

Department for General Assembly and Conference Management

DGACM

2021 UN-SWAP 2.0

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

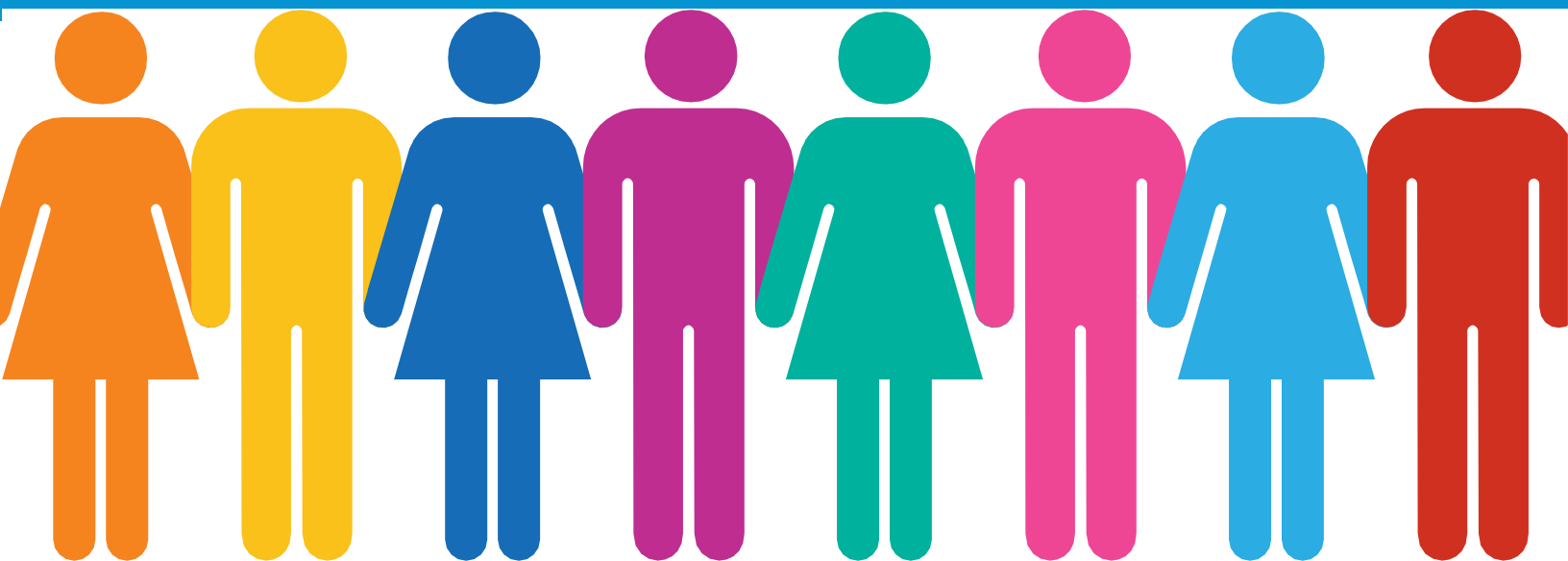


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I. BACKGROUND

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 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.

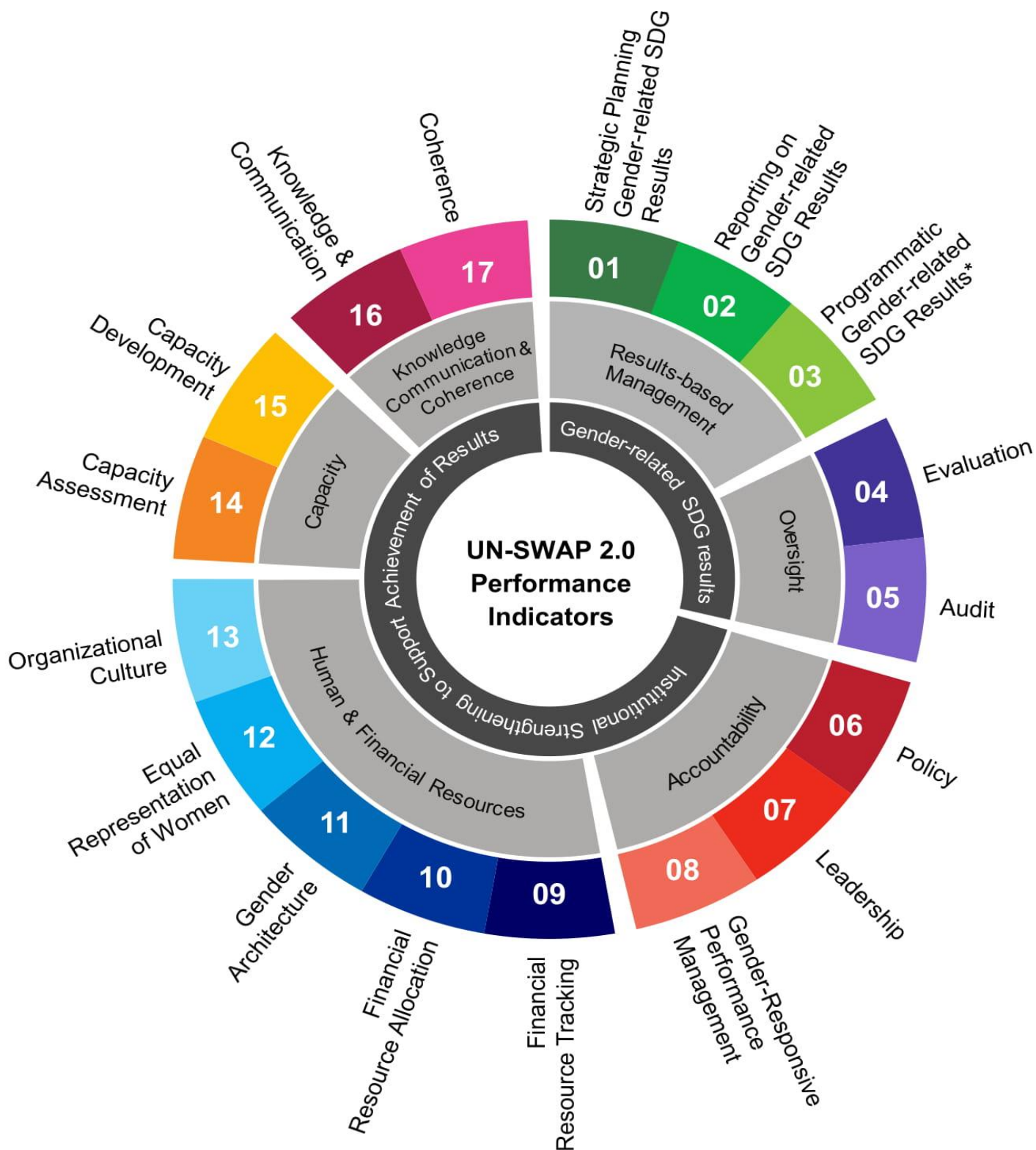
III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING

