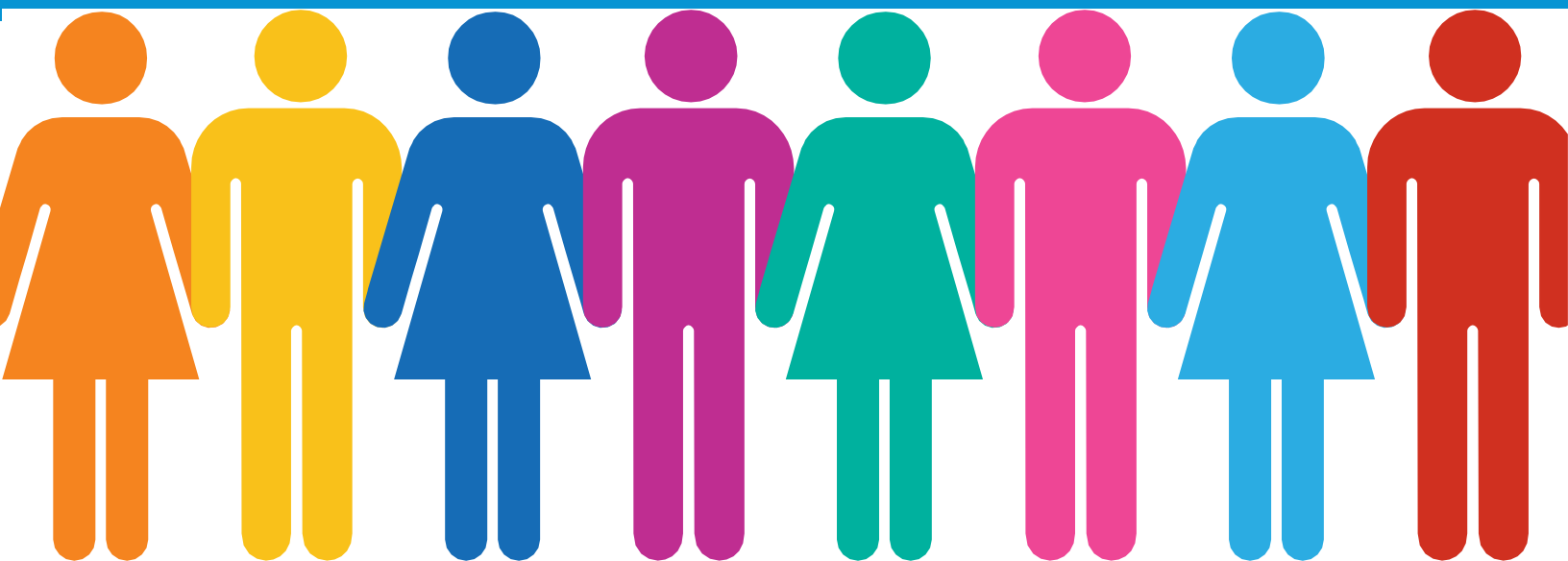


# United Nations Office at Nairobi

UNON

## 2024 UN-SWAP 2.0

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



# TABLE OF CONTENTS

<b>I. BACKGROUND</b>	<b>3</b>
<b>II. UN-SWAP 2.0 ACCOUNTABILITY FRAMEWORK REPORT COMPONENTS</b>	<b>3</b>
<b>III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING</b>	<b>4</b>
<b>IV. UNON REPORTING INTERNAL REVIEW PROCESS</b>	<b>4</b>
<b>V. THE UN-SWAP 2.0 PERFORMANCE INDICATOR FRAMEWORK</b>	<b>5</b>
<b>VI. UNON 2024 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT</b>	<b>6</b>
<b>VII. UNON 2024 UN-SWAP 2.0 RESULTS BY PERFORMANCE INDICATOR</b>	<b>7</b>
<b><i>I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT</i></b>	<b><i>7</i></b>
PI1 Strategic Planning Gender-Related SDG Results	7
PI2 Reporting on Gender-Related SDG Results	7
PI3 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan	7
<b><i>II. GENDER-RELATED SDG RESULTS / OVERSIGHT</i></b>	<b><i>7</i></b>
PI4 Evaluation	7
PI5 Audit	7
<b><i>III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY</i></b>	<b><i>8</i></b>
PI6 Policy	8
PI7 Leadership	8
PI8 Gender-responsive performance management	8
<b><i>IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN &amp; FINANCIAL RESOURCES</i></b>	<b><i>8</i></b>
PI9 Financial Resource Tracking	8
PI10 Financial Resource Allocation	8
PI11 Gender Architecture	9
PI12 Equal representation of women	9
PI13 Organizational culture	9
<b><i>V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY</i></b>	<b><i>9</i></b>
PI14 Capacity Assessment	9
PI15 Capacity Development	9
<b><i>VI. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE</i></b>	<b><i>10</i></b>
PI16 Knowledge and Communication	10
PI17 Coherence	10
<b>VIII. United Nations Office at Nairobi ACTION PLAN 2024</b>	<b>10</b>
<b>IX. SUPPORTING DOCUMENTATION</b>	<b>14</b>

## 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.

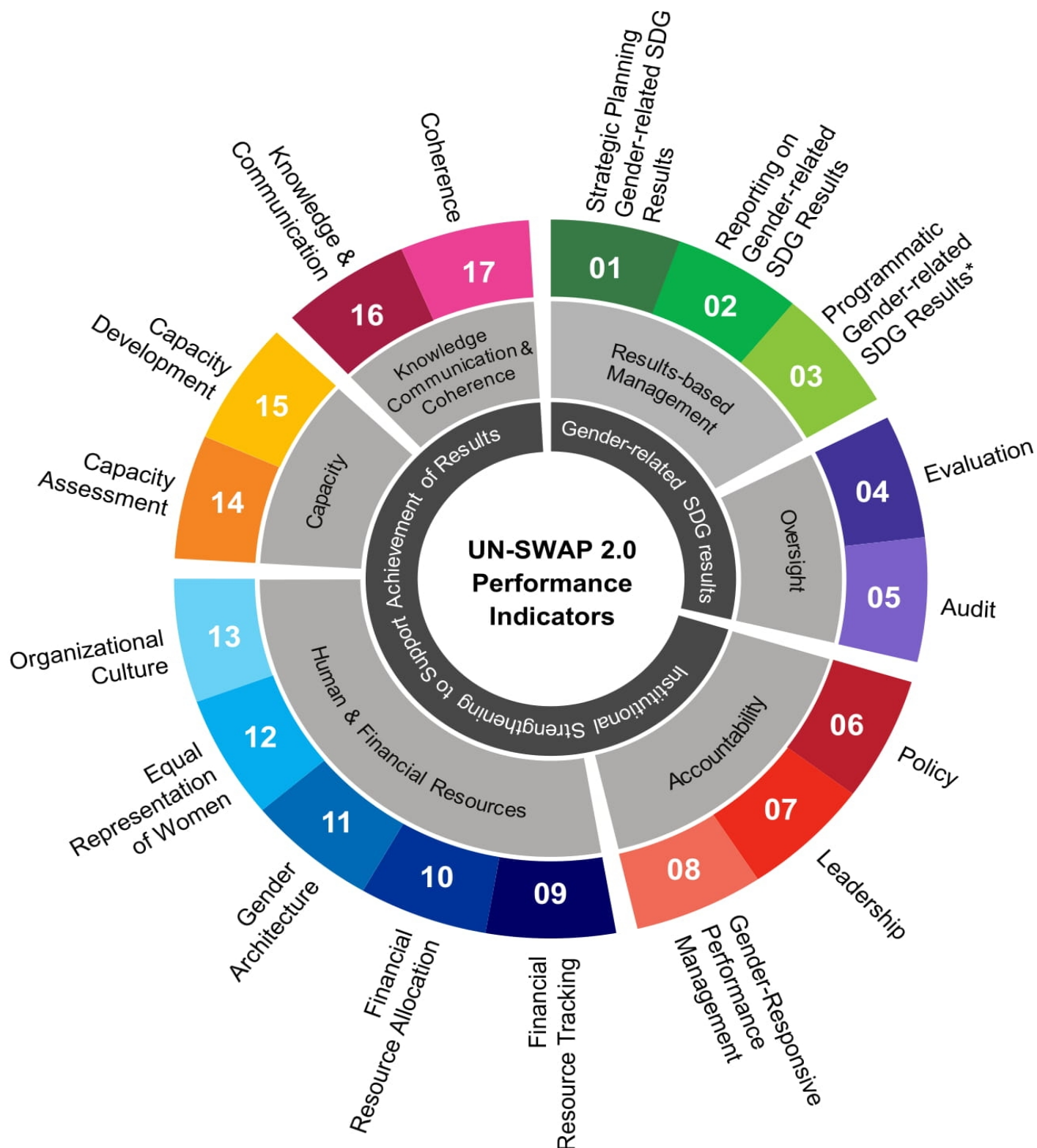
### III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING

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. UNON REPORTING INTERNAL REVIEW PROCESS

