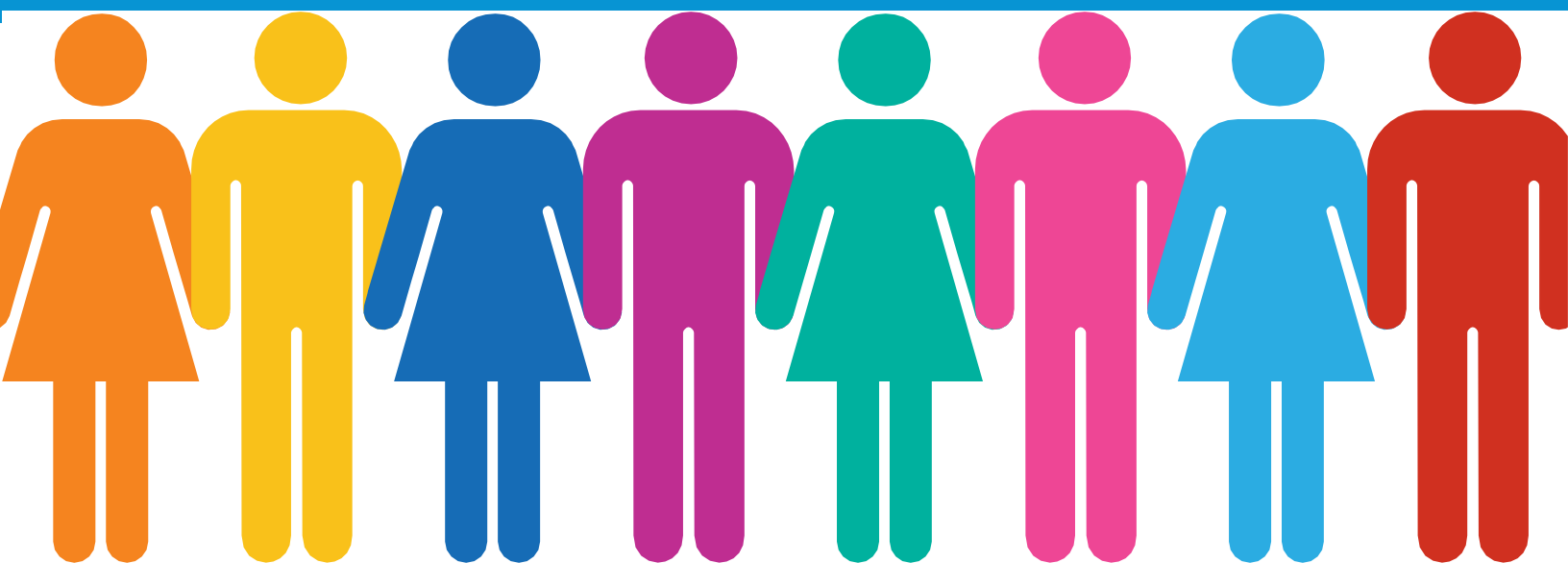# Department for General Assembly and Conference Management

DGACM

2024 UN-SWAP 2.0

ACCOUNTABILITY FRAMEWORK FOR MAINSTREAMING GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN IN UNITED NATIONS ENTITIES

UN WOMEN

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I.   BACKGROUND

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, and the CEB endorsed UN System-wide Policy on Gender Equality and the Empowerment of Women in 2006. Following the creation of UN Women in 2010, the UN-SWAP framework was developed through inter-agency consultations to operationalize the policy. The UN-SWAP was endorsed by the United Nations Chief Executives Board for Coordination (CEB) in April 2012.

In response to the request of the United Nations General Assembly in resolution 67/226, the Joint Inspection Unit review (JIU/REP/2019/2) of the UN-SWAP 1.0 (2012-2017) found that the UN-SWAP has proven to be a catalyst for progress towards gender mainstreaming, an effective framework for tracking system-wide advancement and a system-wide achievement. UN-SWAP 2.0 (2018-2022) raised the bar for accountability by strengthening existing indicators and anchoring the framework within the 2030 Agenda for Sustainable Development. UN-SWAP 2.0 and the and the equivalent framework at the UN country team level, UN Country Team System-wide Action Plan (UNCT-SWAP) Gender Equality Scorecard, have 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. The gender dimensions of the UN Response to the health and development crisis emanating from the COVID-19 have been also integrated in the accountability frameworks for the period 2020-2022.

II.   UN-SWAP 2.0 ACCOUNTABILITY FRAMEWORK REPORT COMPONENTS

Indicator Rating and explanation

As elaborated in its technical guidance, the UN-SWAP 2.0 includes a set of 17 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.

Not Applicable > Missing > Approaches requirements > Meets requirements > Exceeds requirements

Entities report against each indicator to UN Women annually through an online reporting system. In addition to the selection of ratings and explanations, entities are required to provide supporting evidence for each rating selection.

Action Plans

UN-SWAP reporting requires the submission of Action Plans to accompany ratings for all indicators, including timelines, resources and responsibility for follow-up actions in order to maintain or improve current ratings. Action plans are critical for enabling gaps and challenges to be addressed, and agreed upon at the highest possible level within entities. Further explanation of the elements.

Supporting evidence and knowledge hub

To ensure the integrity of self-assessments, entities are required to provide evidence substantiating each indicator rating as outlined in the UN-SWAP technical guidance

Entities are encouraged to share these supporting documents and best practices within the UN-SWAP 2.0 Knowledge Hub – the first system-wide library of gender mainstreaming documents, available to all UN-SWAP reporting platform users.

III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING

As part of the quality assurance process, UN Women reviews UN-SWAP 2.0 annual reports submitted by UN entities for thoroughness and consistency of ratings. 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 Report of the Secretary-General 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 enhance transparency, individual entity results are available on the UN-Women website.

IV. DGACM REPORTING INTERNAL REVIEW PROCESS

In the Department for General Assembly and Conference Management (DGACM), the Gender Affairs Coordinator and the Special Assistant to the USG systematically gather and store data for the annual report throughout the year. The Gender Affairs Coordinator drafts the report, collaborating with various colleagues to collect the necessary data and documentation. This includes the two DGACM Gender Focal Points, the Special Assistants to the USG and ASG, the Executive Office, the Evaluation, Analysis and Monitoring Unit, the DGACM communications team, focal points for gender-inclusive language, project managers, and other colleagues. Once drafted, the report undergoes review by the two Gender Focal Points and the Special Assistant to the USG before submission on the UN-SWAP online platform.

The UN-SWAP 2.0 Performance Indicators wheel, organized into three outer rings — Gender-related SDG results, Institutional Strengthening to Support Achievement of Results — with the following segments:

- 01 Strategic Planning Gender-related SDG Results
- 02 Reporting on Gender-related SDG Results
- 03 Programmatic Gender-related SDG Results*
- 04 Evaluation
- 05 Audit
- 06 Policy
- 07 Leadership
- 08 Gender-Responsive Performance Management
- 09 Financial Resource Tracking
- 10 Financial Resource Allocation
- 11 Gender Architecture
- 12 Equal Representation of Women
- 13 Organizational Culture
- 14 Capacity Assessment
- 15 Capacity Development
- 16 Knowledge & Communication
- 17 Coherence

Groupings: Results-based Management; Oversight; Accountability; Human & Financial Resources; Capacity; Knowledge Communication & Coherence.

*not directly captured in the Strategic Plan

VI.   DGACM 2024 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT

PI1 PI1 Strategic Planning Gender-Related SDG Results
PI2 PI2 Reporting on Gender-Related SDG Results
PI3 PI3 Programmatic Gender-Related SDG Results not Directly...
PI4 PI4 Evaluation
PI5 PI5 Audit
PI6 PI6 Policy
PI7 PI7 Leadership
PI8 PI8 Gender-responsive performance management
PI9 PI9 Financial Resource Tracking
PI10 PI10 Financial Resource Allocation
PI11 PI11 Gender Architecture
PI12 PI12 Equal representation of women
PI13 PI13 Organizational culture
PI14 PI14 Capacity Assessment
PI15 PI15 Capacity Development
PI16 PI16 Knowledge and Communication
PI17 PI17 Coherence

■ Not Applicable   ■ Missing   ■ Approaches requirements   ■ Meets requirements   ■ Exceeds requirements

VII.   DGACM 2024 UN-SWAP 2.0 RESULTS BY PERFORMANCE INDICATOR

I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT

Performance Indicator:
PI1 Strategic Planning Gender-Related SDG Results

NOT APPLICABLE

Explanation of why this rating has been given

The strategic framework applicable to DGACM in 2024 is the Proposed Programme Budget for 2024, Section 2: General Assembly and Economic and Social Council affairs and conference management (A/78/6 (Sect. 2)). As indicated in the programme budget, the Department is responsible for "the facilitation, through the provision of procedural and technical secretariat support and authoritative advice, of the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and various subsidiary organs, the Economic and Social Council and most of its subsidiary bodies, and special United Nations conferences". The Department does not work directly on achieving SDG-related results and its strategic framework does not include any high-level result (expected accomplishment or equivalent) on gender equality and the empowerment of women. Therefore, in accordance with Annex I of the 2024 technical guidance, this indicator is not applicable.

I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT

Performance Indicator:
PI2 Reporting on Gender-Related SDG Results

NOT APPLICABLE

Explanation of why this rating has been given

In accordance with Annex I of the 2024 technical guidance, this indicator is not applicable.

To what extent does the entity communicate UN-SWAP results?

- Externally (e.g. website, donors) Please provide hyperlink if publicly available
- Internally (e.g. email, Intranet)

Please provide any further details and include hyperlinks if publicly available:

UN-SWAP results are shared internally via email and reviewed during Directors' meetings. Previous years' UN-SWAP reports and results are available on both DGACM's iSeek page for staff reference and the Gender Equality page of its public website.

I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT

Performance Indicator:
PI3 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan

NOT APPLICABLE

Explanation of why this rating has been given

All results on gender equality and the empowerment of women are being reported under the various indicators. There is no additional result that was not reported elsewhere. Therefore, as per the technical guidance for administrative entities, this indicator is deemed not applicable.