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

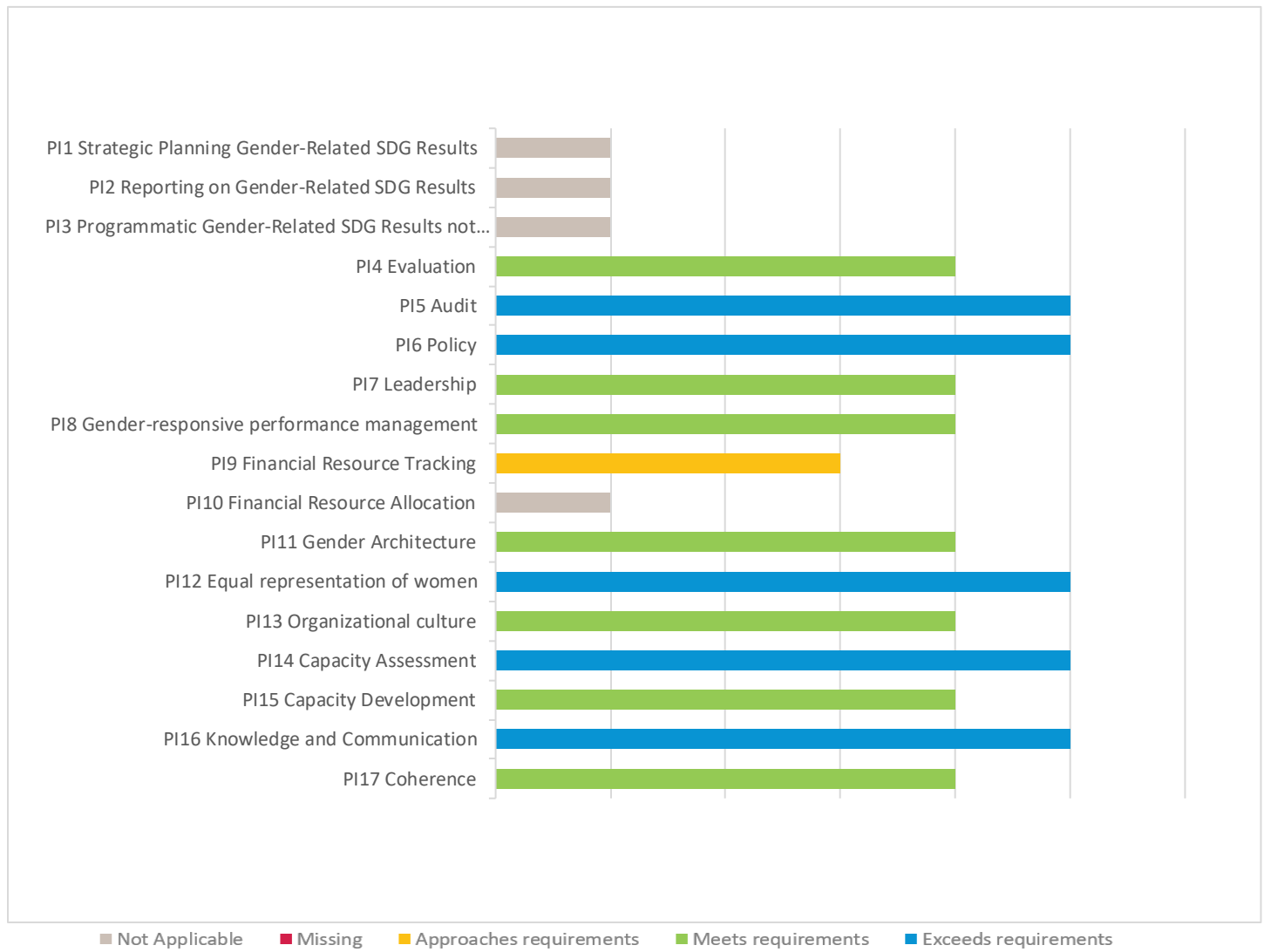
Planning for UN-SWAP reporting starts at the beginning of the year and continues throughout the year. Data for UN-SWAP reporting is collected year-round by the Gender Affairs Coordinator and the Special Assistant to the Under-Secretary-General. The report is drafted by the Gender Affairs Coordinator and then submitted for review and approval by the Department's Focal Points for Women. It is then reviewed, approved and cleared by the Office of the Under-Secretary-General. The Gender Affairs Coordinator then finalizes the report, submits it for a second review if needed, or consults as needed, and submits it to UN-Women.

V. THE UN-SWAP 2.0 PERFORMANCE INDICATOR FRAMEWORK



*not directly captured in the Strategic Plan

VI. DGACM 2021 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT



VII. DGACM 2021 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 the Department for General Assembly and Conference Management (DGACM) in 2021 is the Proposed programme budget for 2021 (Section 2: General Assembly and Economic and Social Council affairs and conference management) contained in document A/75/6 (Sect. 2). This strategic framework does not include any high-level result (expected accomplishment or equivalent) on gender parity because staffing policy is dealt with at the Secretariat level. Therefore, in accordance with Annex I of the 2021 technical guidance, this indicator is not applicable.

Specific SDG target(s) and indicators to which result contributes

UN system-wide contributions to support the achievement of gender equality and the empowerment of women and girls in the context of the SDGs.

COVID-19 crisis, response and recovery.

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 2021 technical guidance, this indicator is not applicable.

For approaching requirements, please select which requirement the entity fulfills:

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

- Other

Please provide any further details:

N/A

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

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".

Specific SDG target(s) and indicators to which result contributes

UN system-wide contributions to support the achievement of gender equality and the empowerment of women and girls in the context of the SDGs.

COVID-19 crisis, response and recovery.

II. GENDER-RELATED SDG RESULTS / OVERSIGHT



Performance Indicator:

PI4 Evaluation

MEETS

4bi. Meets the UNEG gender equality - related norms and standards.

DGACM has an Evaluation, Analysis and Monitoring Unit (EAMU) in the Central Planning and Coordination Division (CPCD). DGACM has an Evaluation Policy which provides the framework for planning and conducting self-evaluations in DGACM, 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 in accordance with 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. 5 of the Policy.) The Policy also complies with the screening criteria established by the Office of Internal Oversight Services (OIOS) for quality assurance (para. 28). In 2021, EAMU conducted two evaluations: one local evaluation which was on editorial productivity and one global evaluation covering the four duty stations which was on text processing and desktop publishing.

4bii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of the evaluation.

Both evaluations conducted in 2021 met UNEG requirements. See above for further information.

