

# What has the UN-SWAP achieved so far?

The UN-SWAP's innovative and pioneering approach has resulted in several significant and immediate shifts in

Previously

Limited guidance and direction on gender equality and empowerment of women

Lack of accountability, in particular for senior managers

Disparate and fragmented data

Responsibility for gender equality and the empowerment of women limited to gender units and Focal Points

Focal Points worked in relative isolation with few opportunities to network with other agencies

No system-wide coherence on gender equality and empowerment of women, and limited awareness of similar work by other entities

"The UN-SWAP provides a common roadmap for the entire UN system to follow as we enter the post-2015 era. For WFP, this framework makes it easier to meet our commitment to address gender inequalities in all fields. The UN-SWAP has also led to much increased collaboration and information sharing with sister agencies as, together, we strive to reach a common goal."

Sonsoles Ruedas, Director, Gender Office, World Food Programme



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how the UN system approaches work related to gender equality and women's empowerment. Consequently, and as testament to its functionality and efficacy as an accountability framework, it has served as an inspiration for other theme areas. Examples include the UN Youth SWAP and the Inter-Agency Support Group for Indigenous Issues SWAP.

#### Under UN-SWAP

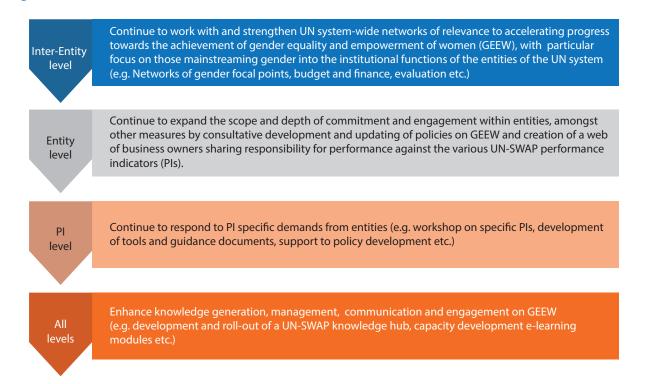
- Agreed standards applied and monitored across all entities, departments and offices of the UN system
- Enhanced clarity as to what gender mainstreaming means for non-gender specialists, and on the differences between equal representation of wome and gender mainstreaming
- Enhanced senior manager accountability and leadership
- Member States mandate reporting and compliance against the UN-SWAP
- 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.
- Shared responsibility and revitalized efforts for gender equality and the empowerment of women within and across entities
- Enhanced sense of empowerment by Focal Points for gender mainstreaming
- Increased knowledge sharing, innovation and entity partnerships
- Rejuvenated networks of gender equality advocates within and across UN system entities, department and offices
- Minimized duplication of work on gender equality and empowerment of women
- Improved allocation of human and financial resources for gender mainstremaing

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.unwomen. org/course/description.php?id=2

## Way forward

Strategies to build on the momentum that the UN-SWAP has generated and to continue to propel progress include:



All entities should prioritize the continued implementation of the UN-SWAP indicators to meet the CEB deadline of 2017 with particular focus on the provisions relating to the more challenging Performance Indicators.

#### In Resolution E/2014/12 the Economic and Social Council (ECOSOC)

"Requests the United Nations system, including its agencies, funds and programmes, within their respective organizational mandates, to continue working collaboratively to enhance and accelerate gender mainstreaming within the United Nations system including by fully implementing the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (...)"

"The UN-SWAP is making a tremendous impact. Many of the commitments made in UNDP's Gender Equality Strategy 2014-2017 are taken from the UN-SWAP framework, thereby committing the entire organization to their achievement. The UN-SWAP is so impactful because it has clear targets and indicators and has been adopted by the CEB."

Randi Davis, Director *ad interim* of the UNDP's Gender Team







# UN-SWAP

An accountability framework to mainstream gender equality and the empowerment of women across the UN system



## What is the UN-SWAP? UN-SWAP reporting

The UN System-wide Action Plan (UN-SWAP) on gender equality and women's empowerment is an accountability framework to accelerate mainstream gender perspectives into all institutional functions of the entities of the United Nations system. It constitutes 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 (CEB) for Coordination in April 2012 and set 2017 as the target for the UN system to meet all its Performance Indicators.

With its 15 commonly agreed upon Performance Indicators, the UN-SWAP constitutes the first unified framework to systematically revitalize, capture, monitor and measure performance and accountability for the work of the UN system on gender equality and women's empowerment. Spearheaded by UN Women, it has created a clearer picture of areas of strength and weakness and has helped identify the human, financial and knowledge resources needed to propel progress across all entities of the UN system.