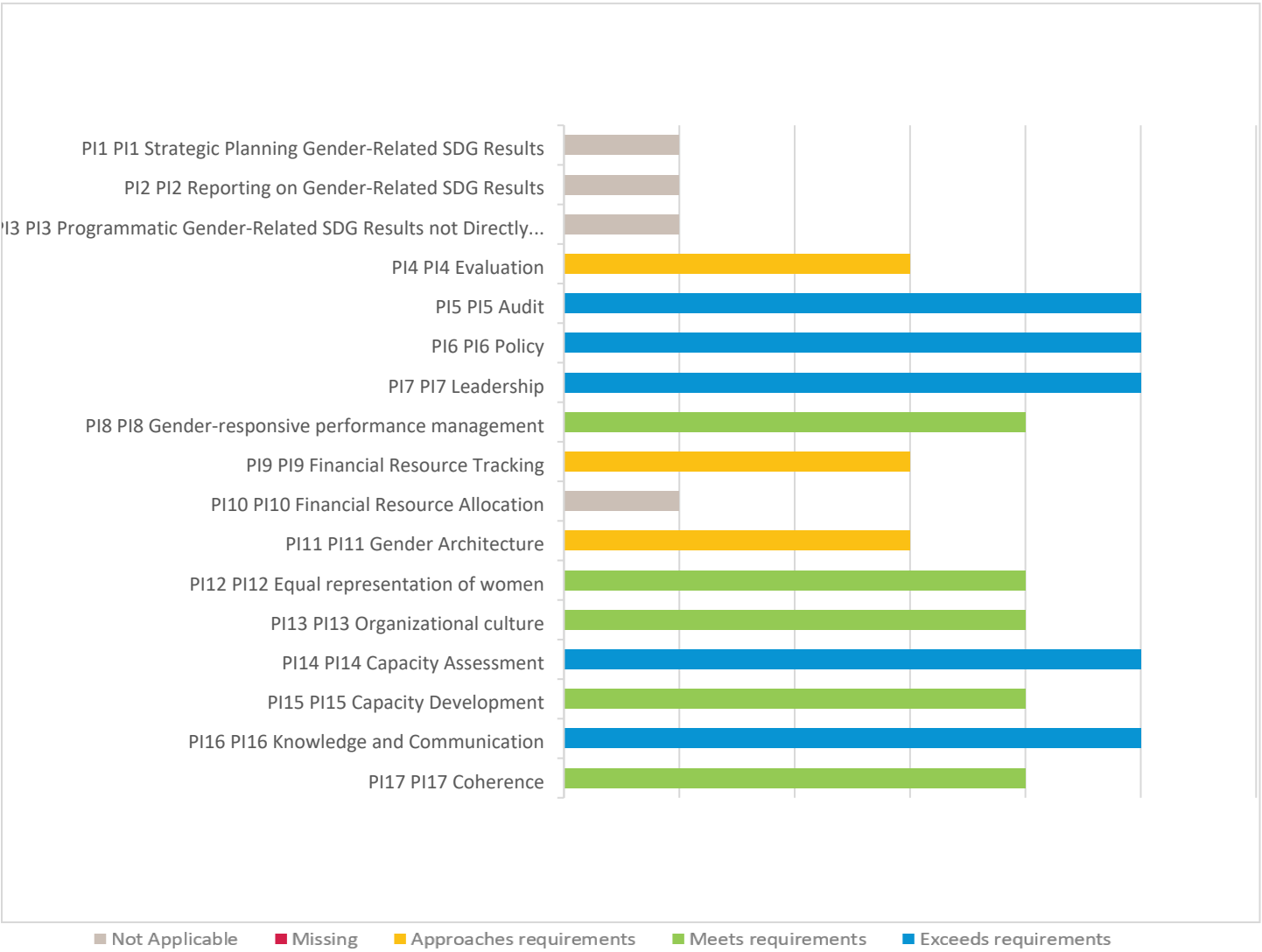
The reports process involves seeking input from various business owners in UNON with clearance given from the Office of the director General

## V. THE UN-SWAP 2.0 PERFORMANCE INDICATOR FRAMEWORK



\*not directly captured in the Strategic Plan

VI. UNON 2024 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT



## VII. UNON 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

UNON is an administrative entity and as such does not report on this performance indicator.

### 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

UNON is an administrative entity and as such does not report on this performance indicator.

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

- Internally (e.g. email, Intranet)

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

### 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

UNON is an administrative entity and as such does not report on this performance indicator.

(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?

- No

(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?

N/A

## 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.

In 2023, the United Nations Office at Nairobi (UNON) endorsed its Evaluation Policy, which “reflects the latest mandates on evaluation. Beyond ST/SGB/2018/3 and ST/AI/2021/3, it is based on the UN Evaluation Group (UNEG) Norms and Standards for Evaluation and builds on the guidance from the Office of Internal Oversight Services (OIOS) as set forth in its 2021 report on Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery, and policy directives (A/76/69).” (p.4)

Furthermore the policy states that, “UNON evaluations should adhere to the following norms, as per the United Nations Evaluation Group Norms and Standards for Evaluation (2016)” (p.5) including, but not limited to, “Integration of human rights, gender equality and rights of persons with disabilities – All evaluations undertaken or commissioned by UNON will include a focus on the protection and promotion of human rights and gender issues following UNEG/G(2011)2 Integration Human Rights and Gender Equality in Evaluation , as well as a focus on the rights of people with disabilities, according to the UN Disability Inclusion Strategy (2019). These considerations will be integrated in all stages of the evaluation process.” (p.6)

Since the evaluation policy was endorsed, UNON has not yet conducted any evaluation. The previous incumbent of the post that handled evaluation retired in 2024. Given the liquidity crisis, the post was frozen as per DMSPC guidance, therefore the evaluation for 2024 was delayed. Tentatively, an evaluation of the Implementation and Impact of the Kenya Common Back Office was considered as a possible topic. UNON commits to undertaking an evaluation in 2025.

#### 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)

## II. GENDER-RELATED SDG RESULTS / OVERSIGHT



Performance Indicator:  
PI5 Audit

EXCEEDS

### Sci. 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 examines 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.

**Scii. 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)**

- No

(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: 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.**

UNON implements the United Nations System-Wide Strategy on Gender Parity and continues to monitor the implementation of the recommendations set out in the Strategy and has achieved gender parity for the last five years. UNON implemented its Gender Parity Implementation Plans for 2023-2024 to achieve gender parity.

UNON is committed to implementing the Enabling Environment Guidelines of Family friendly policies, workplace policies and standards of conduct to promote gender equality and the empowerment of women

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

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 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. Senior Management at UNON is held accountable for the entity's performance against gender equality and policies. The completion of mandatory training courses such as 'I know Gender' is closely monitored by senior managers to ensure that all staff have completed their mandatory training.

Achieving gender parity is in the DG's Compact and other Senior Managers and hiring managers are held accountable for ensuring gender parity through the recruitment processes at the different levels. The DG has been closely monitoring and supporting the progress in this area and had a Gender Advisory role in her direct team. The DG mobilized resources for it since it was not covered through the RB appropriation underpinning her commitment to gender equality and the empowerment of women. UNON has maintained a gender average of 53% F and 47% M in the past 5 years

**Please indicate the year when your entity's gender policy and plans conclude**

UNON implemented its Gender Parity Implementation Plans for 2023-2024. UNON is to update its gender policy which expired in 2019.

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

- No

**(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 an administrative, non-programmatic entity, this would not be applicable. UNON however follows UN secretariat policies related to gender equality and the empowerment of women

**(3.0 Baseline - Adequate resources disbursed) Has your entity disbursed adequate resources for implementation of the gender equality policy/policies or equivalent?**

- Yes

**(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?**

As a secretariat entity with limited programmatic functions, disbursement of financial resources of \$15,500 was provided to fund the year's activities for the UNON gender focal point team.

**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.**

UNON's Director-General, Mrs. Zainab Hawa Bangura, has been a member of the International Gender Champions since 2019. She made two personal commitments for 2024:

1. "I commit to enroll UNON's Gender Focal Points in capacity-building activities to enhance their capacity on gender equality and women's empowerment."
2. "I commit to continue operationalizing the Network of Women Leaders (WLN) at the Nairobi duty station, including organizing regular meetings of the Network at least every six months, with a view to supporting and mentoring women staff members at all levels to advance in their careers."

The first commitment will be reported on in 7cii.

The Network aims to create an enabling environment for female staff and is articulated in the second commitment. It is a platform to advocate for gender equality and women's empowerment and provide a space for all female colleagues, including emerging leaders, to grow in their careers. The Network has two working groups, the Advocacy, Outreach and Communication (AOC) Working Group and the Mentorship Working Group, currently led by UN-Habitat. The Mentorship working group held three sessions in 2023 with senior female leaders in the UN in Kenya.

Session #1 held on September 19th was on "Advice and support in career development". Mrs. Zainab Hawa Bangura, Director-General of UNON and Michal Mlynár, Deputy Executive Director of UN-Habitat formally opened the Mentorship programme by giving opening remarks. Ms. Anouk Paauwe, Chief of Talent Development Unit at UNON HRMS held an interactive mentoring session with 19 mentees of female staff working for a range of different UN agencies. Session #2 held on October 19th was "Develop leadership, communication, and management skills" and Ms. Shivona Tavares-Walsh, Chief of Division of Conference Services at UNON, and part of UNON Senior Management Group (SMG) had an interactive session with 5 mentees. #3 session was held on November 16th focused on "Strengthen technical competencies and/or programmatic knowledge in communication". Ms. Sandra Macharia, Director of the United Nations Information Service in Nairobi, and part of UNON SMG, shared her professional experience, do's and don'ts, with 9 current and aspiring communication professionals.

The UNON DG held a meeting with the WLN group members on 23rd April 2024 from 10-11 am. The meeting was attended by:

- USG Zainab Hawa Bangura (Mrs.), DG UNON
- Ms. Medhin Tsehaiu, UNAIDS
- Ms. Caroline Njuki, ILO Kenya
- Ms. Anna Mutavati, UN Women KCO
- Ms. Idil Absiye, UN Women RO and technical lead to support WLN Secretariat
- Ms. Kathleen Acquah-Hayford, UNON Gender FP Lead
- Ms. Elin Johansson, ODG UNON
- Ms. Crystal Norman, ODG UNON
- Ms. Jayne Ekema, SA ODG UNON (note-taker)

The UNON DG attended a meeting with United Nations Kenya Local Expatriates Spouses Association (UNKLESA) Executives on 22nd April 2024.