What modality was used for the assessment?

- Self-assessment

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery



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

The Office of Internal Oversight Services (OIOS) has oversight responsibilities for the Secretariat's departments and offices. As part of its annual risk assessment and work planning exercise, OIOS/IAD consults gender focal points to identify and assess gender equality-related risks that could threaten achievement of the Organization's gender equality strategic and business objectives. Based on these discussions, OIOS may include standalone audit assignments in its annual work plan. Also, in the planning phase of audits/advisories, OIOS/IAD, based on its risk assessment, may consider areas where gender equality and the empowerment of women should be included as part of the engagement to determine whether entities have mainstreamed a gender perspective into their programme of work.

Reports of the audit work done are published on the OIOS website and extracts are included in OIOS Annual Reports that are systematically presented to the General Assembly. The 2020/2021 annual report ([https://undocs.org/en/A/76/281\(PartI\)](https://undocs.org/en/A/76/281(PartI))) contained the following recommendations:

1. In the audit of the Automated System for Customs Data programme (2020/013), OIOS noted that, project management guidelines on mainstreaming gender, human rights and environmental considerations also needed strengthening, and the evaluation policy for the programme was not consistently applied. The Conference has initiated action to implement the OIOS recommendations.
2. Audits of country operations showed the need for further and continuous improvement in the areas of: (a) prevention and response to sexual and gender-based violence; (b) registration and refugee status determination; (c) strategic planning and resource allocation to meet increasing needs in a resource-constrained environment; (d) implementing partner capacity-building; and (e) emergency preparedness.
3. In its audit of implementing partners at the United Nations Office on Drugs and Crime field office in Colombia (2020/024), OIOS noted that several initiatives had been implemented to strengthen the operational and policy framework on partners used by the office. However, local practices and guidelines adopted in the selection and management of partners were not always accurately documented and endorsed by UNODC headquarters to ensure consistency in their application. In line with the UNODC Framework for Engagement of External Parties, additional guidance was also needed on mainstreaming gender and human rights issues in the selection and management of partners. Both issues have been addressed by UNODC and the corresponding recommendations have been fully implemented.

Furthermore, relevant Secretariat managers receive a copy of OIOS/IAD audit and advisory reports and are also periodically kept apprised of the status of implementation of recommendations, including those related to gender equality.

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 2021, OIOS conducted two audits on GEEW namely, audit of gender mainstreaming and responsiveness in UNSOS and UNSOM and audit of the implementation of the women, peace and security agenda in selected offices. The former was finalised and a report issued whilst the latter was at the end of the fieldwork at the time of reporting. In addition to the two targeted GEEW audits, OIOS/ IAD conducted 40 audits covering gender equality and the empowerment of woman of which seven reports contained gender focused recommendations. The reports which are published on the OIOS website are as follows:

1. Audit of quick impact projects in the United Nations in the Republic of South Sudan
2. Audit of the United Nations environment Programme Secretariat of the Convention on International Trade in Endangered Species
3. Audit of the United Nations Environment Programme secretariat for the Multilateral Fund for the Implementation of the Montreal Protocol
4. Audit of mainstreaming of Sustainable Development Goals and COVID-19 response into the programme of the work of the

Economic Commission for Europe

5. Audit of financing for development activities in the Department of Economic and Social Affairs

6. Audit of the Automated System for Customs Data programme at the United Nations Conference on Trade and Development

7. Audit of gender mainstreaming and responsiveness in UNSOS and UNSOM

The reports recommended to: allocate resources of quick impact project funds to projects that support gender equality; establish mechanisms to ensure full compliance with donor agreements including mainstreaming of gender in project implementation; enhance the performance indicators that measure the achievement of the outcomes of gender mainstreaming activities; timely track and monitor the implementation of recommendations related to the achievement of the Sustainable Development Goals; collect disaggregated data on dimensions such as gender; develop a plan with targets and specific actions to improve gender balance of staff in the ASYCUDA programme; develop Mission specific gender strategies; establish and implement adequate procedures to monitor and report on gender-related activities; ensure gender goals were included in staff work plans; report on gender parity and monitor progress of and achievement of gender parity goals; conduct training needs analysis to identify gender capacity gaps; and ensure established measures to hold staff accountable for non-completion of mandatory training were enforced.

Additionally:

- Audit resources dedicated to gender equality are captured by OIOS/IAD in its audit management system. The aim is to monitor the effectiveness of OIOS/IAD strategy in this area and learn lessons to further develop audit plans and programmes in future years to enhance its audit focus on gender equality.
- OIOS/IAD has progressed in developing standard audit checklists to guide its audit teams in ensuring areas related to gender equality and the empowerment of women are systematically reviewed in relevant audits and advisories. The bulk of this work was done in 2021, through the establishment of a Gender Working Group tasked with the responsibility of developing and collating standards.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

- For those assignments completed in the period, areas related to gender equality was not impacted and fully covered as intended. However, in developing the overall OIOS/IAD annual work plan for 2021, IAD did not fully consider the impact of the pandemic on its work. Therefore, some of the planned assignments (where gender equality and the empowerment of women would be considered as part of an assignment) were delayed and will be completed in future years.

III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY



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 has implemented Action Plans on GEEW since 2016 with strong support from the Department's senior management. In 2021, DGACM carried out the activities and adopted the measures set out in its 2021 Action Plan on GEEW, which is aligned with the System-wide Strategy on Gender Parity (Gender Strategy), as follows: (1) Representation of women was monitored through the inclusion of sex-disaggregated statistics in the human resources monthly report prepared for senior management. For example, in the Documentation Division, which is the largest Division in the Department, the composition of the team is taken into consideration when sending a recommendation for recruitment to the Executive Office. (2) The 2021 Compact of the Under-Secretary-General (USG) with the Secretary-General included the commitment to reach the specific, time-bound targets for reaching parity at each internationally recruited staff level. (3) All staff with supervisory/hiring