(3.0 Baseline - Joint initiatives and/ or joint programmes) (GEAP) Does your entity contribute to gender-related results through joint initiatives and/or joint programmes or equivalent?
- Yes

(3.0 Baseline - Joint initiatives and/ or joint programmes) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
While DGACM does not independently initiate large-scale joint programmes due to its administrative mandate, it actively participates in initiatives promoting gender equality and empowerment of women. The Department's activities include supporting the implementation of gender-inclusive language practices, participating in inter-agency efforts, and fostering an enabling environment through its gender action plans. Broader reporting for joint programmes could be addressed at the Secretariat level. Nonetheless, DGACM remains committed to advancing gender equality within its operational scope.
The USG DGACM chairs IAMLADP, an international forum and network of managers of international organizations employing conference and language service providers. For the first time, both the Secretary and Deputy Secretary are women. These positions are appointed by the USG.

II. GENDER-RELATED SDG RESULTS / OVERSIGHT
Performance Indicator: **PI4 Evaluation**
APPROACHING

4a. Meets some of the UNEG gender equality-related norms and standards in the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations.
DGACM has an Evaluation, Analysis and Monitoring Unit (EAMU) in its Central Planning and Coordination Division (CPCD). The Department has an updated evaluation policy (DGACM Evaluation Policy, 2022), which provides the framework for planning and conducting self-evaluations, as well as reporting on and using the results from such evaluations. DGACM's Evaluation Policy is in line with United Nations rules and regulations and adheres to the United Nations Evaluation Group's (UNEG) norms and standards. This includes Norm 8 on human rights and gender equality and Standard 4.7 on human rights-based approach and gender mainstreaming strategy (para. 4 of the Policy). The Policy also complies with screening criteria established by the Office of Internal Oversight Services (OIOS) for quality assurance (para. 33).
In 2024, EAMU conducted an evaluation titled "Global internal evaluation of publishing and distribution of documentation in the digital age". The evaluation scored four points. For additional details, refer to the attached scorecard.
The challenges DGACM face in incorporating gender aspects are due to the fact that DGACM does not conduct evaluations of technical projects with beneficiaries and stakeholders, where ways to incorporate gender aspects are more relevant, appropriate and feasible. DGACM conducts internal evaluations of its services, operations, and practices. DGACM endeavors to address gender issues at all stages of its internal evaluations where possible.

What modality was used for the assessment?
- Self-assessment

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)
- No

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

Performance Indicator:
PI5 Audit

EXCEEDS

5ci. Relevant gender equality findings are systematically presented in annual reports of the internal audit departments.

The Office of Internal Oversight Services (OIOS) actively supports the Secretary-General in fulfilling internal oversight responsibilities across Secretariat entities. As part of its risk-based work planning and audit assurance strategy, OIOS engages gender focal points to identify and evaluate gender-related risks that may hinder the Organization's gender equality and business objectives. This consultative approach ensures that entities integrate gender perspectives into their work programmes.

Consequently, OIOS incorporates audit assignments into its annual work plan that either specifically examine gender equality and women's empowerment initiatives or address these aspects as part of broader audit engagements.

In 2024, the Office of Internal Oversight Services (OIOS) issued 29 audit recommendations to the management of 15 United Nations entities following 19 assignments that addressed gender-related issues.

All OIOS audit reports are published on the OIOS website, with extracts included in the OIOS Annual Reports presented to the General Assembly. Copies of OIOS audit and advisory reports are also shared with relevant Secretariat managers. To ensure accountability, OIOS monitors the implementation status of all accepted recommendations, including gender-related recommendations. OIOS' regular engagement with management facilitates timely action on these recommendations.

5cii. Internal audit departments undertake a targeted audit engagement related to gender equality and the empowerment of women at least once every five years.

In 2024, the Office of Internal Oversight Services (OIOS) conducted 3 targeted audit engagements, focusing on gender-related issues (2024/071; 2024/025; 2024/027).

Beyond the targeted audit(s), OIOS carried out 16 assurance engagements, incorporating the examination of risks related to gender equality and the empowerment of women within broader audit scopes. The findings from these activities are published on the OIOS website.

To strengthen its focus on gender equality, OIOS tracks resources dedicated to audits of gender equality and women's empowerment through its audit management system. This tracking supports the evaluation of OIOS's strategy in this area and informs the development of future audit plans and programmes to enhance their effectiveness.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

Performance Indicator:
PI6 Policy

EXCEEDS

6ci. Up to date policies and plans implemented on gender equality and women's empowerment, including gender mainstreaming and the equal representation of women.

DGACM remains committed to achieving gender equality and empowering women, as well as to creating an inclusive work environment for all staff. Since 2016, it has adopted annual Action Plans aimed at reaching these goals in the framework of its mandate and in line with the United Nations gender-related policies, strategies and guidance with strong support from the Department's senior management. The 2024 Action Plan on Gender Equality and the Empowerment of Women (hereafter referred to as the Gender Action Plan) is structured around the following areas of work: monitoring progress for parity; leadership and accountability; recruitment, retention, progression, and talent management; creating an enabling environment; communication on gender-related issues; and collaboration with system-wide gender networks and projects. More particularly, among the measures adopted and activities carried out in 2024:

• Gender representation across the Department has been closely monitored through data-driven decision-making. Sex-disaggregated statistics are included in the monthly human resources report submitted to senior management, allowing for real-time tracking of progress. This data informs recruitment recommendations, ensuring that gender parity remains a key consideration when filling posts. Across Divisions, the gender composition of teams continues to be factored into hiring decisions sent to the Executive Office (EO).

• The USG's Compact reaffirms DGACM's dedication to gender equality, by including the commitment to make progress towards achieving gender parity at each internationally recruited staff level and serve as a role model for implementing the Gender Parity Strategy. It is also reflected in the ASG's Compact which sets out her commitment to serve as a role model for implementing the Gender Parity Strategy.

• All staff members' workplans include a gender-SMART goal to support the implementation of the UN System-wide Strategy on Gender Parity. For Directors and Chiefs, this includes a direct responsibility to keep hiring managers informed of the departmental statistical status on gender parity. For staff with supervisory or hiring responsibilities, they must take into account departmental gender parity statistics and the implications of the recommendation of candidates for gender parity. For staff without supervisory roles, at least one action supporting the implementation of the Gender Parity Strategy in the context of their duties must be included in their workplan. Staff and managers are assessed on their performance in this area as part of the annual performance appraisal.

• All DGACM recruitment strategies respect the obligation enshrined in the Charter (article 101, paragraph (3)), that merit should be the paramount consideration in the employment of staff. DGACM has fully implemented guidelines for the composition of assessment/competency-based panels. The guidelines establish standardized best practices for assessment panels across DGACM offices and duty stations, ensuring gender and geographic diversity. Each panel must include at least one man and one woman, regardless of the candidates' genders. The guidelines also include the requirement that panel members complete, in advance, the mandatory training "I Know Gender: An Introduction to Gender Equality for UN Staff" administered by the Office of Human Resources. Recruitment panel members in DGACM are strongly encouraged to take training on unconscious/implicit bias.

• In the area of gender-inclusive communication, DGACM continues to promote the use of gender-inclusive language in the UN system and in DGACM products. DGACM social media accounts were used throughout the year to champion gender equality. The Department ensured that communication products such as social media posts use gender-inclusive language and that photos/illustrations were diverse and represented women and men; provided advice to UN bodies on gender-inclusive language upon request and kept mainstreaming gender-inclusive writing in translated documents, translation, revision and verbatim reporting manuals, as well as in internal communications. The Department continued to update UNTERM records as part of its effort to make the terminology database more inclusive.

• Staff members were kept informed of gender-related activities through the bimonthly messages from the USG and a dedicated iSeek page.

• The Department conducted a series of specialized training on gender-inclusive language, raising awareness among colleagues, clients and visiting students from memorandum of understanding universities.

6cii. Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women.

As stated in numerous General Assembly resolutions, the goal of the Organization is to reach gender parity at all levels. This goal has been addressed through the accountability system using the Senior Managers' Compacts, signed annually with the Secretary-General. A Compact indicator related to achieving gender parity at all professional levels of the Organization is monitored frequently using the Human Resources Management (HRM) Scorecard. Also, as explained above, as part of the Department's Gender Action Plan for 2024, gender-inclusive actions were included in all staff work plans. For senior managers, their work plans set out a number of actions aimed at supporting the Gender Strategy, such as keeping hiring managers informed of the departmental statistical status on gender parity; taking into account departmental statistical status on gender parity and the implications of the recommendation of candidates for gender parity; ensuring recruitment processes are gender balanced; providing women and men with equal opportunities to assume supervisory responsibilities and/or other activities required for promotion; and mainstreaming a gender perspective in work methods and related

materials. Senior managers, and other staff members, will be assessed on their compliance with their respective goals at the end of the reporting cycle in March 2025.

Please indicate the year when your entity's gender policy and plans conclude
The Department's Gender Action Plan is renewed and updated every year.

(3.0 Baseline - Costed action plan) Does your entity's gender policy have a costed action plan in place?
- Yes

(3.0 Baseline - Costed action plan) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
As outlined in the human and financial resources section, the DGACM 2024 Gender Action Plan is implemented within existing resources. The Department does not have a specific mandate for implementing gender-related activities and, as a result, does not receive dedicated funding for such initiatives.

(3.0 Baseline - Adequate resources disbursed) Has your entity disbursed adequate resources for implementation of the gender equality policy/policies or equivalent?
- No

(3.0 Baseline - Adequate resources disbursed) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
Gender-related policies or equivalent are issued centrally for implementation across the Secretariat. Departments including DGACM do not receive dedicated financial resources for any new or revisions to policies and must implement within existing resources.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

Performance Indicator:
PI7 Leadership

EXCEEDS

7ci. Senior managers internally and publicly champion gender equality and the empowerment of women.
The USG, ASG, and the Department's Directors continue to articulate and demonstrate a strong commitment to gender equality and the empowerment of women, actively advocating for these principles both internally and publicly. The USG is held accountable on reaching gender parity as per his Compact and other senior managers as per the gender-related actions in their work plans. In his Compact for 2024 the USG undertakes to serve as a role model for implementing the Gender Parity Strategy. The ASG further demonstrated leadership on gender-related initiatives through her direct involvement and active participation in two of the four UN-SWAP peer review meetings, reflecting DGACM's commitment to accountability and continuous improvement in gender mainstreaming efforts.