In 2024 as part of IWD celebrations, UNON DG in collaboration with UN Women-Kenya recorded a video under the theme: Invest in women: Accelerate progress. The video highlighted her journey on the transformative power of the girl-child education. Listen here: [https://youtu.be/sdtQewi7-UM?si=\\_L1TzYEc808aL6-r](https://youtu.be/sdtQewi7-UM?si=_L1TzYEc808aL6-r). The video was also screened and displayed in all the digital screens within the UN Complex. On social media (both @ODG\_UNON and @unisnairobi): with the hashtag: #InvestInwomen

The UNON team, under the leadership and direction of the UNON DG in collaboration with UN Women Kenya organized a 16 Days of Activism against Gender-Based violence Campaign from 25 November – 10 December 2024. The campaign coincided with the International Day to End Violence against Women marked on 25 November. The campaign messages with the hashtag #NoExcuse #16Days were disseminated to more than 1000 staff members every day through e-mails and on social media platforms. The same messages and videos were screened and displayed on all the digital screens within the UNON Gigiri Complex during the same period.

UNON Office of the Director General participated in a UN Women's Executive Board informal briefing on UN-Women's role in advancing gender parity across the United Nations. <https://www.unwomen.org/en/informal-briefing-on-un-womens-role-in-advancing-gender-parity-across-the-united-nations>

28 Feb 2024 - Women Leaders Breakfast - organized by Ms. Steffi Lemke -German Federal Minister for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection.

The UNON DG Madam Bangura attended the Women in leadership cocktail featuring a fireside chat between the National Security Advisor, H.E. Monica Juma and the US Ambassador, H. E. Meg Whitman on Friday, 26th April 2024

**7cii. Senior managers proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded.**

Based on Madam Bangura's commitment in 2023 to conduct a capacity assessment, UNON conducted a Gender Equality Capacity Assessment exercise and based on its results, established a Gender Equality Capacity Development Plan for 2024-2026, to identify capacity needs among all UNON staff, including senior managers and UNON Gender Focal Points. Based on the results of the capacity assessment survey, a capacity development training was designed and conducted for UNON Gender Focal Points in August and September 2024 on Gender Mainstreaming. A budget of \$8000 was approved for the training for 2024. The training was designed and delivered by UN Women training specialist Lucy Ferguson, who has been working with UN Women on training and capacity development since 2013. The training programme was as follows:

- Monday 26th August 2024 - virtual component (9.30am-1pm EAT)
- Friday 30th August 2024 - virtual component (9.30am-1pm EAT)
- Monday 9th September 2024 - in-person component in Nairobi (9am-5pm)
- October 2024 date TBC - virtual follow-up session (90 minutes)

The virtual component covered Gender Mainstreaming Concepts, Principles and Approaches (2 x half days). The in-person component focused on Gender Analysis (half day) and Gender Mainstreaming at the Institutional Level (half day). The training was attended by all UNON Gender Focal Points

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

- Promote mentoring programmes on gender equality and the empowerment of women for in particular for the senior management team or equivalent.
- 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.**

1. Promote mentoring programmes on gender equality and the empowerment of women for in particular for the senior management team or equivalent. Apart from the Mentorship programme in 7ci above, UNON Director-General Ms. Zainab Hawa Bangura met with a group of 10 young African leaders (under 35 years old) from 17 countries in Sub-Saharan Africa on November 21st, 2023, enrolled in a training programme through the Kofi Annan Foundation. This is part of a project funded by the European Union to promote youth participation in public affairs in Sub-Saharan Africa, the 'Women and Youth in Democracy' (WYDE) Accountability Hubs, with a focus on accountability and transparency in leadership. DG Bangura shared her background and experience, about her work at the United Nations and on accountability and good governance. On 12th January 2024, the UNON DG hosted a cocktail to celebrate women in Leadership in the Diplomatic Community, in Government and the UN family in Kenya. The event attended by the women leaders in the diplomatic community, government and senior leaders the UN agencies in Kenya. On 26th January 2024, the Director General of UNON attended the briefing meeting with women governors in Kenya on the development of a strategy for women-led counties. In her remarks she stated "I should also emphasize the UN and particularly UN Women's commitment to working closely with the seven women Governors as well as supporting key institutions such as the Council of Governors to overcome these barriers and to protect women's political gains. I encourage the women Governors to utilize this opportunity as a collective platform to build each other, strengthen their resolve and advocacy efforts to safeguard gains achieved so far, collectively work on a retention and re-election strategy, and galvanize support from the UN and other development partners through sharing of their individual and collective experiences as women leaders and identifying opportunities for partnership and collaboration." 2.

Ensure that substantive attention to gender equality and the empowerment of women is included in all relevant engagements of senior managers. Internally, gender has been a reoccurring agenda point during three of UNON SMG monthly meetings. In January 2023 the Associate Gender Affairs Officer updated the SMG about UNON's gender parity data and last year's Safety Audit organized by the Women Leaders Network in the UN in Kenya (WLN). In October 2023 the UNON Gender Focal Point Chair and the Associate Gender Affairs Officer briefed the SMG about the Gender Equality Capacity Assessment survey key findings and proposed a Gender Equality Capacity Development Plan which was further discussed. In December, the Associate Gender Affairs Officer briefed the SMG on UNON's 2022 UN-SWAP Report, and the suggested ratings assigned to the 14 Performance Indicators, applicable to UNON, in 2023. In December 2024, the Chair of the Gender Focal Points team briefed the UNON DG on the UN-SWAP 3.0 reporting and actions required for meeting the requirements on the new indicators and amended indicators.

**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.**

As described in UNON's report on Gender Parity Achievements and Challenges between 2020 – 2022 & Implementation Plans for 2023 – 2024 (p.13), UNON set out to focus on maintaining strategies for achieving gender parity, including continuous monitoring and advice from the Gender Focal Point Team, under the overall accountability of the UNON Director-General. Human Resources Management Services (HRMS) UNON uses the strategies below for implementing the System-Wide Strategy on Gender Parity in all UNON Divisions: 1. Analyze data to identify key trends and possible bottlenecks. Attention shall focus on various dimensions, such as grade, staff category, job family, contract type, location, with a view to developing associated remedial measures. 2. Monitor gender parity statistics and progress at all staff levels including senior management. This is available through BTAD management dashboard (Management Dashboards). The hiring managers are provided with the most up-to-date information by email from HQ on gender balance and geographical representation prior to and at each stage of recruitment, to ensure that they are aware and personally sign off on the implications of their hiring decision on overall parity goals. Ensure Temporary Special Measures are applied consistently and integrated with relevant HR policies and procedures. 3. Encourage all staff and staff with supervisory and hiring responsibilities to complete mandatory trainings on gender. Empower mid-management staff to build their capacity through training and peer networking forums. (see attachment on learning calendar in indicator 6). 4. Review periodically broader issues of inclusion are addressed, including staff geographical distribution, LGBTQI, persons with disabilities, etc.

**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**

UNON has no programmatic mandate unlike secretariat entities like UNEP and UN HABITAT, also Nairobi-based. The primary targets and beneficiaries of any UNON specific policy level initiatives in the advancement of gender equality are internal, namely the entity's own staff and structures (parity). Having said that, UNON received an in-kind contribution from the Government of Sweden as IUNV for Associate Gender Affairs Officer who is tasked to undertake activities to support Gender Equality and the Empowerment of Women at UNON. In 2023, the Associate Gender Officer dedicated 85% of her full-time work to activities related to promoting the Director-General's gender initiatives at UNON. The time allocated to gender related work represents approximately USD 50,000 of the total resources donated by the Government of Sweden. In 2024, the total cost the gender affairs officer supported UNON GEWE work from January to September 2024 at a cost of \$36,000 of which \$24,945 was funded by the Government of Sweden and the remainder from UNON's Office of the Director General. For 2024, a budget of \$15,500 was approved for gender related activities. This covered travel costs and training costs for the gender focal point team. The Chair of UNON Gender Focal Points Team attended the Annual UN-SWAP Conference from November 19th to 21st in New York. The conference attendance gave UNON the opportunity to learn latest developments on gender equality and the empowerment of women, cross cutting issues on gender initiatives, expanding networking and share UNON's best practices on gender work with other UN entities and the UN-SWAP team (UN Women HQ in New York). The 2024 training budget of \$8,000 was utilized for the gender mainstreaming training for the UNON Gender Focal Point Team in August and September 2024.

**(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?**

UNON Senior Management is an active supporter of gender equality and call out when someone does object to this objective, or actions related to this area. All UNON staff are required to complete the mandatory training on “I know Gender” and all vacancy announcements include a special notice encouraging female candidates to apply.

**(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?**

- Yes

**(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?**

Senior management Team and Head of Entity and Head of gender unit/Chair of Gender Focal Point team is the equivalent committee in UNON

**(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?**

Yes, occasionally

**(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?**

The position of Associate Gender Affairs Officer represents the gender unit of UNON and is located at the Director-General’s Office (ODG) and reports to the Chief of Staff. The UNON Gender focal point team additionally supports the Director General with operationalising GEWE objectives.

**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, we 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 contributes to advancing gender equality in a meaningful way.