The UN-SWAP requires annual reporting by each participating entity, department and office. Ninety per cent of UN entities, offices and departments regularly submit reports. The annual Secretary-General's report on mainstreaming a gender perspective into all policies and programmes in the United Nations system provides an analysis of the annual UN-SWAP reporting results.

#### Goal

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

## How it works

Regular and consistent reporting on the implementation of the UN-SWAP is an essential component to strengthen accountability for gender equality. It establishes:

- A common understanding of gender equality and the empowerment of women
- A common method to advance towards this goal
- A common and progressive sliding scale against which to monitor progress and to set aspirational goals.

# framework and rating system

The UN-SWAP includes a set of 15 common Performance Indicators, clustered around six broad and functional areas. Entities provide annual reports to UN Women through an online reporting system. UN Women reviews all reports to control for quality and accuracy of ratings.

Each indicator includes specific requirements which are measured by five progressive ratings:

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

The 'meets requirements' rating sets the minimum standard for UN entity performance, based on UN intergovernmental mandates on gender equality and women's empowerment.

'Missing' applies when the entity is not yet meeting requirements for the Performance Indicator.-

'Not applicable' applies where the Performance Indicator is not relevant to an entity.

All ratings are accompanied by explanations.

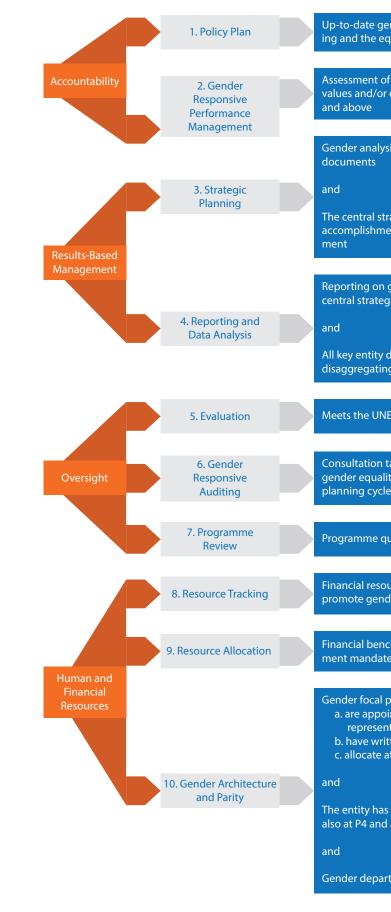
"To be truly transformative, the post 2015 development agenda must prioritize gender equality and women's empowerment. The world will never realize 100 per cent of its goals if 50 per cent of its people cannot realize their full potential."

**UN Secretary General** Ban Ki-moon

Change is coming, change has to come... The erformance indicators are steadily climbing and pringing systemic changes".

Dr. Phumzile Mlambo-Ngcuka, Executive Director, UN Women





(Photo credits: front cover, top - Health Workers at Ebola Treatment Centre, UN Photo/Martine Perret, bottom - Nepal Peacekeepers - UN Photo/Pasqual Gorriz; back cover, top - March - UN Women/Ryan Brown, bottom – Egypt – UN Women/Fatma Elzahraa Yassin)