Accountability mechanisms related to gender parity remain firmly in place, and parity has been surpassed at senior levels, with women now holding 57% of P-5 to D-2 posts in New York. Across DGACM overall, women represent 57% of staff, demonstrating continued success in promoting gender balance. At the P-2 level, parity has been achieved at 50% across DGACM. At the P-3 level, women now hold 58% of posts across DGACM. At the P-4 level, women account for 60% of positions, and at the P-5 level, they hold 56% of posts.

At the D-1 level, women represent 44%, a decrease influenced by the recruitment of two men to two posts previously vacant (one in New York and another in Nairobi) and further impacted by hiring restrictions due to the liquidity situation of the UN (see attached letter). During the year, there was a promotion of one woman to a D-1 level post in Geneva previously encumbered by another woman. One woman was promoted from D-1 to D-2 position, leaving the post vacant at the end of the year. The total number of women at D-1 level remained unchanged from prior year. However, women now hold 83% of D-2 positions across DGACM (5 female, 1 male), demonstrating progress in advancing female staff into top leadership roles, with one woman promoted to D2 during the year to a post previously vacant at the end of 2023. Given the limited number of senior positions, even small shifts in staffing can significantly impact overall gender balance, making it crucial to sustain efforts to retain, develop, and promote female talent at all levels.

The Communications Team in the Office of the Under-Secretary-General (OUSG) maintains a dedicated gender equality page on the DGACM public website, providing access to resources such as UN-SWAP reports, tips for gender-sensitive communication in DGACM, and gender-inclusive language guidelines available in all six official UN languages. A section of the USG's bimonthly message (internal newsletter) is dedicated to gender and the implementation of the departmental Gender Action Plan. The USG mentioned the Department's achievement of gender parity during a town hall meeting and his end-of-year message sent to staff in all four duty stations also mentioned gender. The USG, ASG and senior managers regularly promote the equal representation of women in conference services provided to governing bodies, assemblies and/or intergovernmental fora. The USG continues to monitor the gender composition of the staff serving as secretaries to intergovernmental meetings, ensuring gender balance in the provision of technical and substantive secretariat services. In 2024, the number of secretaries and deputy secretaries to the General Assembly, Economic and Social Council, and other bodies remained at 18, comprising 12 women and 6 men. DGACM provides the secretaries for four of the General Assembly's Main Committees—First, Second, Third, and Fourth Committees—three of whom are women. For informal meetings with the Fifth Committee, ACABQ, and CPC on the DGACM 2025 budget, the USG ensured that the list of witnesses remained gender-balanced, with 24 female and 22 male witnesses. Additionally, DGACM's language services hold annual meetings with Member States, where senior managers brief delegates on various topics, including gender matters.

The USG has been an International Gender Champion since March 2019. For 2024, his commitments included promoting an enabling work environment and a healthy work-life balance especially for staff members with caregiving responsibilities and extraordinary challenges; ensuring a supportive organizational culture where gender empowerment is actively practiced, gender equality and diversity are embraced; and having gender parity at decision-making levels in the Department.
The USG DGACM chairs IAMLADP, an international forum and network of managers of international organizations employing conference and language service providers. For the first time, both the Secretary and Deputy Secretary are women. These positions are appointed by the USG.

7cii. Senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded.
In 2024, DGACM conducted a peer review process with the Department of Global Communications (DGC) to strengthen the Coherence performance indicator, which had been rated as "approaches" in 2023. Additionally, the USG, ASG, and senior managers engaged in discussions with the gender team to review the 2023 UN-SWAP report results, reflecting on challenges encountered in reporting on certain indicators.

Advocates for gender equality and the empowerment of women in at least two of the following areas:
- Promote equal representation of women in delegations to Governing Bodies, assemblies and/or intergovernmental fora
- Ensure that substantive attention to gender equality and the empowerment of women is included in all relevant engagements of senior managers.

Please elaborate your selection below.
The USG, and senior management in general, advocate for gender equality and the empowerment of women in many different ways. For instance, the USG takes part in the monthly Management Committee meetings (there were 11 in 2024), in which the gender parity strategy was on the agenda of the February 2024 meeting. Of the eight Senior Management Group meetings held in 2024, which the USG participates as a senior UN official, "Implementation of the Gender Equality Acceleration Plan" was on the March agenda. The USG and senior managers regularly promote the equal representation of women in conference services provided to governing bodies, assemblies and/or intergovernmental fora. The USG continued to monitor the gender composition of the staff acting as secretary to intergovernmental meetings (provision of technical and substantive secretariat services to the chair and the meeting). Overall, the number of secretaries and deputy secretaries to

the General Assembly, Economic and Social Council and other bodies remained at 18 in 2024, comprising 12 women and 6 men. In addition, for the informal meetings with the Fifth Committee, ACABQ and CPC on the DGACM 2024 budget, the USG ensured that the list of witnesses remained gender balanced. At the weekly Directors meeting between the USG with his senior team, gender was discussed multiple times, including on the SWAP. In the action points coming out of these meetings, 11 were related to gender and/or women. One of the two departmental focal points attends the weekly meeting and briefs the team on issues related to gender activities periodically. In addition, the entire gender team participates at the Directors meeting to discuss the departmental Action Plan on Gender Equality and the Empowerment of Women – in 2024, on 25 April and 2 May, and to discuss the SWAP results – in 2024, on 13 December.

Ensures that accountability mechanisms are enforced so that the entity reaches equal representation of women in staffing within an appropriate time-frame, in particular at the P4 or equivalent level.
In DGACM New York and in DGACM overall parity at the P-4 level has been reached (61% and 60% respectively). Parity has been surpassed across senior posts (P-5 to D-2) at DGACM New York (57%) and in DGACM overall (56%).

Prioritizes funds for achieving the entity's gender equality and the empowerment of women mandate through advocating for additional funds, and/or reallocating internal funds, consistent with decision-making authority
In 2024, following a period without a dedicated Gender Affairs Coordinator, DGACM welcomed a new Coordinator who is expected to allocate 20% of her time to gender-related matters. In this role, she provides essential support to the Department's Gender Focal Points, facilitating efforts to advance gender equality within DGACM.

(3.0 Baseline - Push forward) (GEAP) Does senior leadership proactively address the push back against gender equality and the empowerment of women both internally and/or publicly?
- Yes

(3.0 Baseline - Push forward) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
DGACM's senior leadership has consistently demonstrated a commitment to gender equality and the empowerment of women, both internally and publicly. According to the 2023 UN-SWAP Report Card, the Department met or exceeded requirements in key areas such as leadership, policy, and gender-responsive performance management.
Senior managers actively champion gender issues by integrating gender perspectives into decision-making, supporting gender parity in staffing, and promoting gender-inclusive policies and communication. Additionally, the Under-Secretary-General and Assistant Secretary-General have engaged in advocacy efforts, including public statements, internal communications, and participation in events aimed at strengthening gender equality initiatives.
Internally, gender considerations are integrated into leadership discussions, recruitment strategies, and talent development programmes. Externally, DGACM aligns with system-wide UN strategies on gender, such as the UN System-wide Strategy on Gender Parity, and actively participates in inter-agency dialogues on advancing gender mainstreaming.

(3.0 Baseline - Entity's accountability) (GEAP) Is there a senior level Gender Steering and Implementation Committee or equivalent in your entity to enhance the entity's progress, learning and accountability for achieving results related to the gender equality policies?
- No

(3.0 Baseline - Entity's accountability) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
DGACM does not have a senior-level Gender Steering and Implementation Committee. However, gender-related efforts are supported by the Gender Affairs Coordinator and overseen by the Department's Gender Focal Points (2 focal points and 2 alternate gender focal points), who work with senior leadership to advance gender equality initiatives. Gender matters are integrated into senior management discussions, and DGACM aligns with UN-wide gender policies, including the UN System-wide Strategy on Gender Parity. The USG, ASG and DGACM senior leadership team are regularly updated on gender-related matters by the Gender Focal Points.

(3.0 Baseline - Head of Gender Unit or equivalent – participating in senior management meetings) (GEAP) Does the Head of Gender Unit or equivalent participate in senior management team meetings, as relevant?
- Yes

(3.0 Baseline - Head of Gender Unit or equivalent – participating in senior management meetings) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?

One of the two departmental focal points attends the weekly Directors meetings and briefs senior management on issues related to gender activities periodically. In addition, the entire gender team participates at the Directors meetings to discuss the departmental Gender Action Plan – in 2024, on 25 April and 2 May, and to discuss the SWAP results – in 2024, on 13 December.

(3.0 Baseline - Head of the Gender Unit or equivalent – reporting lines) Does the Head of the Gender Unit or equivalent have a direct reporting line to senior leadership?

- Yes

(3.0 Baseline - Head of the Gender Unit or equivalent – reporting lines) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?

One Gender Focal Point reports directly to the Assistant Secretary-General (ASG), ensuring a direct reporting line to senior leadership. The other Gender Focal Point reports to a Division Director, with the ASG as the second reporting officer. This structure ensures that gender-related matters receive attention at the senior leadership level and are integrated into decision-making processes.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

	III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY
	Performance Indicator: PI8 Gender-responsive performance management
	MEETS

8b. 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.

At the heart of the UN Secretariat's Performance Management and Development Framework is a commitment to fairness, equity, and regular feedback. Gender equality is not just an ideal but a cornerstone of our effectiveness and impact. To deepen this commitment in 2024, the Secretariat introduced a guidance document and communication requiring all staff to include gender SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals in their performance evaluations. This ensures every team member and contributes to advancing gender equality in a meaningful way.