Our 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, we reinforced this vision 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:

1. I Know Gender: This course builds awareness of gender equality and the empowerment of women, helping staff align with our mission.
2. 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 Management at UNON is held accountable for the entity's performance against gender equality and policies. Achieving gender parity is in the DG's Compact and other Senior Managers and hiring managers are held accountable for ensuring gender parity through the recruitment processes at the different levels. The DG has been closely monitoring and supporting the progress in this area and had a Gender Advisory role in her direct team. The DG mobilized resources for it since it was not covered through the RB appropriation. UNON has maintained a gender average of 53% F and 47% M in the past 5 years.

#### **(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 incorporated under the competency of "Professionalism" in TORs. Attached is a recent JO for the position of Chief of Unit, P4. It is captured as "Commitment to implementing the goal of gender equality by ensuring the equal participation and full involvement of women and men in all aspects 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?**

- No

#### **(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?**

UNON as a secretariat entity will follow guidance given by UNHQ

#### **(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 survey 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

APPROACHING

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

UNON continues to make efforts towards implementation of a financial tracking mechanism for gender equality and women's empowerment. In 2024, the cost related to gender activities were tracked under UMOJA ERP financial accounting and funds management modules.

UNON uses UMOJA ERP and will follow UN Secretariat guidelines on reporting gender financial indicators for Regular Budget and Cost Recovery funds.

##### Which type of scale is (or will be) used?

- 0-1-2a-2b

##### Which ERP is used in your entity?

- Other

**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:  
PI10 Financial Resource Allocation

NOT APPLICABLE

##### Explanation of why this rating has been given

As a secretariat administrative non- programmatic entity with regular budget and cost recovery funds, UNON will follow UN Secretariat guidelines on establishing a financial target for Gender Equality and empowerment of women.

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



##### Performance Indicator: PI11 Gender Architecture

APPROACHING

**11a. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P4 or equivalent and above b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions.**

The members of UNON GFP Team are the following:

1. Kathleen Acquah-Hayford - Chief, Trust Fund Unit, BFMS, P-4, Chair of GFP Team
2. Jane Gachare-Kariuki, Human Resources Officer, HRMS, P-3 Deputy Chair of GFP Team
3. Akwata Peninah Ekessah – Security Lieutenant, UNDSS, G6
4. Dafroza Kibiriti – Security Officer, UNDSS, G4
5. Emmanuel Massawe - Finance and Budget Officer, BFMS, P3
6. Janice Nduati – Public Information Assistant, UNIC, G6
7. Tirus Wainaina – Information Management Assistant, UNIC, G5
8. Evalyne Atieno Oluoch, FMTS, G5
9. Umami Mohamed Abeid- Staff Assistant, DCS, G6

All UNON gender focal points have the allocation of 20% of their time indicated in their workplans. This ensures that they have a dedicated focus on promoting and implementing initiatives related to gender equality and UN-SWAP, separate from their regular duties. By setting aside this specific percentage of their time, gender focal points are effectively contributing to advancing gender equality within their roles.

The position of the Associate Gender Affairs Officer position represents UNON's Gender Unit and is located at the Director-General's Office (ODG) and reports to the Chief of Staff.

In 2022, the United Nations Office at Nairobi, Director-General's Office, received an in-kind contribution from the Government of Sweden for to fund the position of United Nations International Youth Volunteer for 24 months. The UNV Associate Gender Affairs Officer is tasked to undertake activities to support Gender Equality and the Empowerment of Women at UNON. During the 2 years, the Associate Gender Officer dedicated 85% of her full-time work to activities related to promoting the Director-General's gender initiatives at UNON including coordinating the entity's work on GEWE through providing strategic support for the development of action plans, advocacy initiatives and capacity building. The time allocated to gender related work represents approximately USD 50,000 of the total resources donated by the Swedish International Development Cooperation Agency (SIDA).

Additionally, the Office of the Director-General funded the costs for the Chair of UNON Gender Focal Points Team to attend the Annual UN-SWAP Conference November 19-21, 2024, in New York. The conference attendance gave UNON the opportunity to learn latest developments on gender equality and the empowerment of women, cross cutting issues on gender initiatives, expanding networking and share UNON's best practices on gender work with other UN entities and the UN-SWAP team (UN Women HQ in New York).

##### Total number of entity staff

448

##### Total cost of all entity staff:

56194000

**Does the entity have a Gender Unit?**

- Yes

**Total number of staff in the gender unit:**

1

**Total staff cost of gender unit**

36000

**Has the remit of the gender unit recently expanded to address other cross-cutting issues than GEWE?**

- Yes

**If the gender unit addresses cross-cutting issues in addition to GEWE, please select all that apply:**

- Parity

**(If other) Please describe what other cross-cutting issues:**

**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**

The additional cross-cutting issue of parity and enabling work environment is mainly what UNON GEWE work is focused on, due to UNON's administrative mandate.

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

The United Nations International Youth Volunteer, Associate Gender Affairs Officer, is located at the Director-General's Office (ODG) and reports to the Chief of Staff.

**Where is the gender parity function located?**

Director-General's Office (ODG) and Human Resources Department

**Total number of gender focal points**

9

**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 the implementation of gender equality goals, UNON includes a core competence of professionalism in job opening adverts. Professionalism competence is assessed during competency based oral interviews.

In addition, the following should be noted:

- Mandatory Learning is required for all staff. UNON completion rate of the “I know Gender” course is currently 98%, Prevention of gender violence and harassment and PSEA (97%) and United to Respect (97%)
- CBI training is offered to staff - this course includes a component on unconscious bias in recruiting
- Centrally Coordinated Programmes sponsored by UNHQ is offered to senior women staff – LWUN with limited OHR funding.
- Lastly, in assigning training seats for programmes with limited seats, gender is a factor in deciding which of the nominees are placed, aiming at a 50-50 gender distribution among course participants.

**(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?**

- No

**(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?**

There was partial funding provided which covered 9 months cost for the Associate Gender Affairs Officer. We would need a full allocation of funds.

**(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?**

UNON is an administrative non programmatic entity in the secretariat, hence UNON does not use a roster of specialized expertise on gender equality and the empowerment of women.

**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.**

This rating has been given because UNON meets the requirements of reaching equal representation of gender representation in both the Professional and General Service categories. As of 31 December 2024, for the total UNON staff, 50.9 were female while 49.1% were male. In the professional category the distribution by gender was 52.6% female and 47.4% male, while in the national officer category was 57% female and 43% male. The general service category was 53% female and 47% male.

The gender parity data was collected through the UN Secretariat Gender Parity Dashboard which is regularly updated and monitored by UNON’s senior management for the purposes of staffing.

Below is the staffing data segregated by gender as of 31.12.2024.

Gender parity data at P and above level

Female Male

P1 0 0

P2 3 2

P3 18 15

P4 12 9

P5 5 6

D1 2 4

D2 0 1

ASG 0 0

USG 1

Gender parity data at GS and National Officer Categories

Female Male

G2 0 3

G3 0 9

G4 21 36

G5 50 36

G6 60 49

G7 45 42

NOA 0 1

NOB 7 3

NOC 4 4

NOD 0 1

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	3.00000000	2.00000000
P3	18.00000000	15.00000000
P4	12.00000000	9.00000000
P5	5.00000000	6.00000000
D1	2.00000000	4.00000000
D2	0.00000000	1.00000000
ASG	0.00000000	0.00000000
USG	1.00000000	0.00000000

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.

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.

At UNON, efforts are under way to strengthen a culture reflective of the expected values and behaviours. Various trainings/learning opportunities offered have contributed towards operationalizing the framework. To promote a healthy organizational culture, HRMS includes several training offerings in a monthly learning Calendar (samples attached). While a number of these courses are facilitated or organized by UNON HR and attendance data is therefore provided, there are also many self-paced, online learning opportunities for which no attendance data is available.

Mandatory trainings in UNON have posted below completion rates in 2024\*:

1. Prevention of Sexual Exploitation and Abuse by UN Personnel 97%%
2. United Nations Human Rights Responsibilities 97%
3. United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct 97%

\* These statistics are moving targets since they are impacted by staff movements. The compliance rate on the mandatory courses is followed up on a regular basis by UNON HR via management and directly with the staff members.

Other courses that are not mandatory but contribute towards organization culture:

4. Diversity & Inclusion courses have been completed by 105 UNON staff in 2023 and 8 additional staff in 2024.
5. Competency Based Interviewing course has been completed by 109 UNON staff in 2023 and 35 additional staff in 2024.

### 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.

To commemorate World Breastfeeding Week, UNON FMTS sent out a broadcast (attached) on 2nd of August 2023 to all UN

staff in Nairobi about the Nursing Facility at the UN Recreational Centre and the Lactation Room situated within the complex conference area and how to access them. In 2024, 2 additional lactation rooms have been added to office blocks X and T.

**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.

UNON has implemented flexible workspace arrangements at the UNON compound where staff members are not confined to working in their offices. There are outside work pods located within the complex in different locations complete with internet connectivity. All staff are free to utilize them. The telecommuting option has proved handy in giving staff the flexibility to work away from the office in the duty station, which staff may find a more conducive working environment.

UNON implements the (ST/SGB/2019/1 and ST/IC/2019/15 on Flexible Working Arrangements. These provide staff with options for balancing their professional and personal lives. These policies support the achievement of gender equality and include provision for staff to telecommute (away from the office at the official duty station or away from the office and official duty station). The flexible working arrangements contribute greatly towards gender parity and empowerment of women.

**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 organisation 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.