#### UN-SWAP Performance Indicators (Pls): Requirements to meet performance standards

			ment of women:
gender equality and women's empowerment, including gender mainstream- equal representation of women, policies and plans implemented			UN Ethics-related Legal Arrangements
of gender equality and the empowerment of women integrated into core or competencies for all staff, with a particular focus on levels P4 or equivalent			a. UN rules and regulations on ethical behaviour are enforced; mandatory ethics training for all staff; and zero tolerance for unethical behaviour
ysis in the central strategic planning document and main country programme			b. Implement policies for the prevention of discrimination and harassment Facilitative Policies
	Human and Financial Resources	11. Organizational Culture	a. Implement, promote and report on facilitative policies for maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare
strategic planning document includes at least one specific outcome/expected nent and one specific indicator on gender equality and women's empower-			b. Implement, promote and evaluate policies related to work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade
n gender equality and women's empowerment results in relation to the egic planning document			c. Periodic staff meetings are scheduled during core working hours and on working days of staff working part-time, with teleconference or other IT means actively promoted
y data is sex-disaggregated, or there is a specific reason noted for not ing data by sex			<i>Monitoring Mechanisms</i> a. Conduct regular global surveys and mandatory exit interviews
NEG gender-related norms and standards			Entity-wide assessment of capacity of staff at HQ, regional and country levels in gender equality and women's empowerment is carried out
n takes place with the gender focal point/department on risks related to ality and the empowerment of women, as part of the risk based audit annual cle		12. Capacity Assessment	and
	Capacity		A capacity development plan is established or updated at least every five years
quality control systems fully integrate gender analysis		13. Capacity Development	Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices
ource tracking mechanism in use to quantify disbursement of funds that nder equality and women's empowerment			Knowledge on gender equality and women's empowerment is systematically documented and publicly shared
nchmark for resource allocation for gender equality and women's empower-		12. Capacity Assessment	and
ate is met I points or equivalent at HQ, regional and country levels:	Coherence, Knowledge and Info		Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination
ointed from staff level P4 and above for both mainstreaming and entation of women ritten terms of reference	Management	13. Capacity Development	Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women
e at least 20 per cent of their time to gender focal point functions			
as reached the equal representation of women for General Service staff and Id above levels	For each Perfo	rmance Indicator, reportin	g entities are required to submit information on:
artment/unit is fully resourced according to the entity mandate	Rating explanatio	on of why	imeline for Responsibility Resources

ational culture fully supports promotion of gender equality and the empower-

for follow-up

"It is with deep satisfaction and indeed great enthusiasm that I can say that the System-wide Action Plan, that has been developed under the auspices of UN Women... represents an enormous step forward... and is an example of how an institution could facilitate and convene a whole system of funds, agencies and programmes to develop this common framework... I think that it has provided all of us with a common agenda and above all a common framework in which we can work in the years that lie ahead."

Achim Steiner, Under-Secretary-General, UNEP

## Timeline of the UN-SWAP

1997	The United Nations Economic and Social Council (ECOSCOC) calls for the creation of an accountability mechanism for gender mainstreaming (ECOSOC Agreed Conclusions 1997/2)
2006	CEB endorses a UN System-wide Policy on Gender Equality and the Empowerment of Women (GEEW) (CEB/2006/2)
July 2010	The General Assembly creates UN Women and establishes its coordination mandate (A/RES/64/289)
2011-2012	UN Women operationalizes the GEEW policy (CEB/2006/2) and develops the UN-SWAP frame- work, after consultations with over 50 entities and piloting by 8 entities - IAEA, IOM, ESCWA, OHCHR, UNICEF, UNDP, UNFPA, UNAIDS.
April 2012	CEB endorses the UN-SWAP for application throughout the UN system
July and December ■ 2012	ECOSOC and the Quadrennial Comprehensive Policy Review (QCPR) welcome the UN-SWAP (E/RES/2012/24) (A/RES/67/226)
July 2013	ECOSOC requests the UN system to continue to roll out the UN-SWAP and report on progress (E/RES/2013/16)
February 2014	QCPR requests accelerated efforts to implement the UN-SWAP (E/RES/2014/14)
July 2014	ECOSOC requests the UN system to fully implement the UN-SWAP (E/RES/2014/12)
June 2015	ECOSOC reiterates its request for the UN system to continue to fully implement the UN-SWAP (E/RES/2015/58)

## How is the UN-SWAP being implemented?

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

- I. Inter-governmental support: Advocating for the inclusion of relevant UN-SWAP language in parliamentary documentation (resolutions, decisions of executive boards, etc).
- **2.** Strengthening networks: In 2015, the UN-SWAP network of Focal Points counts over 300 individuals across 62 UN entities. Responsibility for gender mainstreaming is becoming more widely shared by an expanding web of business owners for the different UN-SWAP indicators within entities.
- 3. Leveraging existing networks: UN Women works with system-wide networks to increase

technical expertise and accountability for performance areas. For example, the UN Evaluation Group, UN Representatives of Internal Audit Services and Finance and Budget Network have all provided guidance in their relevant areas.

- 4. Central coordination hub: UN Women has established a UN-SWAP Help Desk which responds to ongoing requests for entity-specific assistance. The Help Desk provides support, guidance and tools for accelerating progress in challenging areas, including the development of gender policies, the key lever driving progress.
- Communication and knowledge sharing: UN Women regularly produces advocacy and knowledge sharing products, including brochures, good practices documents, online catalogues of documents by indicators and annual customized reporting analysis for all entities.