The approach to performance management continues to evolve. The introduction of Agile Performance Management (Agile PM) has brought innovative tools like the People Management Index (PMI). By using multi-rater/360-degree feedback, PMI measures managers' effectiveness in leading inclusive teams and fostering a supportive workplace. This process, now applied across all management levels, encourages accountability and strengthens leadership.

The introduction of the United Nations Values and Behaviours Framework (SGB/2024/4), effective from 1 October 2024, marks a significant evolution in fostering an inclusive and equitable organizational culture. This framework replaces the competency structure established under ST/SGB/1999/15, reinforcing values that promote gender equality as a core tenet. While the earlier framework remains applicable to recruitment until the full implementation of the Staff Selection 2.0 project, the new framework will gradually transform the performance management process and organizational culture over the coming decade.

The revised administrative instruction on performance management and development (ST/AI/2021/4/Rev.1), also effective from 1 October 2024, underscores the integration of these updated values and behaviours. This ensures that gender-responsive performance management becomes an integral aspect of how staff are recruited, evaluated and developed.

Managers and staff are being equipped with tools and guidance through dedicated performance management focal points to embed these changes seamlessly into day-to-day operations.

To support this transition, learning opportunities linked to the Framework's principles are readily available via platforms such as LinkedIn Learning and Blue Line. Leadership development programs will also incorporate these elements, equipping leaders with the skills and mindset to champion gender equality and inclusion.

These changes represent a cohesive strategy to align gender equality efforts with broader organizational reforms, ensuring that performance management not only evaluates outcomes but also reinforces the values and behaviours that drive sustainable and equitable progress.

Building Inclusive Leadership and Competencies:

The United Nations System Leadership Framework shapes a leadership culture aligned with the SDGs. It challenges leaders to embrace diversity as a strength and practice cultural and gender sensitivity. In 2024, this vision was reinforced with targeted communications, emphasizing the importance of integrating gender equality into leadership objectives.

The UN Values and Behaviours Framework remains a guiding light for how we work. Gender equality is central to our values of Inclusion and Integrity. Staff are expected to uphold principles of fairness and respect while fostering an environment free from harassment and discrimination. Zero tolerance for misconduct, including sexual exploitation and harassment, is non-negotiable.

The framework also sets clear behavioral expectations:

• Analyze and Plan: Use disaggregated data, including gender, ethnicity, and age, to inform decisions and deepen understanding.

• Connect and Collaborate: Build partnerships across boundaries, engaging diverse stakeholders to achieve common goals.

Clear Expectations for Senior Leaders:

The Senior Managers' Compact continues to emphasize the achievement of gender equality amongst other inclusion goals. Leaders continue to be evaluated on their progress toward achieving gender parity at all internationally recruited levels (FS, P-1 to D-1).

Senior managers are also responsible for:

• Enforcing the zero-tolerance policy on sexual exploitation and abuse, as outlined in ST/SGB/2003/13.

• Rapidly addressing harassment or abuse of authority, guided by ST/SGB/2019/8.

These measures ensure senior leaders champion a workplace culture rooted in respect, inclusivity, and accountability.

In March 2024 the SG launched the Gender Equality Acceleration Plan (GEAP) to further drive action on gender equality. It includes further measures to hold leaders accountable for gender equality through a Clarion Call, amongst other measures. The Organization continues to play a critical role in ensuring the GEAP is integrated across the UN system. Beginning from 2025, the Clarion Call for gender equality will be integrated as a performance measure in senior management compacts, thus holding leaders accountable for progress.

Supporting Staff Development:

Learning and growth are essential for creating an inclusive workplace. To support this, all staff must complete mandatory training, including:

• I Know Gender: This course builds awareness of gender equality and the empowerment of women, helping staff align with our mission.

• United to Respect: Focused on preventing harassment and abuse, this course equips staff with tools to foster a harmonious and respectful workplace.

To further embed these principles, gender SMART goals are now part of every staff member's performance objective, making equality a shared responsibility.

Fostering Gender Equality in Decision-Making:

The Secretariat prioritizes gender equality at all levels, with special attention to senior roles.

(3.0 Baseline - Entity senior leadership are held accountable) Are senior leadership held accountable for entity performance against the gender equality policies or equivalent?

- Yes

(3.0 Baseline - Entity senior leadership are held accountable) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?

Senior leadership in DGACM are held accountable for the entity's performance against gender equality policies and commitments. The USG is accountable for achieving gender parity as outlined in his Compact, which includes specific commitments to gender equality. In line with her Compact with the USG the ASG also serves as a role model for implementing the Gender Parity Strategy. Other senior managers also have gender-related actions incorporated into their work plans, ensuring that leadership at all levels remains responsible for advancing gender equality within the Department. DGACM conducted a UN-SWAP peer review process with DGC to enhance performance on the Coherence indicator, further demonstrating leadership commitment to accountability and continuous improvement in gender mainstreaming.

(3.0 Baseline - Knowledge or experience in gender equality is embedded as a desirable competency) Is the knowledge or experience in gender equality embedded as a desirable competency in relevant Job Descriptions/ Terms of Reference and recruitment processes?
- Yes

(3.0 Baseline - Knowledge or experience in gender equality is embedded as a desirable competency) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
Elements of gender equality are already integrated within the recruitment process, through two competencies – "Professionalism", which applies to all job openings, and the "Leadership" competency, as demonstrated in the attached job openings and the attached competency-based interview template generated from Inspira with required indicators for managers to evaluate candidates during interviews. During the competency based interview, candidates are required to demonstrate under the Professionalism competency that they "take responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work"; while under the Leadership competency, they must demonstrate that they "provide leadership and take responsibility for incorporating gender perspectives and ensuring the equal participation of women in men in all areas of work".

(3.0 Baseline - A proven track record) (GEAP) Is a requirement for a proven track record in gender equality and the empowerment of women included in senior appointments?
- Yes

(3.0 Baseline - A proven track record) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
As outlined above, gender equality and the empowerment of women are already integrated into the recruitment process through the competency-based interviews, when evaluating candidates for their professionalism and leadership competencies, regardless of whether it is explicitly stated in job openings.

(3.0 Baseline - Senior leadership acts on feedback) Does Senior leadership receive feedback on their gender-responsive leadership through recurring and confidential staff surveys and/or 360-degree feedback mechanisms or equivalent?
- Yes

(3.0 Baseline - Senior leadership acts on feedback) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
Inclusion is measured as one of the 12 dimensions under the Performance Management Index. Further, the biennial staff engagement survey (SES) serves as a valuable tool for gathering qualitative data on workplace experiences including related to gender issues. The collects feedback data on the challenges faced by women and efforts are directed toward addressing identified gaps. Additionally, the SES employee empowerment index underpins the People Strategy's key performance indicator (KPI) on gender equality.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

Performance Indicator:
PI9 Financial Resource Tracking

NOT APPLICABLE

Explanation of why this rating has been given

As indicated in PI 1, the Department's strategic framework does not include any high-level result (expected accomplishment or equivalent) on gender equality and the empowerment of women. It does not work directly on achieving SDG-related results, but it has a facilitating role. Therefore, in accordance with Annex I of the 2024 technical guidance, this indicator is not applicable.

The Department has less than 1% of its overall annual budget funded through XB resources to complement the regular programme budget in delivering. As such, the department does not have gender markers or use IPMR at this time.

In terms of a financial resource tracking for the implementation of the Department's Gender Action Plan, the related financial resources are within existing resources (see PI 6) and can be tracked within existing systems.

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

Performance Indicator:
PI10 Financial Resource Allocation

NOT APPLICABLE

Explanation of why this rating has been given
In accordance with technical guidance (Annex I, p.138).

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

Performance Indicator:
PI11 Gender Architecture

MEETS

11bi. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P4 or equivalent 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.

In 2024, the Department restructured its gender team, appointing a new Gender Affairs Coordinator and a new Gender Focal Point, who is a man. This marks a shift from the previous structure, where both Gender Focal Points were women, with a man serving in a minor supporting role. With this change, the Department now ensures equal representation, rather than delegating the role solely to women. This sends a positive message to departmental staff, reinforcing the importance of shared responsibility in advancing gender equality. The gender team consists of two Gender Focal Points at the D-1 level and two alternates at the P-5 level, ensuring strong leadership engagement in gender-related initiatives. Their written terms of reference were updated in 2023 under the revised Secretary-General's bulletin (ST/SGB/2023/3), replacing ST/SGB/2008/12. Additionally, a Gender Affairs Coordinator at the P-4 level provides substantive and operational support to the gender focal points and the Department. The gender team represents several Divisions within DGACM New York, as well as the OUSG, offering a comprehensive vision for advancing gender mainstreaming, gender equality, and the empowerment of women. This structure also strengthens communication with staff across all levels and ensures a coordinated approach to gender-

related efforts.

DGACM has also actively relied on a pool of staff across its four duty stations to contribute to gender-related activities on an ad hoc basis. This includes managers from P-5 to D-2 levels who informally mentor staff and relay information from the gender focal points to their teams; professional staff, acting as focal points for gender-inclusive language in the six official languages; and General Service staff for the coordination of events and other administrative and support tasks.

The USG and the ASG were also actively involved in promoting gender equality and the empowerment of women, for example, by delivering oral remarks at the town hall meeting in November 2024, by contributing to the UN-SWAP Peer Review process between DGACM and DGC and by championing gender in various ways, as detailed under various sections of this report.

11bii. Gender department/unit is fully resourced according to the entity mandate.
DGACM exceeds requirements as the DGACM gender team is fully resourced according to the mandate and needs. The team consists of existing staff who are designated focal points, alternates and a coordinator. In New York, there are two Gender Focal Points (D-1) and two Alternate Gender Focal Points (P-5), as well as a Gender Affairs Coordinator. Additionally, there are internal focal points supporting activities in the other DGACM duty stations (Geneva, Nairobi and Vienna). The team is adequately resourced to implement the DGACM Gender Action Plan. Given the successful implementation of parity in DGACM, the gender team does not need to be dedicated to gender full-time.