All staff irrespective of category, level or gender can use FWA at UNON. Once FWA is agreed between managers and staff, the

approved FWA forms are filed in their official status files and telecommuting records are entered in Umoja by staff. The telecommuting option of flexible working arrangements has been greatly popular with staff (see attached data on utilization). Staff are given the flexibility to work from home in the duty station on some days with a minimum of 2 days working in the office. There is also flexibility to telecommute from outside of the duty station for compelling personal reasons subject to the maximum limits set in the SGB/2019/3. This enhances the staff members' quality of life due to the flexibility of balancing and managing work and family/life commitments. The telecommuting option has had a good uptake by staff, while the other options have not been greatly availed i.e. staggered working hours, compressed work schedule and scheduled breaks for external learning.

Data shows that in 2024 a total of 135 UNON staff availed flexible working arrangements/telecommuting of whom 72% are female staff and 28% are male 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.

With the promotion of flexible working arrangements, meetings are organized to be inclusive. Managers will either arrange in-person meetings when all the staff in the unit are in the office or otherwise organise online meetings which are enabled by ICT via a variety of tools and platforms. Applications such as Microsoft Teams and SharePoint facilitate online meetings, communication channels and sharing of important official documents by all relevant teams irrespective of location, to facilitate effective virtual collaboration.

All units in UNON have periodic MS Teams meetings between managers and team members. In addition, several town hall meetings were held and led by the Director General in 2024 in hybrid modality.

Given the nature of UNON's operation supporting a client base in different geographic locations, there is active use of technology in our service delivery. This is to respond to our clients in a seamless and timely manner. UNON keeps the necessary information in the shared systems such as Umoja and MS Teams. UNON provides laptops and other equipment and technological support to staff to work remotely.

#### Regular global staff surveys 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. The new staff engagement survey was conducted in November 2024. (email attached)

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.

UNON conducts staff surveys on its services for purposes of improvement and provides administrative briefings for separating staff members for their smooth offboarding.

#### 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 support 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.

Below are the PSEA activities for 2024.

In 2024, the Women Security Awareness Training facilitated by UNDSS had 182 staff participating. Other activities were:

1. 09/11/2024: Discussion on the PSEA investigation process
2. 27 /03/2024: PSEA Network Meeting to discuss an overview of the PSEA Focal Point Terms of Reference (ToR)
3. 14/11/2024: PSEA Brown bag - Discussion on UN partner portal and IP PSEA capacity assessment
4. 26/08/2024: Launch of the Victims' Rights Statement by the Office of the Victims' Rights Advocate
5. 12/09/2023: UN Kenya PSEA Focal Points
6. 12/11/2024; PSEA Action plan Workshop

UN Staff Rule 1.2(e) explicitly prohibits sexual exploitation and abuse, and this is reiterated in ST/SGB/2016/9, "Status, Basic Rights, and Duties of UN Staff Members."

Further and as indicated in UNON's PSEA action plan 2024:

-SEA Policy: The policy regarding Special measures for protection from SEA is contained in ST/SGB/2003/13, which is applicable to the global Secretariat.

- The policy on protection against retaliation (ST/SGB/2017/2/Rev.1) includes reports of SEA as a protected activity. The UN Ethics Office administers the policy on protection from retaliation, and it will refer a case to OIOS if it considers that there is a credible case of retaliation or threat of retaliation.

- UNON adheres to the applicable Secretariat administrative issuances including ST/AI/2017/1 on Unsatisfactory Conduct, Investigations, and the Disciplinary Process. OIOS receives complaints of such nature. Following investigation, cases are referred to OHR/DMSPC for appropriate action including disciplinary measures, and/or OLA for consideration of referral to national authorities.

-Staff members may be subject to disciplinary action for substantiated allegations of misconduct in line with the procedures described in ST/AI/2017/1. UNON transmits investigation reports (non-OIOS) to OHR as per ST/AI/2017/1 and/or OLA for referral to national authorities, as appropriate. OIOS investigation reports pertaining to UNON personnel are transmitted directly by OIOS to OHR and/or OLA, as appropriate.

-In relation to contracts with vendors/third parties, provisions related to UN policy and standards of conduct related to SEA are included in Secretariat contract conditions. Furthermore, any commercial entity who desires to do business with the UN must accept the UN Supplier Code of Conduct. This Code has specific provisions stating the UN's expectation that UN-contracted suppliers (and their employees) must not engage in sexual exploitation and abuse and take preventative measures against such exploitation and abuse.

-UNON contract management officials monitor contractors' compliance with the above contract terms and shall report any

breach to OIOS and/or other concerned bodies.

-Consultants and Individual Contractors, hereby referred to as CICs, must agree to the conditions of service, which include abiding by ST/SGB/2003/13, Special Measures for protection from sexual exploitation and abuse, and similarly, if suspected to be in breach, are reported to OIOS for investigation.

### UN Ethics-related Legal Arrangements

The UN Charter calls on staff to perform their duties consistently 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 UN Ethics Office serves UNON, and they are an independent, confidential, and impartial resource for all UNON staff.

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?**

Gender analysis or equivalent of the systems, structures and hierarchies and formal and informal decision-making to identify and remove barriers to gender equality would be centrally managed from UN DMSPC. UNON will use the all-encompassing mandatory exit survey being developed by DMSPC along with the annual staff engagement survey to collate information and develop an action plan based on the results.

**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?**

- Yes

**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?**

UNON is a UN Secretariat entity and Office Away from HQ (OAH). In accordance with UN Secretariat requirements, it prepares and sends its PSEA Action Plan to UN HQ New York on an annual basis.

UNON's annual PSEA Action Plan includes baseline indicators, benchmarks, and key actions that are common across Secretariat entities; these baseline inputs are prepared by UN Secretariat's Office of Human Resources (NY). In addition to the baseline inputs, UNON adds elements specific to UNON including entity-level measures specifically implemented at UNON.

The UNON PSEA Action Plan includes desired outcomes which are the priority results in relation to policy/legal framework, organisational oversight mechanisms, victims' assistance and the promotion of a victim-centred approach, community engagement, complaint and reporting mechanisms, investigation, accountability, training, risk mitigation. Thus, a victim-centred approach is a key aspect of the action plan.

In addition, UNON maintains an entity-level risk register, with dedicated and detailed sections on SEA and sexual harassment (“SH”), respectively. The risk register details specific risks relating to SEA and to SH in all areas of UNON’s work and activities, the internal controls, risk response, and evaluation of the likelihood of risk.

A statement on PSEA and SH is located on UNON’s website:  
[https://www.unon.org/sites/www.unon.org/files/statement\\_on\\_psea\\_final.pdf](https://www.unon.org/sites/www.unon.org/files/statement_on_psea_final.pdf)

The UN System Model Policy on Sexual Harassment is also located on UNON’s website:  
[https://www.unon.org/sites/www.unon.org/files/un\\_system\\_model\\_policy\\_on\\_sexual\\_harassment\\_final.pdf](https://www.unon.org/sites/www.unon.org/files/un_system_model_policy_on_sexual_harassment_final.pdf)

**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?**

UNON is a UN Secretariat and non-programmatic entity and does not report to a governing body.

**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?**  
UNON is a UN Secretariat and non-programmatic entity and does not report to a governing body.

**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.**

To respond to the lack of reporting on the UN-SWAP Performance Indicator 14 “Capacity Assessment” in previous years, UNON conducted a Gender Equality Capacity Assessment exercise and based on its results, established a Gender Equality Capacity Development Plan for 2024-2026, to identify capacity needs among all UNON staff, including senior managers and UNON Gender Focal Points. This will serve as the first exercise to update UNON’s Gender Policy. The exercise aims to strengthen capacity assessment and development on Gender Equality and Empowerment of Women (GEEW), to ensure that all UNON staff members have the required knowledge and skills to integrate gender issues in the work they perform across UNON’s diverse divisions and units. The capacity assessment followed the model of the Gender Equality Capacity Assessment Tool developed by the UN Women training center. The data collection approaches used included both qualitative and

quantitative methods, including the self-assessment survey and consultations with UN Women and UNON Senior Management Team. The Gender Equality Capacity Assessment targeted all UNON staff from all divisions, departments, units and among all staff categories represented at UNON. A total of 165 respondents, representing 24% of all staff, participated in the self-assessment survey and an additional 6 staff with gender focal point responsibility participated in a more d, but similar, survey. The number of female participants (93) was higher than male participants (67). 1 respondent identified as non-binary and 4 respondents preferred not to answer.

**14cii. A capacity development plan is established or updated at least every three years.**

A Gender Equality Capacity Development Plan for 2024-2026 has been established to fill capacity gaps among all UNON staff, including senior managers and UNON Gender Focal Points. This will be updated every 3 years. UNON is committed to enhancing awareness and understanding of gender issues among its staff and to providing comprehensive gender training and capacity-building programs. These initiatives will ensure that all personnel, from senior management to staff and gender focal points, have the necessary knowledge and skills to apply a gender lens to their work. Moreover, UNON will encourage staff participation in external gender-related trainings and conferences to broaden their perspectives and exchange best practices.

**(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?**

- No

**(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?**

UNON has an entity-wide Learning Plan (costed portion for RB only), it largely depends on training demand during the year. The learning areas are based on the UN 2.0 Quintet of Change (data; digital transformation; innovation; strategic foresight; and behavioral science & culture), while gender is included under these areas, it is not a specific target.

**(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.)?**

- No

**(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?**

As a non-programmatic administrative entity there are no targeted capacity development opportunities on gender equality skills and knowledge to personnel in specific roles and functions. However, there are some available capacity development opportunities available to all staff.

