implemented in other sectors, as recently in the Water, Sanitation and Hygiene sector (WASH-SWAP) or the SWAP for the Disability Inclusion Strategy (UN DIS).

*“Realizing the promise of the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) is an imperative for all United Nations (UN) entities. This includes mainstreaming gender equality and women’s empowerment into all of our work and backing up these commitments with strong accountability frameworks. System-wide coordination around these common efforts is more important than ever as the UN system responds to the ongoing reform process.”*

**- Phumzile Mlambo-Ngcuka, Executive Director, UN Women**

Before UN-SWAP	Under UN-SWAP 2.0
Limited guidance and direction on gender equality and empowerment of women	<ul style="list-style-type: none"> <li>Agreed standards applied and monitored systematically across all entities, departments and offices of the UN system</li> <li>Enhanced clarity as to what gender mainstreaming means for non-gender specialists, and on the differences between one of its elements, the equal representation of women, and the broader concept of gender mainstreaming</li> </ul>
Weak accountability, in particular for senior managers	<ul style="list-style-type: none"> <li>Enhanced senior manager accountability and leadership</li> <li>Member States mandate reporting and compliance against the UN-SWAP</li> </ul>
Disparate and fragmented data	<ul style="list-style-type: none"> <li>A uniform and harmonized methodology yields a baseline against which to measure progress, identify UN-wide strengths, challenges and trends, and stimulate the analytic and evidence-based advocacy that is essential to sustainability.</li> </ul>
Responsibility for gender equality and the empowerment of women limited to gender units and Focal Points	<ul style="list-style-type: none"> <li>Shared responsibility by creating a web of business owners for different performance indicators and revitalized efforts for GEEW within and across entities</li> <li>Enhanced sense of empowerment by Focal Points for gender mainstreaming</li> </ul>
Focal Points worked in relative isolation with few opportunities to network with other agencies	<ul style="list-style-type: none"> <li>Increased knowledge sharing, innovation and inter-agency partnerships</li> <li>Reinvigorated networks of gender equality advocates within and across UN system entities, department and offices</li> </ul>
No system-wide coherence on gender equality and empowerment of women, and limited awareness of similar work by other entities	<ul style="list-style-type: none"> <li>Greater complementarity of work on gender equality and empowerment of women</li> <li>Improved allocation of human and financial resources for gender mainstreaming</li> </ul>
Lack of system-wide overview of progress of gender equality and empowerment of women related work	<ul style="list-style-type: none"> <li>Comprehensive overview of system-wide progress on gender equality work and gender related results of the SDGs to capture UN system support to Member States in their efforts to meet the gender-related SDG targets</li> </ul>

## The Way Forward

The implementation of UN-SWAP 2.0 will bring together increased accountability for gender-related results, including those related to the SDGs, and a system-wide overview of progress on gender equality work and gender-related results of the SDGs.

Through its regular monitoring and reporting on system-wide performance against UN-SWAP 2.0 performance indicators, UN Women will aim to capture UN-system support to Member States in their efforts to meet gender-related SDGs and demonstrate how institutional change on gender mainstreaming at the corporate level can trickle down to operational activities that benefit women and girls.

Going forward, a robust system-wide reporting on results will serve the purpose of identifying gaps and overlaps and outlining a vision of a UN system better aligned to deliver on gender-related results of the 2030 Agenda for Sustainable Development.



### In Resolution E/RES/2018/7 the Economic and Social Council (ECOSOC)

“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 fully implementing the System-wide Action Plan 2.0 and enhancing the consistency and accuracy of reporting in order to achieve full annual reporting by the entire United Nations system, and continuing to promote the institutionalization of transparency and robust accountability systems.”



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