responsibility, including senior managers, included a gender-SMART goal in their work plans and an assessment of their performance in this area in the performance appraisal (more information under 6cii). (4) For staff with no supervisory role, gender-SMART goals or gender-related actions included in 2021/2022 work plans of staff were reviewed in conversations with First Reporting Officers and Second Reporting Officers as part of performance appraisals and new goals or actions were included in their 2022/2023 work plans. (5) 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 are meant to standardize and introduce best practices across all offices and duty stations in DGACM in the constitution of assessment panels. The guidelines provide the following: "When selecting the panel, gender and geography must be given due consideration. There must be at least 1 man and 1 woman on the panel, regardless of the gender of the candidates being interviewed." 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 (OHR). Recruitment panel members in DGACM are strongly encouraged to take training on unconscious/implicit bias and a session on that subject was organized in 2021 (see below). (6) The Department promoted the use of gender-inclusive language in the UN system and in DGACM products; (7) DGACM social media accounts were used throughout the year to champion gender equality. For example, Twitter and Facebook posts on International Women's Day on 8 March and on International Day for the Elimination of Violence against Women; (8) 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. A number of UNTERM records on gender were updated by different services, as part of a Division-level effort to make the terminology database more inclusive. Guidance on how to render summary records in a more gender-inclusive way has been drafted and is under review. (9) 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 launched in April 2020 by the Documentation Division of DGACM (see PI 15). (10) Staff members were kept informed of gender-related activities through the bimonthly messages from the USG and a dedicated iSeek page (see PI 7 and 16). (11) Communication products including social media posts use gender-inclusive language and the social media focal points ensure that photos/illustrations are diverse and represent both women and men. (12) The female talent pipeline was strengthened by providing virtual mentoring and training opportunities. The activities included a virtual panel discussion on "Women and leadership: Opportunities for women in the post-pandemic workplace" (over 100 participants) and a virtual women's speed mentoring event (around 40 participants) (see PI7 on leadership and PI 15 on capacity development). The ASG of DGACM and an Ambassador and Senior Adviser to the President of the General Assembly on Gender Issues were the panelists for the one-hour panel discussion, and the ASG was also present during the group session for the women's speed mentoring, where she delivered opening remarks. In addition, a session on implicit bias was organized as well as another on bystander intervention in the workplace. Both of those virtual sessions were attended by over 100 participants. All these training activities were organized as part of the Department's implementation of its 2021 Gender Action Plan (see also PI 7 and 15).

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 ("expected accomplishment") 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 2021, gender-SMART goals were included in managers' work plans. The goal for senior managers sets out a number of actions aimed at supporting the Gender Strategy, such as 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-inclusive; striving for a balanced representation of women and men at internal and external events, conference-servicing missions and other representative functions, and in internal and external information materials and products; mainstreaming a gender perspective in policies, procedures, work methods and related manuals; using gender-inclusive language; and providing women and men with equal opportunities to assume supervisory responsibilities. 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 2022.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY



Performance Indicator:
PI7 Leadership

MEETS

7b. Senior managers internally and publicly champion gender equality and the empowerment of women.

The USG, ASG and the Department's team of Directors continue to articulate, and consistently demonstrate, a vision on gender equality and to advocate on GEEW in many ways. For instance, in 2021, there were 9 Senior Management Group (SMG) meetings of which 2 had gender/women on the agenda. The SMG is chaired by the Secretary-General and the meetings are attended by the USG. At the meeting held on 3 February 2021, the agenda included "Sexual exploitation and abuse, sexual harassment, abuse of authority and similar forms of misconduct (DESA)". At the meeting held on 3 March 2021, the agenda included "Update on gender parity and geographical distribution (DMSPC and DOS)". The USG also participates in the Management Committee meetings, in some of which the gender parity strategy and the prevention of workplace sexual harassment were discussed in 2021, including in the meetings held on 13 January, 14 July and 15 September 2021. In addition, the USG drew attention to gender issues in his opening remarks made at the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP) conference held on 11 June 2021. The ASG delivered the opening remarks during a virtual women's speed mentoring event and participated as a panelist in a panel discussion that was organized on the subject of "Women in leadership: Opportunities for women in the post-pandemic workplace" (see PI 6).

Accountability mechanisms related to gender parity are enforced and DGACM has reached gender parity at all levels including D2. In 2021, 3 out of 5 Directors are women (60%) for the Department in New York. The USG is held accountable on reaching gender parity as per his Compact and other senior managers as per the gender-smart goals in their work plans. The expected accomplishment under the USG Compact for 2021 is that "measures are taken towards the attainment of gender parity as per Phase 1 of the United Nations System-wide Gender Parity Strategy."

Gender issues continued to be discussed in senior management team meetings in the context of the pandemic and the heavy burden it is placing on the shoulders on caregivers, who are often women. The ASG of DGACM participated as a panelist in an interactive panel discussion held for all female staff in DGACM in November 2021 and raised the profile of women's issues by making the opening remarks at a women's speed mentoring event held in December 2021.

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's 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 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 has remained at 18 in 2021, comprising 11 women and 7 men, a slight change from 2020 where there were 12 women and 6 men fulfilling this role. In addition, for the informal meetings with the Fifth Committee, ACABQ and CPC on the DGACM 2022 budget, the USG ensured that the list of witnesses remained gender-balanced (30 female witnesses in total, 25 male witnesses in total). Lastly, DGACM provides the Secretaries of four of the Main Committees of the General Assembly. Of these, three are women.

The USG has been an International Gender Champion since March 2019. For 2021, his commitments were the following: "Promote an enabling work environment during the pandemic by encouraging managers to exercise maximum flexibility with staff members who have caregiving responsibilities or are affected by other unforeseen personal circumstances" and "Ensure that the Department continues to raise awareness of the importance of using gender-inclusive language across the six official United Nations

languages, both within the Department and with other Departments in the UN Secretariat”.

Advocates for gender equality and the empowerment of women in at least two of the following areas:

- Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women
- Promote equal representation of women in delegations to Governing Bodies, assemblies and/or intergovernmental fora

Please elaborate your selection below.

The USG, and senior management in general, advocate for GEEW in many different ways. For instance, the USG takes part in the Management Committee meetings, in some of which the gender parity strategy and the prevention of workplace sexual harassment were discussed in 2021, including in the meetings held on 13 January, 14 July and 15 September 2021. The USG also drew attention to gender issues in his opening remarks made at the IAMLADP conference held on 11 June 2021. 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 has remained at 18 in 2021, comprising 11 women and 7 men, a slight change from 2020 where there were 12 women and 6 men fulfilling this role. In addition, for the informal meetings with the Fifth Committee, ACABQ and CPC on the DGACM 2022 budget, the USG ensured that the list of witnesses remained gender-balanced.

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.

DGACM has reached parity at all levels since 2019.

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 2021 DGACM increased its human resources dedicated to gender. Whereas in 2020, the Gender Affairs Coordinator dedicated only 25% of her time to gender, in 2021 this was increased to 50%. In addition a G-5 staff member joined the DGACM gender team in 2021.

Has the entity’s work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

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.

The UN Secretariat has a Performance Management and Development framework that is designed to provide an objective, fair and equitable evaluation of the performance of each staff, and foster a culture of regular feedback. Gender equality is critical to the performance and effectiveness of the UN Secretariat, and it is mainstreamed throughout the performance management process.

The new UN Values and Behaviours Framework informs human resources processes, such as workforce planning, recruitment, learning and performance management.