Below are some capacity development opportunities that were available for all staff in 2024:

- UNSSC Unconscious Bias
- United to Respect
- Gender-Inclusive Language Guidelines
- United for Gender Parity
- UN Values and Behaviours Framework
- Diversity and inclusion training

**(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?**

UNON's talent development unit rolled out unconscious bias training to all staff in October 2024. Additionally, diversity and inclusion training was offered to all staffing 2024. In 2024 2 cohorts of the "Diversity & Inclusion" workshop were realized; on 15/16 April for 7 pax and on 9/10 September for 10 pax. This course was dedicated to reviewing and discussing unconscious biases and emotional intelligence and was open to UN personnel at all levels and categories

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

- No

**(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?**

Financial resources would need to be provided/allocated with a plan to achieve this in 2026 if funds are secured.

**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)**

## 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.**

UNON continues to encourage and monitor staff on the completion of mandatory trainings such "United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct" "Prevention of Sexual Harassment and Abuse by United Nations Personnel" and "I Know Gender".

95% of staff in UNON have completed the mandatory "I Know Gender" training, though this is a moving target as new staff join. The orientation for new staff includes the completion of the mandatory trainings.

Other

The annual Leadership Dialogue Series which all UNON staff participate in promotes conversation and reminds staff about bias, discrimination, and other forms of prohibited conduct.

**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)?**

- Yes

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

On 23rd of February 2023, a senior colleague with UN Women Kenya Office organized an orientation session for UNON Gender Focal Point Team after the need had been expressed by the gender focal points. Two main themes were discussed, unpacking the role as Gender Focal Points and how to overcome the challenges of being a GFP and successfully functioning as a GFP. In 2024, in response to the 2023 capacity assessment a tailored training was designed and delivered by UN Women

training specialist Lucy Ferguson, who has been working with UN Women on training and capacity development since 2013. The training programme was as follows: • Monday 26th August 2024 - virtual component (9.30am-1pm EAT) • Friday 30th August 2024 - virtual component (9.30am-1pm EAT) • Monday 9th September 2024 - in-person component in Nairobi (9am-5pm) • 16th October 2024 date - virtual follow-up session (90 minutes) The virtual component covered Gender Mainstreaming Concepts, Principles and Approaches (2 x half days). The in-person component focused on Gender Analysis (half day) and Gender Mainstreaming at the Institutional Level (half day). The training was attended by all UNON Gender Focal Points.

**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.**

Several gender-related social media posts have been shared via the Office of the Director-General's social media platforms including the Instagram account @unon\_odg.

- 20th March - International Women's Day (IWD). Theme: Invest in women: Accelerate progress"- organized by UN Women, RCO and the Gender Theme Group (an Inter-agency celebration). There was a film screening entitled: Acts of Love: Film trailer: <https://filmfreeway.com/ActofLovefilm>
- IWD- Video on USG Zainab Bangura's (UNON DG) career journey
- In 2024 as part of IWD celebrations, UNON DG in collaboration with UN Women-Kenya recorded a video under the theme: Invest in women: Accelerate progress. The video highlighted her journey on the transformative power of the girl-child education. Listen here: [https://youtu.be/sdtQewi7-UM?si=\\_L1TzYEc808aL6-r](https://youtu.be/sdtQewi7-UM?si=_L1TzYEc808aL6-r). The video was also screened and displayed in all the digital screens within the UN Complex. On social media (both @ODG\_UNON and @unisnairobi): with the hashtag: #InvestInwomen, the video received 450 views and on X t received 10,800 views and 189 likes.
- 14 February 2024: Virtual meeting: UN Women's Executive Board informal briefing. UN-Women's role in advancing gender parity across the United Nations. ODG participated in this meeting. A briefing for the audience of Member States of the Executive Board and GFPs across the UN system shared best practices. updated on what is being done to prevent Sexual Harassment. Related documentation is available here: <https://www.unwomen.org/en/informal-briefing-on-un-womens-role-in-advancing-gender-parity-across-the-united-nations>
- The gender mainstreaming Training: To impart knowledge, the Gender Focal Points Team attended the training organised, facilitated and moderated by UN-Women either virtually or physically on the following dates:
  - Monday 26th August 2024 - virtual component (9.30am-1pm EAT)
  - Friday 30th August 2024 - virtual component (9.30am-1pm EAT)
  - Monday 9th September 2024 - in-person component in Nairobi (9am-5pm)
  - October 2024 date TBC - virtual follow-up session (90 minutes)

25 November -10 Dec 2024: 16 Days of Activism against Gender-Based Violence Campaign. With hashtags #16DaysofActivism and #NoExcuse, the Gender Focal Points team through United Nations Information Service. The UNON team, under the leadership and direction of the UNON DG in collaboration with UN Women Kenya organized a 16 Days of Activism against Gender-Based violence Campaign from 25 November – 10 December 2024. The campaign coincided with the International Day to End Violence against Women marked on 25 November. In 2024, UNITE campaign drew attention to the alarming escalation of violence against women under the theme, “Every 11 Minutes, one woman is killed and “UNITE to End Violence against Women- “Time to Act Now”. The aim was to sensitize the public and staff on the gender-based violence against women and girls. The campaign messages with the hashtag #NoExcuse #16Days were disseminated to more than 1000 staff members every day through e-mails and on social media platforms. The same messages and videos were screened and displayed in all the digital screens within the UN Gigiri Complex during the same period.

**16cii. Communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination.**

The UN Portal/iseek provides information on the Gender Parity Strategy, enabling work environment policies and gender-related information such as ‘Response to Sexual Exploitation and abuse’ and is available to be viewed by all staff. This ensures accessibility and dissemination of key gender-related initiatives to a broader audience.

UNON senior management does contribute and occasionally spearheads efforts towards including gender perspectives in service areas such as HR for recruitment and interview panels, security services provision, etc.

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

Through the UN System-wide Gender Parity Strategy, interagency networks and interactions have been strengthened. UNON has attended various meetings with UN-WOMEN and the inter-agency gender theme group in Nairobi and is part of the Global Gender Focal Points, UN SWAP (UN System-wide Action Plan), IANWGE (Inter-Agency Network on Women and Gender Equality) networks and participated in knowledge sharing and capacity building sessions. UNON is also part of the HR Interagency working group where gender equality, recruitment and retention are discussed thereby promoting gender equality and empowerment.

Additionally, UNON as an administrative non-programmatic entity and representative headquarter office of the UN Secretariat in Nairobi is an active participatory member of the local inter-agency coordination mechanism (the CSMT – Common Services Management Team) together with senior management of other UN entities in Nairobi, especially in its capacity as the main common services provider. It therefore contributes and occasionally spearheads efforts towards including gender perspectives in service areas such as HR for recruitment and interview panels, security services provision etc

**(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?**

- Yes

**(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?**

UNON is an administrative entity and has limited opportunity in this regard. However, UNON staffing data on gender statistics is included in UN Secretariat Gender Parity Dashboard (UN Secretariat Gender Parity Dashboard | UNITED for GENDER PARITY ) and The UN System-wide Dashboard on Gender Parity funded and developed jointly by UN Women and UNDP. See link( Microsoft Power BI ). UNON data is incorporated in the Status of women report in UN Duty Station- Nairobi report by UN-WOMEN (sample attached) and the annual UN-SWAP report. UNON reports annually on PSEA related matters to UNHQ.

**(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 United Nations Information Service (UNIS) Nairobi, a division of UNON with a dual reporting line to the Department of Global Communications in UNHQ New York, has proactively captured and shared lessons learnt and best practices regarding the effectiveness of knowledge management systems and communication channels to advance gender equality and the empowerment of women, as evidenced by various initiatives during the 2024 UN Civil Society Conference hosted at UNON, now dubbed the “Nairobi Moment”. Through extensive stakeholder engagement, strategic media collaboration, and targeted communications, UNIS efforts provided valuable insights and demonstrated tangible results.

**Inclusive Communication Strategies**  
Evidence: The coordination of the UN Kenya Communications Group and the UN Africa communications community of practice facilitated discussions on gender-responsive communication strategies. UNON, through UNIS, was an active participant in these engagements, which ensured that messaging was inclusive and aligned with gender-related conference objectives.  
Best Practice: The branding materials produced for the conference (posters, brochures, name tags, and banners) incorporated gender-sensitive language and visuals, reinforcing inclusivity and diverse representation (UNIS Nairobi Branding Material Support, 9 May 2024).


UNIS Nairobi collaborated with the Department of Global Communications (DGC) Civil Society Unit to manage media accreditation, resulting in the vetting and approval of over 100 media personnel, including women journalists and gender-focused media outlets (Media Accreditation Report, 25 January - 30 May 2024). This ensured diverse perspectives in media coverage of gender issues throughout the conference.  
Lesson Learnt: Engaging women-led media organizations early in the planning phase led to enhanced media focus on gender-related topics during plenary sessions and side events.

**Digital Knowledge Management and Outreach**  
Evidence: From 1-10 May 2024, UNIS Nairobi coordinated the production and dissemination of digital content for the conference across platforms such as UN Web TV, YouTube, and social media channels. More than 200 gender-focused photos and videos were shared through the UN photo digital library, ensuring broad outreach and visibility (Digital Content Coordination Report, May 2024).  
Lesson Learnt: The use of targeted social media engagement, including live tweeting during gender-focused sessions, led to an increase in online engagement and participation from women’s organizations globally.

**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.**  
UNON has attended various attended meetings, participated in knowledge, capacity building information sharing sessions with UN-WOMEN and the inter-agency gender theme group in Nairobi and is part of the Global Gender Focal Points, UN SWAP (UN System-wide Action Plan), IANWGE (Inter-Agency Network on Women and Gender Equality) networks. UNON is also part of the HR Interagency working group where gender equality, recruitment and recruitment are discussed thereby



promoting gender equality and empowerment.