Total number of entity staff
1462

Total cost of all entity staff:
155476000

Does the entity have a Gender Unit?
- No

Total number of staff in the gender unit:
0

Total staff cost of gender unit
0

Has the remit of the gender unit recently expanded to address other cross-cutting issues than GEWE?
- No

If the gender unit addresses cross-cutting issues in addition to GEWE, please select all that apply:
- Not applicable

(If other) Please describe what other cross-cutting issues:
Not applicable.

Please explain the extent to which the additional cross-cutting issues have been accompanied by an increase of financial and human resources allocated to the Gender Unit
Not applicable.

Where is the gender unit located in the organigram / reporting lines?
The DGACM gender team structure is designed to ensure the broad and effective implementation of the DGACM Gender Action Plan across the Department. The two Gender Focal Points, Alternate Gender Focal Points, and the Gender Affairs Coordinator are strategically positioned within various Divisions, enabling gender-related initiatives to be embedded across all operational areas. One of the Gender Focal Points reports to the ASG.

Where is the gender parity function located?
The two Gender Focal Points, the Alternate Gender Focal Points and the Gender Affairs Coordinator are located in various Divisions of the Department. Both the OUSG and the EO in DGACM monitor gender parity in the Department. In addition, Directors are expected to take gender parity into account before making recommendations for staff selection for vacant positions.

Total number of gender focal points
2

Number of gender advisor and women's protection advisor posts that have been vacant for six months or more in the previous reporting year .
0

Does the entity have gender advisors/specialists that are not part of the gender unit?
  - No

Total number of gender advisors/specialists not part of the gender unit in the most recent reporting year:
0

Total cost of dedicated gender advisors not part of the gender unit in the most recent available reporting year. (No longer mandatory as of 2023)
0

(3.0 Baseline - Staffing standards) Has your entity established staffing standards, including defining training and deployment preparation for supporting the implementation of the entity's gender equality goals?
  - Yes

(3.0 Baseline - Staffing standards) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
To support implementation of the entity's gender equality goals, all staff are required to complete the mandatory training "I Know Gender: An Introduction to Gender Equality for UN staff course". As of 31 Dec 2024, 99% of all DGACM staff from all funding sources including full time temporary appointments, have completed this training, with the remaining 16 staff having joined in the last 2 months and in the process of completing.
In addition, the staff members involved in recruitment panels must complete the UN Secretariat competency-based interviewing course, which includes unconscious bias and gender-related modules to ensure fair and inclusive hiring practices.

(3.0 Baseline - Fully funded - funding formula) Is the Gender department/unit fully funded according to an agreed funding formula, based on staffing standards or according to the entity mandate?
  - Yes

(3.0 Baseline - Fully funded - funding formula) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
Yes, within existing staffing resources according to the Department's mandate. Gender-related responsibilities are integrated into existing roles, with Gender Focal Points and the Gender Affairs Coordinator managing gender-related matters in addition to their primary functions.

(3.0 Baseline - Roster) (GEAP) Does your entity use a roster of specialized expertise on gender equality and the empowerment of women?
  - No

(3.0 Baseline - Roster) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
DGACM does not maintain a dedicated roster of specialized expertise on gender equality and the empowerment of women as it does not have a specific mandate for implementing gender-related activities. However, gender-related initiatives are

supported by the designated Gender Focal points, the Gender Affairs Coordinator, and a network of staff contributing to gender-related activities. These individuals provide guidance on gender mainstreaming, inclusive language, and gender-responsive practices across the Department.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES
Performance Indicator: PI12 Equal representation of women
MEETS

12b. The entity has reached the equal representation of women for General Service staff and all professional levels.
Across DGACM overall, women represent 57% of staff. According to the gender parity methodology established for the implementation of the System-wide Gender Parity Strategy, as at 31 December 2024, women occupied over half of posts at all levels except one in DGACM: D-2 (83% female), D-1 (44%), P-5 (56%), P-4 (60%), P-3 (58%), P-2 (50%), and General Service (56%). Parity has been surpassed across senior posts (P-5 to D-2) in DGACM New York (56.5%) and DGACM overall (55.7%). Additionally, parity has now been restored at the P-2 level (50%).
At the D-1 level in DGACM, there was a slight decline to 44%, primarily due to the recruitment of two men to previously vacant posts in New York and Nairobi and further impacted by hiring restrictions due to the liquidity situation of the UN (see attached letter). During the year there was a promotion of one woman to a D-1 level post in Geneva previously encumbered by another woman. One woman was promoted from D-1 to D-2 position, leaving the D-1 post vacant by the end of the year and bringing the total number of women in D-2 positions to five. The total number of women at D-1 level remained unchanged from prior year.

DGACM remains committed to ensuring balanced representation of women and men in external activities and other representative functions, including in outreach programmes with universities. Across all Divisions, women continue to be appointed to supervisory and outward-facing roles, such as Training Officers, Programming Officers, Secretaries of intergovernmental bodies, and Officers-in-Charge. This also applies to colleagues assigned as conference coordinators or deputy coordinators for meetings held outside headquarters. In 2024, two conferences were planned with the following leadership structure (the second was later postponed to 2025):
• SIDS4 – Coordinator: Female | Deputy Coordinator: Male
• LLDC3 – Coordinator: Female | Deputy Coordinator: Female

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

Gender parity data by level

	Female	Male
P1	0.00000000	0.00000000
P2	4.00000000	4.00000000
P3	156.00000000	113.00000000
P4	247.00000000	163.00000000
P5	118.00000000	93.00000000
D1	8.00000000	10.00000000

D2	5.00000000	1.00000000
ASG	1.00000000	0.00000000
USG	0.00000000	1.00000000

Performance Indicator:
PI13 Organizational culture

MEETS

13b. Organizational culture fully supports promotion of gender equality and the empowerment of women.

Embracing diverse perspectives and championing equitable practices are fundamental behaviours guiding our commitment to creating a workplace where every individual, irrespective of gender or any other dimension, feels valued, empowered, and respected.

The UN Values and Behaviours define our organizational culture, and they reflect our commitment to advancing gender equality. The Organization continues to promote and integrate a gender perspective through the values of 'Inclusion', 'Integrity', 'Humility' and 'Humanity and the related behaviours. Personnel across all levels of the Organization are reminded of their roles and responsibilities in advancing an enabling workplace culture that is inclusive of all, including women as agents of change.

The introduction of the United Nations Values and Behaviours Framework (SGB/2024/4), effective from 1 October 2024, marks a significant evolution in fostering an inclusive and equitable organizational culture. This framework replaces the competency structure established under ST/SGB/1999/15, reinforcing values that promote gender equality as a core tenet. The new framework will gradually transform talent management processes and the organizational culture over the coming decade.

In March 2024 the SG launched the Gender Equality Acceleration Plan (GEAP) to further drive action on gender equality. It includes further measures to build and sustain an organizational culture that supports gender equality. It includes amongst other measures, a gender power analysis that enables an understanding of the power dynamics and implications for the Organization. The OHR is co-leading work on the HR related elements of the GEAP framework across the UN system.

Implement, promote and report on facilitative policies for maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare

As of January 1, 2023, a new Administrative Instruction titled "Parental Leave and Family Leave (ST/AI/2023/2)" has been issued to reinforce the execution of the recently established parental leave guidelines set forth by the ICSC. This policy aligns with Provisional Rule 6.3 in the Staff Rules and Regulations on Parental Leave, which now provides expanded entitlements in line with the General Assembly resolution 77/256. The updated provisions offer parental leave duration of up to 16 weeks for all parents, with an additional 10 weeks for the birthing parent.

Supported by this are other facilitative policies which promote the recruitment and retention of women by enabling them to balance their personal and work commitments. For instance, a policy on breastfeeding (ST/SGB/2019/1), is in place to assist with nursing and childcare, with designated breastfeeding facilities available in some offices to support nursing mothers.

Implement, promote and evaluate policies related to work-life balance, including 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

The Organization has a comprehensive Flexible Working Arrangement (FWA) policy and continues to promote a culture that is supportive of workplace flexibility. Through the FWA and other work-life policies, the Organization aims to ensure that both men and women have equal access to flexible work arrangements, parental leave, and caregiving support. This helps in breaking gender stereotypes that traditionally assign caregiving roles primarily to women. Other options for work flexibility include staggered working hours, compressed work schedule and scheduled breaks for external learning, as outlined in (ST/SGB/2019/1 and ST/AI/2005/2).

The Organization offers wellness programs encompassing physical and mental health resources, including gym facilities at

specific duty stations, counseling services, and mindfulness programs. In November 2023, a new system-wide Mental Health Strategy was introduced to bolster mental health and well-being support.

The Mental Health and Well-Being Strategy underscores the critical link between staff well-being and operational efficiency. Prioritizing the mental health and wellbeing of staff not only fosters a healthy working environment but also drives engagement, productivity, and efficiency. Arrangements are in place to ensure that all personnel have access to mental health services, including counselling and critical incident support, regardless of their duty station.

Training and support programmes are available for personnel to recognize and address mental health issues, promoting a culture of support and understanding. For example, the UN Workplace Mental Health and Wellbeing Lead and Learn Online Programme is designed specifically for leaders and managers, and further mental health literacy resources for personnel are under development to be rolled out in 2025.

Simultaneously, the UN launched the UN Staff Health and Wellness Survey 2023, designed to gather comprehensive data on the global physical and mental health status of the UN workforce. This survey aims to evaluate the overall health and safety risks encountered by UN personnel and will be offered biannually.

Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade.

To emphasize its importance, Member States have specifically requested the Secretary-General to report on efforts to enhance the understanding and implementation of the principles of work-life balance and a flexible workforce across the Secretariat. (GA resolutions 65/247 and 67/255). The use of flexible working arrangements is therefore actively promoted throughout the organization and utilization is monitored and tracked at the entity level via UMOJA.

Managers and supervisors continue to be encouraged to exercise flexibility and promote greater inclusion using flexible working options. Information and resources are provided to staff and policy changes are regularly communicated (https://iseek.un.org/telecommuting). A network of FWA focal points exists across the Secretariat whose responsibilities include raising awareness about FWA in their respective Departments/Offices through briefings, information sessions and consultations with managers and staff.

Periodic staff meetings by units are scheduled during core working hours and on working days of staff working part-time, with teleconference or other IT means actively promoted.