The framework applies to all staff, managers, and senior leaders. Gender equality is reflected in the framework under the values of 'Inclusion' and 'Integrity.' Staff are expected to "Uphold the commitments of the United Nations to fairness, equality, respect for diversity, gender equity, anti-racism and multilingualism in creating an enabling working environment for all." They are also to "Act ethically, demonstrating the standards of conduct of the United Nations....," including ensuring zero tolerance for sexual exploitation and abuse, harassment, and sexual harassment.

Gender is also reflected under the following two behaviours: 'analyse and plan' and 'connect and collaborate.' All Staff are required to "Disaggregate and analyse data, for instance by gender, ethnicity and age, to deepen understanding and inform decision-making." Senior Leaders are to "take an integrated approach, building partnerships with a broad and diverse range of stakeholders across organizational, sectoral, political, gender, generational, cultural, socioeconomic and other boundaries."

The Senior Managers' Compact for 2021 includes an objective on gender parity with the following performance measure: Progress towards achieving the goal of gender parity at each internationally recruited staff level (FS, P-1 to D-1) making optimum use of vacancies filled during the reporting period."

The Compact also includes a requirement to implement the Organization's zero-tolerance policy on sexual exploitation and abuse as set out in "Preventing sexual exploitation and abuse" (ST/SGB/2003/13); Sexual harassment: promoting a culture free from all forms of harassment and rapidly responding to all such reports as set out in "Addressing discrimination, harassment, including sexual harassment, and abuse of authority" (ST/SGB/2019/8).

The United Nations system leadership framework calls on all personnel, in particular senior leaders, to be inclusive by working to maximize geographic diversity and to achieve gender parity within the United Nations system, while maintaining the highest standards of competence and integrity.

Staff development is a key component of the performance evaluation process. All UN Secretariat personnel are required to complete specific mandatory learning courses including two directly related to gender. The goal of the course 'I Know Gender' is to develop and/or strengthen awareness and understanding of gender equality and women's empowerment.

The mandatory course 'Prevention of Sexual Harassment and Abuse by United Nations Personnel – Working Harmoniously' seeks to support personnel to understand one's role in creating a harmonious workplace and be clear on the behaviours that are prohibited in the UN: abuse of authority, harassment (including sexual harassment) and discrimination.

The Secretary-General has instituted an annual award which seeks to recognize staff for their achievements in various areas. In 2021, the Awards included a category on Diversity and Inclusion, recognizing an individual or a team for contributing to an organizational culture promoting diversity and inclusion, <https://iseek.un.org/article/secretary-general-award-category-promoting-diversity-inclusion%20>

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

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



Performance Indicator:
P19 Financial Resource Tracking

APPROACHING

9a. Working towards a financial resource tracking mechanism to quantify disbursement of funds that promote gender equality and women's empowerment.

Rating is in accordance with the technical guidance (annex 1): "As a gender marker system is currently being rolled out in Umoja, and the configuration of this system is not yet finalized, entities should report "approaching requirements" for this performance indicator."

Which type of scale is being used?

In which areas or budget sources does the entity apply the Gender equality markers?

The gender marker system is used for...

In which ERP is the gender marker system embedded?

Has there been guidance and training on the use of gender markers in the entity in the reporting year?

Which department is in charge of quality assurance of gender markers in the entity?

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

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 the technical guidance.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

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 2021, the Department had 2 focal points for women, at the D-2 level and D-1 level, and 2 alternates, at the P-5 level. Their written terms of reference are contained in ST/SGB/2008/12. In addition to this, a Gender Affairs Coordinator at the P-4 level provided substantive and operational support to the focal points and the Department. Whereas in 2020 the Coordinator was assigned to this function for only 25 per cent of her time, in 2021 this was increased to 50 per cent of her time. This increase in gender human resources enabled more gender training and gender activities to be organized in 2021 than in 2020 (see PI

15). A male D-2 is also part of the gender team, as well as a male G-5. This brings an additional perspective to the team and demonstrates commitment at the highest levels with gender equality and the empowerment of women. The members of the gender team represent all Divisions in the Department as well as the Office of the USG, thus providing an overall vision of opportunities for action in terms of gender mainstreaming, gender equality and the empowerment of women, and strengthening communication with all staff members.

DGACM also relied on a pool of staff that contributed 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 German or contributing to this project in other ways; 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 in a number of events and by championing gender in various ways, as detailed under PI 15 and PI 7 on leadership.

11bii. Gender department/unit is fully resourced according to the entity mandate.

The DGACM gender unit is fully resourced according to the mandate and needs. There is a full-time G-5 staff member in the unit and a P-4 Gender Affairs and Knowledge Management Coordinator. In addition, there are two gender focal points (a D-2 and a D-1) and two alternates (P-5), as well as a male D-2. The unit is very adequately resourced to implement the DGACM Gender Action Plan. Given the successful implementation of parity in DGACM, the gender unit does not need to be dedicated to gender full-time. As a result, the DGACM Gender Affairs and Knowledge Management Coordinator, aside from coordinating gender matters for the whole of DGACM, is also responsible for training in the Documentation Division.

Total number of entity staff

817

Total cost of all entity staff:

141818003

Total number of staff in the gender unit:

2

Total staff cost of gender unit

282600

Does the gender unit address GEWE issues only?

- No

If not, please describe what other cross-cutting issues:

The Gender Affairs and Knowledge Management Coordinator is responsible for coordinating and organizing all gender affairs activities and initiatives implemented to fulfil the Department's Gender Action Plan, doing so under the authority of the two Gender Focal Points. However, she is also responsible for organizing training, but only in the Documentation Division.

Where is the gender unit located in the organigram / reporting lines?

The two Gender Focal Points (D-2 and D-1), the alternate gender focal points (P-5), the Gender Affairs and Knowledge Management Coordinator and the G-5 male staff member are located in different Divisions of the Department. This structure enables the team to ensure that the DGACM Gender Action Plan is implemented in all Divisions of the Department. The G-5 male staff member reports to the Gender Affairs and Knowledge Management Coordinator (P-4) and she, in turn, reports to the D-2 Gender Focal Point. Both the Office of the Under-Secretary-General and the Executive Office 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.

Where is the gender parity function located?

See above.

Total number of gender advisors/specialists (not part of the gender unit)

1

Total cost of dedicated gender advisors (not part of the gender unit)

282200

Total number of gender focal points

2

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

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



Performance Indicator:
PI12 Equal representation of women

EXCEEDS

12c. The entity has reached the equal representation of women for General Service staff and all professional levels, including the senior most levels of representation in Field Offices, Committees, Advisory Bodies and Funds linked to the entity irrespective of budgetary source.