UNON Gender Focal Point members and the Associate Gender Affairs Officer have participated in the following inter-agency coordination mechanisms on gender equality and the empowerment of women:

#### 2023

Ms. Elin Johansson, Associate Gender Affairs Officer was invited to the online introduction session for new UN-SWAP Focal Points on November 9th to share her experience on reporting on the UN-SWAP. She spoke about the importance of ensuring that senior managers are aware of the reporting period, their responsibilities, and deadlines. Make use of all GFPs, give everyone responsibilities. It's a team effort! Set internal deadlines early. Start reporting on online platform in time, could be technical issues.

Ms. Elin Johansson, Associate Gender Affairs Officer was invited to join UNDSS 2-day Security Exhibition During a panel discussion, Ms. Elin Johansson, the Gender Affairs Officer at UNON challenged the audience noting that, "Even the most obvious things can be gender biased if gender and the needs of those affected are not carefully considered."

#### 2024

In-person meeting

14-16th May 2024 – Gender Theme Group meeting

19-21 November 2024- UN-SWAP conference

Online meetings

14-16th October 2024 -Global Gender Focal Points Conference

12/11/2024 UN-SWAP 3.0. | UN Secretariat entities

6/06/2024 GEAP/UN-SWAP 3.0 /Acceleration Plan Meeting

14/02/2024: Virtual meeting: UN Women's Executive Board informal briefing. UN-Women's role in advancing gender parity across the United Nations. Attended by Jayne Ekema and Elin Johannsen.

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

UNON and UNOG UN-SWAP Focal Points met three times in January 2023 for over one hour each time to finalize their peer review of 2022 reporting to the UN-SWAP. Indicators were discussed in blocks, including Pls 6-14-15; Pls 7-16-17; PI 12; PI 9-10-11. In the third meeting, Gautam Babbar from the UMOJA Team, was invited to participate and explained the potential use of the gender equality marker through the UMOJA IPMR and other future functionalities in UN Secretariat entities. Colleagues from UN Women were supporting UNON's and UNOG's discussion. Participants included Nicole Maguire from UNOG and Elin Johansson, Eriko Kawakami-Raynaud, and Jayne Ekema from UNON.

**(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?**

UNON is an administrative non-programmatic entity and representative headquarter office of the UN Secretariat in Nairobi, Kenya. As such, it is an active participatory member of the local inter-agency coordination mechanism (the CSMT – Common Services Management Team) especially in its capacity as the main common services provider and pilot of the Common Back Office in Kenya. As such, the entity does contribute and occasionally spearheads efforts towards including gender perspectives in service areas such as HR for recruitment and interview panels, security services provision, etc.

**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?**

UNON is an administrative non-programmatic entity in the UN Secretariat and is limited in informing 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?**

- Yes

**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?**

UNIS Nairobi hosted a series of stakeholder integration meetings from 20 January to 30 May 2024, bringing together key stakeholders, including women's organizations and advocacy groups, to align objectives and foster gender-sensitive planning (Stakeholder Integration Report, May 2024).

The involvement of gender-focused civil society organizations ensured that conference outcomes reflected diverse and inclusive perspectives, influencing the agenda to emphasize gender equity.

Community Engagement for Women's Empowerment

On 1 May 2024, UNIS Nairobi supported local civil society engagement through NGO mobilization events aimed at ensuring grassroots women's organizations were actively involved in pre- and post-conference activities (Community Engagement Report, May 2024).

Women's participation in initiatives such as the Fun Run event on 8 May 2024 provided opportunities for engagement beyond formal sessions, fostering a sense of inclusion and empowerment within local communities.

UNIS Nairobi coordinated a high-level breakfast meeting on 8 May 2024 for USG Melissa Fleming and the Kenya Editors Guild, focusing on information integrity and its impact on gender narratives. Discussions addressed the challenges women face in media representation and misinformation (Meeting Report, May 2024).

Best Practice: Featuring high-profile female leaders in strategic dialogues created role models for young women and reinforced the importance of gender representation at decision-making levels.

UNON Director-General Ms. Zainab Hawa Bangura met with a group of 10 young African leaders (under 35 years old) from 17 countries in Sub-Saharan Africa on November 21st, 2023, enrolled in a training programme through the Kofi Annan Foundation. This is part of a project funded by the European Union to promote youth participation in public affairs in Sub-Saharan Africa, the 'Women and Youth in Democracy' (WYDE) Accountability Hubs, with a focus on accountability and transparency in leadership. DG Bangura shared her background and experience, about her work at the United Nations and on accountability and good governance, followed by some questions from the young leaders.

On 26th January 2024, the Director General of UNON attended the Council of Governors briefing meeting with women governors in Kenya on the development of a strategy for women-led counties.

The UNON DG Madam Bangura attended the Women in leadership cocktail featuring a fireside chat between the National Security Advisor, H.E. Monica Juma and the US Ambassador, H. E. Meg Whitman on Friday, 26th April 2024.

**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?

UNON is a non-programmatic administrative entity and hence limited in enabling economic opportunities. UNON does not implement programs and therefore does not have implementing partners.

**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?

- Yes


**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?


UNON is a non-programmatic administrative entity and hence limited in private sector/philanthropy for 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)**


## VIII. United Nations Office at Nairobi ACTION PLAN 2024


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


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


	<b>Action Plan</b>	N/A
	<b>Responsible</b>	N/A

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


 <p><b>PI4</b></p> <p>Evaluation</p> <p>APPROACHING</p>	<b>Action Plan</b>	UNON to identify evaluation needs and conduct an evaluation.
	<b>Responsible For follow up</b>	UNON Senior Management Team
	<b>Resources Required</b>	30000
	<b>Use of Funds</b>	-Funds to be mobilized
	<b>Timeline</b>	1 year


 <p><b>PI5</b></p> <p>Audit</p> <p>EXCEEDS</p>	<b>Action Plan</b>	The OIOS Internal Audit Division will continue to work to align its gender related work with that of the OIOS Inspection and Evaluation Division.
	<b>Responsible For follow up</b>	The Office of Internal Oversight Services (OIOS)
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	-
	<b>Timeline</b>	1 year

 <p><b>PI6</b></p> <p>Policy</p> <p>EXCEEDS</p>	<b>Action Plan</b>	HR focal points and Senior Management Group to design and update UNON's Gender Parity Policy. UNON will engage the UN-SWAP team at UN Women HQ for support.
	<b>Responsible For follow up</b>	UNON Senior Management Group and UNON Gender Focal Point Team
	<b>Resources Required</b>	10000
	<b>Use of Funds</b>	Funds need to be mobilized for 2025
	<b>Timeline</b>	1 year


 <p><b>PI7</b> Leadership</p> <p>EXCEEDS</p>	<b>Action Plan</b>	UNON Senior managers will continue to internally and publicly champion gender equality and the empowerment of women through the existing channels such as the International Gender Champion network, in speeches, townhalls and keep prioritizing gender topics at senior management meetings. UNON senior managers will continue to make efforts to mobilize funds for promoting gender equality and the empowerment of women by advocating for additional funds and/or reallocating internal funds.
	<b>Responsible For follow up</b>	UNON Senior Management Group
	<b>Resources Required</b>	12000
	<b>Use of Funds</b>	Funds were mobilized for gender-related activities.
	<b>Timeline</b>	1 year


 <p><b>PI8</b> Gender-responsive performance management</p> <p>MEETS</p>	<b>Action Plan</b>	-
	<b>Responsible For follow up</b>	UN SECRETARIAT
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	-
	<b>Timeline</b>	1 year


 <p><b>PI9</b> Financial Resource Tracking</p> <p>APPROACHING</p>	<b>Action Plan</b>	UNON will follow any required secretariat guidelines for tracking financial resources
	<b>Responsible For follow up</b>	UNON BFMS and UNON Gender Focal Point Team.
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	No funds are needed.
	<b>Timeline</b>	1 year


 <p><b>PI10</b> Financial Resource Allocation</p> <p>NOT APPLICABLE</p>	<b>Action Plan</b>	For 2024, a budget has been approved for GFP capacity building training and UN-SWAP conference attendance, activities which will be tracked by a gender marker.
	<b>Responsible For follow up</b>	UNON BFMS Budget Section and UNON Gender Focal Point Team
	<b>Resources Required</b>	15500
	<b>Use of Funds</b>	The funds will be used to fund training identified in response to the capacity gaps among UNON Gender Focal points identified in the UNON Gender Equality Capacity Assessment conducted in September 2023. The UN Gender


		Focal Points Training of Trainers course has been developed and recommended by UNWOMEN. Additionally, funding has been set aside to fund travel costs for 1 GFP representative to attend the UN-SWAP annual conference in 2024.
	Timeline	1 year


 <b>PI11</b> Gender Architecture APPROACHING	<b>Action Plan</b>	To solicit for funds for resourced Gender Unit
	<b>Responsible For follow up</b>	UNON Office of the Director General
	<b>Resources Required</b>	65000
	<b>Use of Funds</b>	To fund 1 position in ODG to support gender affairs
	<b>Timeline</b>	1 year