Advancements in ICT enable remote meetings and virtual collaboration through a range of tools and platforms that facilitate efficient virtual or hybrid collaboration. Managers are urged to schedule meetings and work activities within core hours, whilst ensuring that meetings are inclusive and accessible.

Regular global staff surveys and and mandatory exit interviews

The Organization from time-to-time uses surveys like the biennial staff engagement survey, to gather data and seek feedback from staff on various aspects of organizational culture. Self-identification markers including gender and gender identity markers, enable the use of disaggregated data for in-depth analysis. Following the 2021 Staff Engagement survey, OHR provided entities with data and insights from staff and encouraged them to develop specification plans to address gaps. A new staff engagement survey was launched in November 2024.

Exit interviews and surveys serve as vital tools for understanding the staff experience. Presently, the Secretariat is diligently developing an all-encompassing mandatory exit survey across the Organization. This survey aims to enable the collection of data on staff separations while considering gender perspectives and experiences.

Sexual harassment

The Organization has a zero-tolerance approach to sexual offences and has mechanisms in place to address cases. The policy 'Addressing discrimination, harassment, including sexual harassment, and abuse of authority' ST/SGB/2019/8, aims to ensure that all personnel of the Secretariat are treated with dignity and respect and are aware of their roles and responsibilities in maintaining a workplace free of any form of discrimination, harassment, including sexual harassment, and abuse of authority. The policy supports timely and appropriate corrective action and aims to supports victims. Under the policy, discrimination, harassment, including sexual harassment, and abuse of authority are regarded as prohibited conduct. Personnel accused of engaging in prohibited conduct may face disciplinary or other administrative measures as per the Organization's policies and procedures in ST/AI/2017/1.

In June 2023, a UN System-wide Knowledge Hub on Addressing Sexual Harassment was launched. This platform serves as a

crucial resource for tackling sexual harassment within the workplace. Additionally, the Organization continues to use the reference system 'Clear Check', to monitor recruitments and prevent the hiring sexual offenders.

The Chief Executives Board (CEB) Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System was established by the Secretary-General in 2017, to develop a system-wide approach towards preventing and responding to sexual harassment. The CEB Task Force has developed a document "Advancing a Common Understanding of a Victim-centered Approach to Sexual Harassment within the Organizations of the United Nations." This document which includes a set of aspirational principles, aims to engender trust and confidence in victims/survivors to speak up when they experience sexual harassment. Gender focal points in entities have received training on implementing a victim-centered-approach to PSEA and sexual harassment.

To build knowledge and capacity, personnel are required to take the following mandatory courses: I know Gender, United to Respect: Prevention of Sexual Exploitation and Abuse, among others. The Organization continues to offer the United to Respect Dialogues.

UN Ethics-related Legal Arrangements

The UN Charter calls on staff to perform their duties consistent with the highest standards of efficiency, competence, and integrity. This commitment is reflected in the Oath of Office which all staff are expected to sign upon appointment. As part of efforts to promote ethical awareness and ethical decision making, staff must complete a mandatory course titled 'Ethics and Integrity at the United Nations'. A guide document, Putting Ethics to Work—A Guide for UN Staff provides staff with an understanding of the expected ethical standards, to support their daily work.

The Organization through the policy 'Protection against retaliation for reporting misconduct', (ST/SGB/2017/2/Rev.1), aims to ensure that it functions in an open, transparent and fair manner and enhances protection for those who report misconduct including sexual harassment.

The Office of Internal Oversight Services (OIOS) is responsible for assessing and investigating all formal reports of possible prohibited conduct. A hotline and dedicated website exist to support reporting.

Informal and formal mechanisms for solving work-related grievances.

(3.0 Baseline - Internal gender and power analysis) (GEAP) Has your entity conducted an internal gender and power analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making to identify and remove barriers to gender equality?

- No

(3.0 Baseline - Internal gender and power analysis) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?

DGACM has not conducted a comprehensive internal gender and power analysis due to financial constraints; however, it could be considered if funding becomes available.

New PI - PSEAH (3.0 Baseline - Entity-level Action Plan) (GEAP) Does your Entity have an entity-wide Action Plan based on risks assessments, developed, resourced and implemented across the entity globally on 1) Protection from Sexual Exploitation and Abuse 2) Protection from Sexual Harassment, using a victim-centered approach?

- No

New PI - PSEAH (3.0 Baseline - Entity-level Action Plan) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?

This is handled at the Secretariat level. DGACM, as a support department, does not receive a mandate to carry out gender-related programmes.

New PI - PSEAH (3.0 Baseline - Report on the PSEA and SH) (GEAP) Does your entity report to its governing body on the PSEA and SH actions taken?

- No

New PI - PSEAH (3.0 Baseline - Report on the PSEA and SH) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
This is handled at the Secretariat level. DGACM, as a support department, does not receive a mandate to carry out gender-related programmes.

New PI - PSEAH (3.0 Baseline - Lasting change) Does your entity include the update of progress achieved in the promotion of a lasting change in organizational culture, behavior and attitudes towards all forms of SEA and SH in its annual PSEA and SH report to entity's governing body?
- No

New PI - PSEAH (3.0 Baseline - Lasting change) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
This is handled at the Secretariat level. DGACM, as a support department, does not receive a mandate to carry out gender-related programmes.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

Performance Indicator:
PI14 Capacity Assessment

EXCEEDS

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.
Gender equality capacity assessments were conducted in December 2016 and January 2019 based on the template provided by UN Women. The results were used to define training needs in the field of gender. A new assessment was expected to be conducted in 2024 but had to be postponed because of the effects of the ongoing liquidity crisis and increased workload. Given that gender-smart goals or gender-related actions are included in staff's work plans, training on GEEW is discussed in performance review meetings between supervisors and supervisees at all levels.

14cii. A capacity development plan is established or updated at least every three years.
The annual DGACM Gender Action Plan includes a section on planned training activities for the year.

(3.0 Baseline - Costed global capacity development plan) Has a costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women been designed and is being implemented? Is it costed? Has it ever been evaluated?
- Yes

(3.0 Baseline - Costed global capacity development plan) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
The annual DGACM Gender Action Plan includes a section on planned training activities for the year, noting that their implementation depends on available funding. DGACM also maintains an annual, division-specific learning plan with costed activities covering all training types, including gender-related initiatives. While the overall plan is not formally evaluated,

participants in external studies under the "Upgrading of Substantive & Technical Skills" category are required to submit an evaluation report.

(3.0 Baseline - Effective use of skills and knowledge) (GEAP) Does your entity provide capacity development opportunities on gender equality skills and knowledge to personnel in specific roles and functions (for example programme managers or HR personnel, etc.)?
- Yes

(3.0 Baseline - Effective use of skills and knowledge) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
• The former Gender Affairs Coordinator participated in the four-month UNSSC course Leadership, Women, and the UN in 2023. In 2024, the current Gender Affairs Coordinator, who is also a Programme Manager, was nominated for the 2025 cohort.
• The I Know Gender training is mandatory for all DGACM staff, ensuring a baseline understanding of gender equality concepts.
• Supervisors are required to complete courses on Prevention of Sexual Exploitation and Abuse and Preventing Sexual Harassment and Other Prohibited Conduct.
• At the Director level (D1/D2), participation in the UN Leaders Programme is mandatory.
• In 2024, two senior managers at the Director level (D1/D2)—one male and one female—participated in a "Coaching for Senior Leaders" workshop.
• Staff involved in recruitment panels must complete the UN Secretariat competency-based interviewing course, which includes unconscious bias and gender-related modules.

(3.0 Baseline - Unconscious bias training) (GEAP) Has your entity rolled out unconscious bias training starting to senior leadership? Other personnel?
- Yes

(3.0 Baseline - Unconscious bias training) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
• Unconscious bias training is required for all hiring managers and staff participating on interview panels.
• All DGACM staff have access to a training entitled "Overcoming Unconscious Bias" on the UNSSC Blue Line platform

(3.0 Baseline - GRL) (GEAP) Is gender-responsive leadership (GRL) training undertaken by senior leadership in your entity?
- Yes

(3.0 Baseline - GRL) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
• At the Director level (D1/D2), participation in the UN Leaders Programme is mandatory.
• In 2024, two senior managers at the Director level (D1/D2)—one male and one female—participated in a "Coaching for Senior Leaders" workshop.
• DGACM has supported female staff, including senior leaders, to attend the "Leadership, Women, and the UN" training programme, which focuses on leadership development from a gender perspective (targeting staff at the P4-P5 level and other highly experienced female leaders preparing for senior leadership roles).
• Unconscious bias training is required for all hiring managers and staff participating on interview panels.
• Supervisors are required to complete courses on Prevention of Sexual Exploitation and Abuse and Preventing Sexual Harassment and Other Prohibited Conduct.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

Performance Indicator:
PI15 Capacity Development

EXCEEDS

15ci. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices.

The following courses are mandatory for all staff:
• I Know Gender: An Introduction to Gender Equality
• Prevention of Sexual Exploitation and Abuse by UN Personnel
• United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct

As of December 2024, completion rates across all DGACM duty stations demonstrate a strong commitment to ensuring staff awareness and compliance:
• 98.98% of staff completed the I Know Gender training.
• 98.16% completed the Prevention of Sexual Exploitation and Abuse by UN Personnel course.
• 98.66% completed the United to Respect course.

Additionally, all supervisors are required to complete the following mandatory courses:
• Prevention of Sexual Exploitation and Abuse by UN Personnel for Managers
• United to Respect for Managers: Preventing Sexual Harassment and Other Prohibited Conduct

Furthermore, all DGACM staff who participate in recruitment panels have completed the UN Secretariat competency-based interviewing course, which includes unconscious bias and gender modules to ensure fair and inclusive hiring practices.

To further integrate gender awareness into DGACM's operations, information on UN gender strategies, mandates, and DGACM's gender work has been incorporated into:
• The SPOT: A self-paced online training tool for language staff, officially launched in April 2020.
• Athena: A repository of instructions for translators and revisers.