According to the gender parity methodology that was established for the implementation of the System-wide Gender Parity Strategy, as at 31 December 2021, in DGACM New York gender parity had been reached at all levels as follows: D-2 (60% female), D-1 (62%), P-5 (50%), P-4 (57%), P-3 (57%), P-2 (100%), and General Service (55%). It is worth highlighting that parity has been reached in senior posts (P-5 to D-2) in DGACM New York (57%) and in DGACM overall (61%). The D-1 Chief of the German Translation Section (GTS) is female. She took up the post in March 2020 and is only the second woman to hold this position in the history of the Section out of a total of six Chiefs. Continued efforts are also made to ensure a balanced representation of women and men in external activities and other representative functions, for example in the framework of outreach programmes offered to universities. Across Divisions in the Department, female staff are assigned to positions with supervisory and outward-facing roles such as Training Officers, Programming Officers, Secretaries of intergovernmental bodies and Officers-in-Charge. A very significant accomplishment in 2021 was the hiring of three female developers (contractors) for the gText programme. Before the hire of these three women there had never been any women working in software development. This shows significant progress in mainstreaming gender considerations across the work of technological teams and their programmes, which was one of the recommendations for improvement made by UN-Women.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**Gender parity data by level**

	Female	Male
P1	0	0
P2	5	0
P3	92	70
P4	126	93

P5	59	58
D1	8	5
D2	3	2
ASG	1	0
USG	0	1

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



Performance Indicator:
PI13 Organizational culture

MEETS

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

In 2021 DGACM complied with all the requirements under this performance indicator as follows:

- United Nations rules and regulations on ethical behaviour are enforced and staff are required to complete mandatory ethics training, with zero tolerance for unethical behaviour. The OUSG oversees the Leadership Dialogue every year which is mandatory and is facilitated by the Ethics Office. DGACM staff members are also required to take a mandatory ethics course available on Inspira entitled “Prevention of Sexual Harassment and Abuse by United Nations Personnel - Working Harmoniously.”

- DGACM implements policies for the prevention of discrimination and harassment, including special measures for protection from sexual exploitation and sexual abuse, abuse of authority, administration of justice, conflict resolution and protection against retaliation. If the USG receives a letter from a staff member requesting an investigation under ST/SGB/2019/8, then action is taken if warranted in conjunction with the EO, OHR and OIOS as needed. As these cases are of a confidential nature, statistics cannot be shared.

- DGACM implements, promotes and tracks facilitative policies for maternity, paternity, adoption, family and emergency leave, breastfeeding and childcare, and policies related to work-life balance, which all come under ST/AI/2005/2. It implements the augmented policy on maternity leave promulgated under ST/AI/2005/2/Amend.2, as well as the policy on breastfeeding (ST/SGB/2019/1). Designated breastfeeding facilities are available to support nursing mothers. The USG supports these policies, which fall under the purview of the Directors.

- Regarding monitoring mechanisms, such as global surveys, DGACM data is obtained and analysed at the Secretariat level. In December 2021, DGACM staff participated in the UN Staff Engagement Survey, which is a survey that is conducted every two years to evaluate the way organizational practices, structures, policies and operations influence the key drivers of engagement. The results of the previous survey, conducted in 2019, showed that DGACM New York scored the highest in the area of “gender and diversity”, for the question about whether women and men are treated equally in the workplace. The results of the 2021 survey are not available yet.

- DGACM continued to contribute to improving the organizational culture in the UN system by promoting a more inclusive work environment through the use of gender-inclusive language. For example, it promoted the guidelines on gender-inclusive language for UN staff (see www.un.org/en/gender-inclusive-language/) through posts on its social media accounts, in the six official languages, inviting the public to pay attention to non-inclusive language. In addition, an editorial directive on gender-inclusive language has been drafted and is currently under review, and the Department reviewed documents upon request by UN bodies with a view to using more gender-inclusive language.

- Chiefs continued to exercise flexibility in 2021 as the pandemic continued. In the French Translation Service example, no meetings were organized in the afternoon so as to allow for maximum participation as some staff members had been

authorized to telecommute from abroad and some others were starting their day as early as 6 a.m. for family reasons. Following the promulgation of a new Secretary-General's bulletin on flexible working arrangements (ST/SGB/2019/3.), Divisions have developed internal guidance on the implementation of those arrangements and have strived to create a family-friendly work environment for staff. During summer 2021, staff were permitted to telecommute full-time for reasons relating to childcare. The Central Planning and Coordination Division (CPCD) established specific internal practices in support of the work life balance of female staff. As CPCD professional staff serve on weekend duties regularly, female staff with children under the age of 15 months, as well as male staff with children under the age of four months, are exempted from the duty roster. Also, female staff in the 3rd trimester of pregnancy are given the priority of telecommuting to ensure their safety and health.

- The UN Secretariat strongly encourages staff to use the FWA options. 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 promoted and utilization is monitored and tracked at the entity level via Umoja. In 2021, a total of 146 DGACM staff members took advantage of the option to telecommute away from the duty station (outside the United States). No request to do so was denied.

- Managers and supervisors are encouraged to exercise flexibility in approving requests for flexible working arrangements so as to ensure a more inclusive work environment. 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 throughout the Secretariat whose responsibilities include raising awareness about FWA in their respective Departments/Offices through briefings, information sessions and consultations with managers and staff.

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

See 13b.

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

Flexible working arrangements are in place under the administrative framework of ST/SGB/2019/3 and ST/IC/2019/15. The Divisions of the Department have implemented arrangements allowing, for example staggered working hours, compressed work schedules, breaks for external learning activities and telecommuting (including from outside the duty station). Owing to the COVID-19 pandemic, the majority of DGACM staff were telecommuting for most or much of 2021. Under the aforementioned regulations, staff members wishing to do so were allowed to work from another country.

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

See 13b.

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.

See 13b.

Regular global staff surveys

See 13b.

Sexual harassment

See 13b.

UN Ethics-related Legal Arrangements

See 13b.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

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 for 2017-2020. A new assessment will be conducted in 2022. Also, 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 Action Plan on Gender Equality and the Empowerment of Women includes a section on planned training activities for the year.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

The large-scale implementation of 100% telecommuting for large numbers of staff during 2021, as well as an increased workload, had an impact on the ability of the gender team to carry out activities during the first half of 2021. With a concerted effort, the gender team carried out planned networking and training activities during the last quarter of 2021 (see PI 6, 7 and 15).

V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY



Performance Indicator:
PI15 Capacity Development

MEETS

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

As required by OHR, the "I Know Gender" training and the training on sexual exploitation and abuse by UN personnel have been taken by nearly all DGACM staff (98.5% and 96%, respectively, as at 31 December 2021). All staff members in DGACM who take part in recruitment panels have also taken the UN Secretariat competency-based interviewing course, which includes an unconscious bias and gender module. In addition, information on the UN gender strategies and mandates, as well as on DGACM gender work has been included in a self-paced online training tool (the SPOT) for language staff which was officially launched in April 2020 and on Athena, a repository of instructions for translators and revisers.