In addition to the above, in 2024 the Department organized the following activities:
• Two senior managers at the Director level (D1/D2)—one male and one female—participated in a "Coaching for Senior Leaders" workshop.
• 100 staff members attended the workshop "Optimizing Your Leadership Brain: Using Neuroscience to Help Leaders Create a More Productive and Resilient Workforce." This initiative aimed to develop leadership skills among both current and future leaders/managers, contributing to succession planning efforts.
• A few colleagues completed a course on inclusive writing.
• An external consultant was engaged to deliver seven 1-hour sessions on mindfulness, meditation, and stress reduction in 2024. While these sessions were open to all staff and not designed as gender-specific activities, they are particularly relevant given that, as noted in previous reports, women tend to bear a disproportionate share of parenting and childcare responsibilities, which is why flexible work arrangements are especially beneficial for women. The sessions were predominantly attended by women staff.
• Training sessions on gender-inclusive language, including train-the-trainer ones.
• Three career development workshops for women. The topics were high-stakes conversations; emotional intelligence and personal productivity; and neurostrategies for more self-confidence.

15cii. Senior managers receive tailored training during orientation.

Training is required at all levels and is deeply embedded in DGACM's organizational culture. Senior managers are expected to lead by example, ensuring that gender-related training is both a priority and a shared responsibility. They are required to complete all relevant mandatory courses and actively participate in any additional gender-focused training initiatives organized by DGACM.
In 2024, DGACM reinforced its commitment to gender-responsive leadership by engaging senior managers in key peer learning activities. Notably, the ASG and senior managers contributed to and participated in a peer review with DGC in the

last quarter of 2024.

Over the years, DGACM has actively supported the participation of female staff in the Leadership, Women, and the UN training programme organized by the UN System Staff College (UNSSC) for female UN staff at the P4-P5 level and other highly experienced female leaders preparing for senior leadership roles. In 2024, DGACM nominated three staff members to participate in the spring cohort of the programme. Additionally, in December 2024, the Gender Affairs Coordinator was nominated for the 2025 cohort, further strengthening gender-responsive leadership within DGACM. (See course outline attached.)

The budget for leadership training for D1/D2 levels is administered at DMSPC and DGACM does not control the number of staff members selected to participate in a given year. Due to liquidity constraints, the Secretariat budget for training was reduced in 2024.

Please indicate if the "I Know Gender" course is the mandatory training on GEWE.

- Yes

Does your entity provide tailored trainings to gender focal points (GFP)?

- No

If yes, please briefly describe the outline of the GFP training:

No, DGACM does not currently provide tailored training specifically for Gender Focal Points. However, GFPs engage in gender-related initiatives and participate in broader gender-related training activities organized by the department.

Does your entity provide trainings to technical staff or programmatic staff, e.g., on gender-responsive implementation/programming?

- No

If yes, please briefly describe the outline of the training provided to technical or programmatic staff:

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

VI. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE

Performance Indicator:
PI16 Knowledge and Communication

EXCEEDS

16ci. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared.

In 2024, DGACM actively shared knowledge on gender equality and women's empowerment in a number of ways. The USG referred to the gender parity in his town hall meetings, including one held in November. The USG sent gender-related communications to staff throughout the year. Notably, on 16 December, an email broadcast announced the launch of the DGACM Knowledge Hub, a platform accessible to all DGACM staff, which comprises a dedicated section providing access to gender-related resources. Additionally, all six bimonthly USG messages disseminated to the Department in 2024 featured dedicated updates on DGACM's gender initiatives, including direct links to the UN-SWAP report.

To enhance public knowledge sharing, DGACM updated its website and new articles on gender activities were being drafted. The Gender Equality page, housed under the "What We Do" section, provides easy access to the Department's Gender Action Plan and the gender-inclusive language guidelines and gives access to the most recent UN-SWAP results as well as previous

years. The latest UN-SWAP 2.0 Report Card for DGACM was disseminated to all DGACM Directors. In 2024, DGACM also introduced a "Meet Our Senior Team" page, showcasing its leadership structure, which comprises 14 women and 11 men. This page is available in all six official UN languages.

DGACM continued leveraging internal platforms to ensure accessibility and awareness of gender-related resources. A dedicated iSeek page, titled "DGACM Gender Equality in Action," provided comprehensive resources, including the 2024 Gender Action Plan and links to a gender team page featuring the Gender Focal Points, their alternates and the Gender Affairs Coordinator.

Externally, DGACM's X (formerly Twitter) and Facebook accounts featured gender-focused content, ensuring that gender equality remained a visible and recurring theme. The Department also maintained a strong commitment to gender-inclusive language across all communication materials, including social media posts, ensuring diverse and representative imagery of both women and men.

Gender was mainstreamed in Division work plans, as appropriate, and in communication products and internal knowledge management tools, such as in the self-paced online training tool (The SPOT) and Athena, both developed and maintained by the Documentation Division of DGACM. The Department continued to update UNTERM records as part of its effort to make the terminology database more inclusive, and regular sessions on inclusive language are held for internal staff or as part as outreach activities.
In 2024, there were also informal events where colleagues could meet gender focal points and informally exchange ideas and information on recent developments, ask questions, share practices or simply meet other colleagues interested in gender matters in a relaxed environment.

16cii. Communication plan includes gender equality and women's empowerment as an integral component of internal and public information dissemination.
DGACM strives for gender-inclusive communication and ensures that all communication activities are in line with this principle. The DGACM communication and gender teams work very closely together, and gender is an integral component of the Department's internal and external communication activities. DGACM has strengthened promotion of its gender-related activities on social media, thus making them a more integral part of DGACM external and internal communications. Information and pictures about the gender activities carried out in the Department are posted on DGACM social media accounts regularly. Also, the actions "ensuring gender-inclusive communication" and/or "using gender-inclusive language" have been included as part of the goals in staff members' work plans. DGACM had a communication strategy in place for 2024. The strategy is updated annually. All internal and external DGACM communication products are drafted taking into consideration a gender perspective. This means using gender-inclusive language, as per the Gender-inclusive Language Guidelines co-authored by DGACM and other UN departments, and complying with the recommendations set out in the documents "Tips for gender-sensitive communication for DGACM staff" and the "Checklist for content creators" of the DGC.

16ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women.
In 2024, DGACM remained actively engaged in UN-wide gender networks, contributing to discussions, initiatives, and knowledge-sharing activities to advance gender-related goals across the UN system. DGACM is an active member of the UN Gender Focal Points, UN-SWAP, and IANWGE networks. The Department continued to collaborate with UN Women, particularly through participation in the Gender Focal Points sessions, the Global Meeting for UN Gender Focal Points, and the 2024 UN-SWAP Annual Conference. Additionally, DGACM engaged with DGC through a peer review process and collaborated with other UN entities and colleagues working on gender equality. These exchanges focused on key areas such as the System-wide Strategy on Gender Parity and the gender-inclusive language guidelines project, reinforcing DGACM's commitment to promoting gender equality and fostering inter-agency cooperation.

(3.0 Baseline - High-level reports and/ or briefings) (GEAP) Has a gender perspective been mainstreamed in high-level reports and/ or briefings as relevant, including in UN Secretary-General reports that your entity drafts as appropriate?
- No

(3.0 Baseline - High-level reports and/ or briefings) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?

Gender is not mentioned in the latest Pattern of Conferences report. However, discussions have begun on its inclusion in future reports.

(3.0 Baseline - Lessons learnt) (GEAP) Has your entity captured and shared lessons learnt and best practices on the effectiveness of knowledge management systems and communication channels for promoting gender equality and the empowerment of women?

- Yes

(3.0 Baseline - Lessons learnt) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
The Department integrated lessons learned into its social media planning, ensuring that gender-related content is engaging, accessible, and aligned with UN-wide messaging on gender equality.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

VI. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE
Performance Indicator: **PI17 Coherence**
MEETS

17bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women.
DGACM is an active member of the UN Gender Focal Points, UN-SWAP, and IANWGE networks. In 2024, DGACM participated in most of the meetings and workshops organized by UN Women and other entities on gender-related issues, including the annual meetings of the Gender Focal Points and UN-SWAP networks. The Department collaborates with other focal points across the UN system and beyond through its outreach programme, supporting the implementation of the Gender Equality Strategy by sharing best practices and information, particularly on gender-inclusive language. From October to December 2024, DGACM participated in a UN-SWAP peer review process with DGC.

17bii. Participates in a UN-SWAP peer review process.
In 2024, DGACM conducted a UN-SWAP Peer Review with DGC, a substantive exercise facilitating the exchange of experiences and information between both entities. Four sessions were convened between October and December 2024 to review performance indicators 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, and 17. The peer review process, facilitated by UN Women, was attended by the respective gender teams, business owners, and senior managers, including the Assistant Secretary-General for DGACM and the Chief of Office for DGC, underscoring both departments' commitment to gender equality and the empowerment of women. At the time of drafting this report, the peer review outcome document is in progress and will be included in the 2025 UN-SWAP report.

(3.0 Baseline - Inter-agency coordination mechanisms) Has your entity effectively mainstreamed or contributed to mainstream a gender perspective into inter-agency coordination mechanisms?

- Yes

(3.0 Baseline - Inter-agency coordination mechanisms) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?

DGACM actively contributed to inter-agency coordination mechanisms by integrating a gender perspective across its collaborations, networks, and initiatives. As an active member of the UN Gender Focal Points, UN-SWAP, and IANWGE networks, as well as the International Gender Champions Leadership Network, DGACM engaged in key discussions and initiatives aimed at advancing gender equality across the UN system.

New PI - Stakeholder Engagement (3.0 Baseline - Consultation with civil society organizations and associations) (GEAP) Does your entity regularly consult through established consultation system/ organizations or associations that promote gender equality and/or the rights and empowerment of women and girls to inform relevant programming and/or inter-governmental processes?
- No

New PI - Stakeholder Engagement (3.0 Baseline - Consultation with civil society organizations and associations) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
DGACM, as a support department, does not have a mandate to consult to inform relevant programming and/or inter-governmental processes.