In 2021, DGACM organized the following training and mentoring activities:

- Women's speed mentoring event

DGACM held a virtual women's speed mentoring event on 2 December 2021, in which around 40 female staff members from Divisions across DGACM participated. The event was opened by the ASG of DGACM, who made some remarks about her experiences as a female leader (see PI 6 and 7). In the event, female colleagues had the opportunity to engage in 15-minute mentoring conversations with a female manager from DGACM.

- Panel discussion on "Women in leadership: opportunities for women in the post-pandemic workplace"

A virtual panel discussion on women in leadership was held for all female DGACM staff on 18 November 2021. The ASG and an Ambassador/Senior Adviser of the President of the General Assembly on Gender Issues participated as panelists (see also PI 6 and PI 7 on leadership). During the panel discussion, which was followed by live questions and answers from attendees, the ASG and the Ambassador talked about different leadership styles, how to move up as a female leader and other challenges that women can face in the workplace.

- Session on implicit bias

A virtual session on implicit bias was held for all DGACM staff (over 100 participants) on 19 November 2021. The external trainer provided staff with information about brain science as it relates to gender bias and provided participants with 8 strategies to overcome implicit bias. The session was followed by a period of Q&A which enabled participants to discuss and seek advice about specific instances of gender bias.

- Bystander intervention in the workplace

A virtual session on how to tackle harassment in the workplace was held for all DGACM staff on 3 December 2021. This session also covered gender bias and was part two of the session on implicit bias. This session was also attended by over 100 participants. During this session, the external trainer provided participants with concrete action they could take when they witness harassment.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

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 2021, DGACM shared knowledge on GEEW in a number of ways. For example, on 22 February 2021, at a virtual event organized in observance of International Mother Language Day, the USG delivered a statement drawing attention to the disproportionate role played by women in the education of children. In May, the USG highlighted the importance of gender parity in his opening remarks at the 7th Memorandum of Understanding Conference. The USG sends gender-related communications to staff throughout the year. In April, a broadcast was sent out to all DGACM staff on the updated gender-SMART goals to be included by staff in their work plans. The same month, the Focal Points for Women circulated United Nations guidance for victims/survivors of domestic abuse. Out of the six bimonthly USG messages disseminated to the

Department's staff in 2021, all except one included an account of the gender-related work carried out in DGACM. The message covering November and December 2021 recalled the four Department-wide gender-related events that had been held during those two months. The new DGACM website that had been launched in October 2020 was updated in 2021. It features a page on gender equality in the "What we do" section (<https://www.un.org/dgacm/en/content/gender-equality>). The webpage presents the Department's GEEW Action Plan, the gender-inclusive language guidelines and gives access to the most recent UN-SWAP results. The 2020 UN-SWAP 2.0 Report Card for DGACM was disseminated to all DGACM Directors in August 2021. A departmental iSeek page on gender, entitled "DGACM Gender Equality in Action" is available.

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 team 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. Messages inviting the public to pay attention to non-inclusive language were published on DGACM's social media accounts in the six official languages. Also, the actions "ensuring gender-inclusive communication" and/or "using gender-inclusive language" have been included as part of the gender-SMART goals or other goals in staff members' work plans. DGACM's Communication plan is currently under review. Until the new plan is implemented, 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 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 Department of Global Communications (DGC). The "Tips for gender-sensitive communication for DGACM staff" were updated and a new version was released in February 2021.

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

In 2021 DGACM continued to engage in active exchanges and share best practices and information with: UN Women, DOS and DGC, in particular regarding the System-wide Strategy on Gender Parity and the gender-inclusive language guidelines project; the network of UN system Gender Focal Points, in particular through the Gender Focal Points sessions and the annual Gender Focal Points meetings; as well as other colleagues working in the field of gender equality.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

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 Gender Focal Points, UN-SWAP and IANWGE networks. In 2021, DGACM participated in most of the meetings and workshops organized by UN Women and others on gender-related issues, for example, in the framework of the Gender Focal Points network and UN-SWAP network, and including the annual meeting. The Department is also working with other focal points in the UN system on the implementation of the Strategy, by sharing best practices and information, including with the Department of Management Strategy, Policy and Compliance (DMSPC). In 2021, the

Department implemented its action for improvement under this indicator from last year by increasing its representation in gender-related meetings. The Department intended to engage with other organizations or departments in 2021 to prepare for a peer review in 2022. This goal was not achieved due to the disruptions caused by the pandemic, and will be deferred to 2023.

17bii. Participates in a UN-SWAP peer review process.

DGACM participated in the UN-SWAP peer review process with the United Nations Ombudsman and Mediation Services (UNOMS) in 2018. See full report attached.


Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?


- Yes


(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

The Department intended to engage with other organizations or departments in 2021 to prepare for a peer review in 2022. This goal was not achieved due to the disruptions caused by the pandemic, and will be deferred to 2023.


VIII. Department for General Assembly and Conference Management ACTION PLAN 2021


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


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


 <p>PI3 Programmatic Gender-Related SDG Results not</p>	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	N/A
	Use of Funds	N/A


Directly Captured in the Strategic Plan NOT APPLICABLE	Timeline	N/A



 PI4 Evaluation MEETS	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	Office of Internal Oversight Services (OIOS)
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A



 PI6 Policy EXCEEDS	Action Plan	In 2022, DGACM will implement a new annual gender action plan containing gender-SMART goals for all staff in order to continue its work on gender equality and women’s empowerment while promoting accountability.
	Responsible For follow up	Gender Affairs Coordinator under the authority of the Gender Focal Points.
	Resources Required	0
	Use of Funds	N/A
	Timeline	2022


 PI7 Leadership	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	0


	Use of Funds	N/A
	Timeline	N/A


 <p>PI8 Gender-responsive performance management</p> 	Action Plan	N/A
	Responsible For follow up	Department of Management Strategy, Policy and Compliance (DMSPC)
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A


 <p>PI9 Financial Resource Tracking</p> 	Action Plan	Under the Conference and Events Management (CEM) project, DGACM is working to integrate its production systems into Umoja, which will in turn make it possible to quantify funds that promote gender equality and women’s empowerment. The integration will include the recruitment of temporary capacity and all other HR information. The project covers the automation of financial and HR functions in the Executive Office of DGACM.
	Responsible For follow up	Project Manager CEM-UE2-INSPIRA
	Resources Required	0
	Use of Funds	N/A
	Timeline	2024


 <p>PI10 Financial Resource Allocation</p> 	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	N/A
	Use of Funds	N/A
	Timeline	N/A


	Action Plan	In addition to the human resources already allocated to gender activities, the Department will look into allocating dedicated funds for gender-related training and networking activities in 2022.
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 <p>PI11 Gender Architecture</p> <p>MEETS</p>	Responsible For follow up	Gender Focal points and Gender Affairs Coordinator
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A


 <p>PI12 Equal representation of women</p> <p>EXCEEDS</p>	Action Plan	N/A
	Responsible For follow up	N/A
	Resources Required	0
	Use of Funds	N/A
	Timeline	N/A

 <p>PI13 Organizational culture</p> <p>NOT APPLICABLE</p>	Action Plan	DGACM will consider the feasibility of a Participatory Gender Audit in the future and will continue to promote an organizational culture that fully supports the promotion of gender equality and the empowerment of women.
	Responsible For follow up	Gender Affairs Coordinator under the authority of the Gender Focal Points
	Resources Required	0
	Use of Funds	N/A
	Timeline	2025

 <p>PI14 Capacity Assessment</p> <p>EXCEEDS</p>	Action Plan	DGACM will conduct a new entity-wide capacity assessment in 2022 the results of which will guide the development plan adopted as part of the annual Gender Action Plan accordingly.
	Responsible For follow up	Gender Affairs Coordinator under the authority of the Gender Focal Points
	Resources Required	0
	Use of Funds	No specific resources required.
	Timeline	1 year

 <p>PI15 Capacity Development</p> <p>MEETS</p>	Action Plan	In 2022, the Department will continue to follow up on mandatory training completion and remains committed to nominating female staff for the “Leadership, Women and the UN” training programme, as it did in 2021.
	Responsible For follow up	Gender Affairs Coordinator under the authority of the Gender Focal Points
	Resources Required	0
	Use of Funds	N/A
	Timeline	2022

 <p>PI16 Knowledge and Communication</p> <p>EXCEEDS</p>	Action Plan	A communications policy/strategy for the Documentation Division is currently being drafted and will be issued in 2022. The Documentation Division is the largest Division in the Department, accounting for 50% of the Department's staff. This Division-level communications policy/strategy may feed into the Departmental communications policy/strategy.
	Responsible For follow up	Gender Affairs Coordinator under the authority of the Focal Point for Women who is also the Director of the Documentation Division. The other Focal Point for Women is in a different Division.
	Resources Required	0
	Use of Funds	N/A
	Timeline	2022

 <p>PI17 Coherence</p> <p>MEETS</p>	Action Plan	The Department intended to engage with other organizations or departments in 2021 to prepare for a peer review in 2022. This goal was not achieved due to the disruptions caused by the pandemic, and will be deferred to 2023.
	Responsible For follow up	Gender Affairs Coordinator under the authority of the Gender Focal Points.
	Resources Required	0
	Use of Funds	N/A
	Timeline	2023

IX. SUPPORTING DOCUMENTATION


	PI1 Strategic Planning Gender-Related SDG Results
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GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT	
NOT APPLICABLE	
Category	Documents
Strategic Plan/Strategic Framework or equivalent	A.75.6 (Sect. 2)


GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT	
NOT APPLICABLE	
Category	Documents
	No documents uploaded

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT	
NOT APPLICABLE	
Category	Documents
	No documents uploaded


GENDER-RELATED SDG RESULTS / OVERSIGHT	
MEETS	
Category	Documents
Evaluation Terms of Reference	DGACM Evaluation Policy - 25-11-2019
Completed UN-SWAP Evaluation Scorecard	UN-SWAP Eval Performance Indicator Scorecard Desktop Publishing
Evaluation Terms of Reference	UN-SWAP Eval Performance Indicator Scorecard Editorial Productivity


 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	Compact DGACM 2021 with signatures
Senior level accountability mechanism	DGACM Gender-SMART goals 2021-2022_final
Gender Policy/Strategy	dgacm_2021_action_plan_on_gender_equality_
Other	DGACM Interview Panel Guidelines Rev 2017
Other	Gender Statistics - DGACM - established posts-31.12.2021


 PI7 Leadership INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
MEETS	
Category	Documents
Meeting/Workshop agendas	Extract of USG statement at IAMLADP June 2021
Meeting/Workshop agendas	Agenda SMG 3 Feb 2021 Redacted
Meeting/Workshop agendas	Agenda SMG 3 March 2021 Redacted
Meeting/Workshop agendas	Agenda MC 13 January 2021 Redacted
Meeting minutes	Agenda MC 14 July 2021 Redacted
Meeting/Workshop agendas	Agenda MC 15 September 2021 Redacted

Other	Compact_DGACM_2021 with signatures
Speeches	IAMLADP 2021 - Chair's opening statement - 11-06-2021 - USG copy

 PI8 Gender-responsive performance management INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
MEETS	
Category	Documents
	No documents uploaded

 PI9 Financial Resource Tracking INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
APPROACHING	
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	ToR FPW
Gender Policy/Plan/Strategy	dgacm_2021_action_plan_on_gender_equality
Other	DGACM Gender Architecture Costing Survey Dec.2019.20 Dec



PI12 Equal representation of women

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

EXCEEDS

Category	Documents
Gender Parity Statistics	Gender Statistics - DGACM - established posts-31.12.2021



PI13 Organizational culture

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

MEETS

Category	Documents
Flexible Work Arrangement Policy	Flexible working arrangements ST_SGB_2019_3_E
Flexible Work Arrangement Policy	Flexible working arrangements ST_IC_2019_15_E
Organizational survey	Staff engagement survey 2019
Prevention of discrimination and harassment policy	ST_SGB_2019_8 Policy on Harrassment
Other	ST.SGB.2019.1 Policy on breastfeeding
Leave Policy	leave policy
Prevention of discrimination and harassment policy	Discrimination and harassment policy




PI14 Capacity Assessment


INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY


EXCEEDS

Category	Documents
Capacity assessment survey/questionnaire	Gender Equality Capacity Assessment Questionnaire.January 2019

Capacity Development Plan	DGACM 2021 action plan on gender equality

 PI15 Capacity Development	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY	
MEETS	
Category	Documents
Other	Bystander intervention poster
Other	Implicit Bias gender Webinar
Other	Women in Leadership panel discussion - poster
Other	Women Speed Mentoring Poster
Document indicating Mandatory GE training	Mandatory Training report 31.12.2021
Training module	SPOT-Gender equality 1(1)
Training module	SPOT-Gender equality 2(1)

 PI16 Knowledge and Communication	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE	
EXCEEDS	
Category	Documents
Other	Mother Lang Day - USG remarks - 22 Feb 2021
Other	USG remarks MoU conf 14 May 2021

 PI17 Coherence	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE	
MEETS	
Category	Documents
Peer Review report	Peer-review 2018 DGACM-UNOMS.final

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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

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