New PI - Stakeholder Engagement (3.0 Baseline - Meaningful participation of civil society organizations and associations) (GEAP) Does your entity engage regularly with organizations or associations that promote gender equality and/or the rights and empowerment of women and girls for their meaningful participation in activities led and/or supported by UN entities?
- No

New PI - Stakeholder Engagement (3.0 Baseline - Meaningful participation of civil society organizations and associations) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
DGACM, as a support department, does not have a mandate to engage with organizations or associations.

New PI - Stakeholder Engagement (3.0 Baseline - Enabling economic opportunities) (GEAP) Does your entity contribute to enabling economic opportunities for women and girls and/or supporting access to financing?
- No

New PI - Stakeholder Engagement (3.0 Baseline - Enabling economic opportunities) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
DGACM, as a support department, does not have a mandate to contribute to enabling economic opportunities for women and girls.

New PI - Stakeholder Engagement (3.0 Baseline - Private sector and/or philanthropy) (GEAP) Does your entity build and maintain strategic partnerships with the private sector and/or philanthropy for gender equality and the empowerment of women and girls?
- No

New PI - Stakeholder Engagement (3.0 Baseline - Private sector and/or philanthropy) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?
DGACM, as a support department, does not have a mandate to build and maintain strategic partnerships with the private sector and/or philanthropy.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

VIII. Department for General Assembly and Conference Management ACTION PLAN 2024

PI1 **Strategic Planning Gender-Related SDG Results** NOT APPLICABLE	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	N/A
	Use of Funds	N/A
	Timeline	N/A

PI2 **Reporting on Gender-Related SDG Results** NOT APPLICABLE	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	N/A
	Use of Funds	N/A
	Timeline	N/A

PI3 **Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan** NOT APPLICABLE	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	N/A
	Use of Funds	N/A
	Timeline	N/A

PI4 **Evaluation** APPROACHING	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A

PI5 Audit EXCEEDS	Action Plan	N/A
	Responsible For follow up	OIOS
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A

PI6 Policy EXCEEDS	Action Plan	In 2025, DGACM will implement a new gender action plan in order to continue its work on gender equality and women's empowerment while promoting accountability.
	Responsible For follow up	Gender Affairs Coordinator
	Resources Required	0
	Use of Funds	N/A
	Timeline	2025

PI7 Leadership EXCEEDS	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A

PI8 Gender-responsive performance management MEETS	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A

	Action Plan	N/A

PI9 Financial Resource Tracking NOT APPLICABLE	Responsible For follow up	N/A
	Resources Required	N/A
	Use of Funds	N/A
	Timeline	N/A

PI10 Financial Resource Allocation NOT APPLICABLE	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	N/A
	Use of Funds	N/A
	Timeline	N/A

PI11 Gender Architecture MEETS	Action Plan	In addition to the human resources already supporting gender-related activities, the Department will explore the possibility of allocating dedicated funds or identifying existing gender expertise within the UN system for gender-related training and networking initiatives in 2025, if the financial situation allows it.
	Responsible For follow up	Gender Focal Points and Gender Affairs Coordinator
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A

PI12 Equal representation of women MEETS	Action Plan	Monitor progress to achieve parity at the D-1 level.
	Responsible For follow up	N/A
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A

PI13 Organizational culture NOT APPLICABLE	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A

PI14 Capacity Assessment EXCEEDS	Action Plan	Capacity assessment
	Responsible For follow up	DGACM gender team
	Resources Required	0
	Use of Funds	N/A
	Timeline	2025-2026

PI15 Capacity Development EXCEEDS	Action Plan	In 2025, the Department will continue to follow up on mandatory training completion and remains committed to nominating other female staff for the "Leadership, Women and the UN" training programme.
	Responsible For follow up	DGACM gender team
	Resources Required	0
	Use of Funds	N/A
	Timeline	2025

PI16 Knowledge and Communication EXCEEDS	Action Plan	Continue to update the gender content on the DGACM website, the iSeek page and the Knowledge Hub.
	Responsible For follow up	DGACM gender team
	Resources Required	0
	Use of Funds	N/A
	Timeline	2025

	PI17 Coherence **MEETS**	**Action Plan**	N/A
		Responsible For follow up	N/A
		Resources Required	0
		Use of Funds	N/A
		Timeline	N/A

IX.   SUPPORTING DOCUMENTATION

PI1 Strategic Planning Gender-Related SDG Results

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

NOT APPLICABLE

Category	Documents
Strategic Plan/Strategic Framework or equivalent	[1. Proposed programme budget for 2024](#)

PI2 Reporting on Gender-Related SDG Results

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

NOT APPLICABLE

Category	Documents
	No documents uploaded

PI3 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

NOT APPLICABLE

Category	Documents
	No documents uploaded

PI4 Evaluation

GENDER-RELATED SDG RESULTS / OVERSIGHT

APPROACHING	
Category	**Documents**
Evaluation Terms of Reference	02. DGACM 2022 Evaluation Policy - 14-07-2022
Other	03. 2024 DGACM global evaluation on publishing & distribution (20-12-2024 initialed)
Completed UN-SWAP Evaluation Scorecard	04. UN-SWAP Eval Performance Indicator Scorecard Publishing and distribution

PI5 Audit

GENDER-RELATED SDG RESULTS / OVERSIGHT

EXCEEDS	
Category	**Documents**
	No documents uploaded

PI6 Policy

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

EXCEEDS	
Category	**Documents**
Senior level accountability mechanism	05. USG's Compact_2024_DGACM_signed
Action/ Implementation Plan	06. DGACM Action Plan on Gender Equality for 2024_30 April 2024
Other	07. Interview panel guidelines 2021
Other	08. Gender statistics Dec-2024
Other	09. Examples of updated UNTERM records

PI7 Leadership

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
EXCEEDS	
Category	**Documents**
Other	10. Gender statistics Dec-2024
Other	11. USG's Compact_2024_DGACM_signed
All staff emails from senior management	12. Gender in the USG's 2024 bimonthly messages
All staff emails from senior management	13. USG end of year message 2024
Other	14. DGACM witness list for ACABQ - 29 May 2024
Other	15. DGACM witness list for CPC64 - 24 May 2024
Other	16. DGACM witness list for Fifth Committee - 24 October 2024
Meeting/Workshop agendas	17. Agendas - MC and SMG
Other	18. Movses Abelian International Gender Champion
Other	18a. SG-Letter-on-Liquidity-Crisis 2024

PI8 Gender-responsive performance management

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
MEETS	
Category	**Documents**
Core values and competencies	19. Job opening P5 217918
Core values and competencies	20. Job opening P5 244564
Performance management document	21. Mandatory training status-31.12.2024
Core values and competencies	22. CBI_Template_JO_244564_522025192941

PI9 Financial Resource Tracking

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

NOT APPLICABLE

Category	Documents
	No documents uploaded

PI10 Financial Resource Allocation

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

NOT APPLICABLE

Category	Documents
	No documents uploaded

PI11 Gender Architecture

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

MEETS

Category	Documents
Focal Point Terms of Reference	23. ToR gender FPs
Gender Policy/Plan/Strategy	24. DGACM Action Plan on Gender Equality for 2024_30 April 2024
Other	25. Mandatory training status-31.12.2024

PI12 Equal representation of women

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

MEETS

Category	Documents
Other	26a. SG-Letter-on-Liquidity-Crisis 2024
Gender Parity Statistics	26. Gender statistics Dec-2024

PI13 Organizational culture

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

MEETS

Category	Documents
Prevention of discrimination and harassment policy	36. Addressing discrimination and harassment
Prevention of discrimination and harassment policy	37. Unsatisfactory conduct
Prevention of discrimination and harassment policy	35. Victim-centred Approach to Sexual Harassment
Prevention of discrimination and harassment policy	34. Putting Ethics to Work
Prevention of discrimination and harassment policy	33. Protection against retaliation
Flexible Work Arrangement Policy	32. A_RES_65_255
Flexible Work Arrangement Policy	31. A_RES_65_247
Other	30. Mental Health and Well-being Strategy
Leave Policy	29. Family leave, maternity leave and paternity leave
Other	28. Policy on breastfeeding
Leave Policy	27. Parental Leave and Family Leave

PI14 Capacity Assessment		
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY		
EXCEEDS		
Category	**Documents**	
Capacity Development Plan	38. DGACM Action Plan on Gender Equality for 2024_30 April 2024	
Other	38a. Gender-SMART goal 2024-2025 - April 2024	

PI15 Capacity Development

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

EXCEEDS	
Category	**Documents**
Tracking/monitoring document	39. Mandatory training status-31.12.2024
Training module	40. Athena Knowledge Hub - Gender
Training module	39a. Leadership Women and the UN_Cohort I Africa Americas Europe time zone 2024

PI16 Knowledge and Communication

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE

EXCEEDS	
Category	**Documents**
Knowledge product	41. Athena Knowledge Hub - Gender
Screenshots of intranet or website with URL references	42. Extracts from the departmental web page
Other	49. Extracts from DGACM social media
Screenshots of intranet or website with URL references	48. Extracts from the Meet our Senior Team page
Screenshots of intranet or website with URL references	47. Examples of updated UNTERM records
Knowledge product	46. TIPS FOR GENDER-SENSITIVE COMMUNICATION IN DGACM
Other	45. USG end of year message 2024
Other	44. Gender in the USG's 2024 bimonthly messages
Screenshots of intranet or website with URL references	43. Extracts from the departmental iSeek page

PI17 Coherence

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE

MEETS

Category	Documents
Peer Review report	53. Peer Review_meeting 4
Peer Review report	52. Peer Review_meeting 3
Peer Review report	51. Peer Review_meeting 2
Peer Review report	50. Peer Review_meeting 1

UN-SWAP 2.0

ACCOUNTABILITY FRAMEWORK FOR MAINSTREAMING GENDER EQUALITY

AND THE EMPOWERMENT OF WOMEN IN UNITED NATIONS ENTITIES

FOR MORE INFORMATION ON THE UN-SWAP

PLEASE VISIT

https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability

UNITED NATIONS SYSTEM COORDINATION DIVISION, UN WOMEN

UNSWAP.Helpdesk@unwomen.org