 <b>PI12</b> Equal representation of women MEETS	<b>Action Plan</b>	Human Resources Management Services (HRMS) UNON, will use the below strategies for implementing the System-Wide Strategy on Gender Parity in all UNON Divisions:1. Analyse data to identify key trends and possible bottlenecks. Attention shall focus on various dimensions, such as grade, staff category, job family, contract type, location, with a view to developing associated remedial measures.2. Monitor gender parity statistics and progress at all staff levels including senior management; update hiring managers regularly with a view to closing the gaps. The hiring managers should be provided with the most up-to-date information on gender balance prior to and at each stage of recruitment, to ensure that they are aware and personally sign off on the implications of their hiring decision on overall parity goals. Ensure Temporary Special Measures are applied consistently and integrated with relevant HR policies and procedures.3. Encourage all staff and staff with supervisory and hiring responsibilities to complete mandatory trainings on gender. Empower mid-management staff to build their capacity through training and peer networking forums.4. Review periodically broader issues of inclusion are addressed, including staff geographical distribution, LGBTQI, persons with disabilities, etc.5. Provide technical guidance to ensure inclusive and diverse language in communication materials, such as the use of gender-neutral language inclusive of trans and gender nonconforming persons, in line with UN-GLOBE's recommendations.6. Reasonable accommodation: The relevant policies, including human resources and those pertaining to the development of facilities, specify provision of reasonable accommodation, where necessary.
	<b>Responsible For follow up</b>	Human Resources Management Services (HRMS) UNON
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	No funds needed.
	<b>Timeline</b>	1 year


 <div>PI13</div> <div>Organizational culture</div> <div>NOT APPLICABLE</div>	<b>Action Plan</b>	UNON HR will keep monitor and encourage staff to comply with mandatory online courses and optional online workshops relating to organizational culture such as Prevention Against Sexual Exploitation and Abuse, I Know Gender, Unite to Respect and Ethics and Integrity. UNON Gender Focal Point Team will keep advocating for more funds to invest in staff's capacity building trainings. UNON HR will keep monitoring FWA for all UNON staff
	<b>Responsible For follow up</b>	UNON HR and UNON Gender Focal Point Team with the overall responsibility of UNON Senior Management Group (SMG) and Director-General.
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	No funds needed.
	<b>Timeline</b>	1 year

 <div>PI14</div> <div>Capacity Assessment</div> <div>EXCEEDS</div>	<b>Action Plan</b>	UNON Capacity development plan to be updated every 3 years
	<b>Responsible For follow up</b>	UNON Senior Management Group and UNON Gender Focal Point Team
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	No funds required
	<b>Timeline</b>	2 years


 <div>PI15</div> <div>Capacity Development</div> <div>MEETS</div>	<b>Action Plan</b>	UNON will continue to promote the mandatory learning for all new and existing staff and continue to build knowledge and capacity by continuing to offer courses such as Diversity and Inclusion, Unconscious Bias and other gender related courses as and when available/funds are available.
	<b>Responsible For follow up</b>	UNON Gender Focal Point Team and Senior Management Team.
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	No funds needed.
	<b>Timeline</b>	Ongoing


 <div>PI16</div>	<b>Action Plan</b>	UNON will continue to strengthen knowledge and communication with UNIS, ICTS and UNON HR Learning
	<b>Responsible For follow up</b>	United Nations Information Service (UNIS), UNON ITMS and UNON Gender Focal Point Team's communication representatives.


Knowledge and Communication  EXCEEDS	Resources Required	0
	Use of Funds	No funds needed.
	Timeline	Ongoing

 PI17 Coherence  MEETS	Action Plan	UNON will continue to participate in various inter-agency coordination mechanisms
	Responsible For follow up	UNON Gender Focal Point Team/ UNON Senior Management
	Resources Required	0
	Use of Funds	No funds needed.
	Timeline	Ongoing

## IX. SUPPORTING DOCUMENTATION

 PI1 Strategic Planning Gender-Related SDG Results GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT NOT APPLICABLE	
Category	Documents
	<a href="#">No documents uploaded</a>

 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	<a href="#">UNON Evaluation Policy - Signed.</a>



## 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
Gender Policy/Strategy	<a href="#">Gender Policy (2014-2019) (2)</a>
Monitoring documents	<a href="#">UNON GENDER PARITY DATA AS AT 31 DECEMBER 2024</a>
Gender Policy/Strategy	<a href="#">UNON Gender Parity data- General staff and related 31.12.2024</a>
Action/ Implementation Plan	<a href="#">HRSC Meeting Priorities per Agency</a>
Gender Policy/Strategy	<a href="#">Work Plan HRSC 2025 - prepared in 2024</a>



## PI7 Leadership

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

EXCEEDS

Category	Documents
Other	<a href="#">Women Leaders Network -Programme. (1)</a>
Meeting minutes	<a href="#">UNON DG Remarks_WLN Mentorship Programme launch 19092023_FINAL</a>
Speeches	<a href="#">DG UNON remarks to Council of Governors_26 Jan 2024</a>
Other	<a href="#">Link to International Gender Champion website</a>
Other	<a href="#">invitation to Informal Briefing - Un-Women's role in advancing gender parity</a>
Other	<a href="#">Invitation to cocktail hosted by UNON DG in celebrating women in leadership</a>
Other	<a href="#">UNON Gender Mainstreaming Training 2024.docx (004)</a>
Speeches	<a href="#">ZHB_2024 IWD Address - Invest in Women</a>
Speeches	<a href="#">ZHB_IWD video statement_v3</a>
Other	<a href="#">UNON GFPs IN PERSON Training</a>
Other	<a href="#">Invitation card_Women in Leadership</a>
Meeting minutes	<a href="#">UNON SMG presentation Gender Parity and Safety Walk January 2023</a>
Meeting minutes	<a href="#">UN-SWAP 2023 report presentation to DG</a>



## PI8 Gender-responsive performance management

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

MEETS

Category	Documents
Performance management document	<a href="#">UNON 5 year gender distribution</a>
Core values and competencies	<a href="#">Job Opening 246340 Chief of Unit P4</a>




## PI9 Financial Resource Tracking


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


APPROACHING

Category	Documents
----------	-----------

<b>Financial resource tracking information</b>	<a href="#">Financial resource tracking in UMOJA</a>

 <b>PI10 Financial Resource Allocation</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
NOT APPLICABLE	
Category	Documents
	No documents uploaded

 <b>PI11 Gender Architecture</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
APPROACHING	
Category	Documents
<b>Focal Point Terms of Reference</b>	<a href="#">ST-SGB-2023-3 on Gender Focal Points in the Secretariat (002)</a>
<b>Other</b>	<a href="#">unon_gender_flyer</a>
<b>Other</b>	<a href="#">Chief Trust Funds Unit Workplan 2023-2024</a>
<b>Other</b>	<a href="#">Travel Request 0001928329 (002)</a>
<b>Other</b>	<a href="#">Financial resource tracking in UMOJA</a>

 <b>PI12 Equal representation of women</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
MEETS	
Category	Documents
<b>Gender Parity Statistics</b>	<a href="#">UNON GENDER PARITY DATA AS AT 31 DECEMBER 2024</a>
<b>Gender Parity Statistics</b>	<a href="#">BTAD dashboard GS and related categor</a>
<b>Gender Parity Statistics</b>	<a href="#">UNON Gender Parity data- General staff and related 31.12.2024</a>



## PI13 Organizational culture

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

### MEETS

Category	Documents
Demonstrated tracking of FWA implementation and accessibility by gender and grade	<a href="#">Telecommuting Report Jan to Dec 2024</a>
Other	<a href="#">statement on psea final on UNON website</a>
Other	<a href="#">Lactation rooms in UNON email</a>
Other	<a href="#">COMPLETION OF THE MANDATORY TRAININGS IN 2024 IN UNON</a>
Organizational survey	<a href="#">Staff engagement survey Nov 2024</a>



## PI14 Capacity Assessment


INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

### EXCEEDS


Category	Documents
Capacity assessment survey/questionnaire	<a href="#">Microsoft UNON Gender Equality Capacity Assessment Results</a>
Capacity assessment survey/questionnaire	<a href="#">Invitation to capacity assessment survey</a>
Capacity assessment survey/questionnaire	<a href="#">Unconscious Bias training email</a>
Capacity assessment survey/questionnaire	<a href="#">Summary of Workshop on Capacity Assessment February 2023</a>
Capacity assessment survey/questionnaire	<a href="#">Diversity and inclusion workshop email</a>

<b>Capacity assessment survey/questionnaire</b>	<a href="#">Diversity and inclusion workshop email 2</a>
<b>Capacity Development Plan</b>	<a href="#">UNON Gender Equality Capacity Report &amp; Plan draft</a>

 <b>PI15 Capacity Development</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY	
MEETS	
Category	Documents
Training module	<a href="#">COMPLETION OF THE MANDATORY TRAININGS IN 2024 IN UNON</a>
Training module	<a href="#">Unconscious Bias training email</a>
Training module	<a href="#">UNON 2024 Entity Learning Plan - Guidance and Template</a>
Training module	<a href="#">FEb 2024 learning calendar including diversity and inclusion and unconscious bias</a>
Training module	<a href="#">Invitation to UNON GFP training</a>
Training module	<a href="#">UNON Gender Mainstreaming Training 2024.docx (004)</a>

 <b>PI16 Knowledge and Communication</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE	
EXCEEDS	
Category	Documents
Other	<a href="#">2017 Status of Women in UN Duty Station in Nairobi report</a>
Screenshots of intranet or website with URL references	<a href="#">ISeek article on Gender FP meets DG</a>
Screenshots of intranet or website with URL references	<a href="#">ODG Gender parity1</a>
Screenshots of intranet or website with URL references	<a href="#">ODG UNON International womens day</a>

Screenshots of intranet or website with URL references	<a href="#">ODG Instagram 10 August 2023</a>
Screenshots of intranet or website with URL references	<a href="#">X ODG UNON posts 2024</a>
Link to the Community of Practice if publicly available	<a href="#">@ODG UNON gender equality</a>
Link to the Community of Practice if publicly available	<a href="#">Civil society conference, Nairobi @ODG UNON</a>
Other	<a href="#">Civil society conference High level support meeting report2024</a>
Other	<a href="#">UNIS Nairobi supports 2024 UNCSC Digital content</a>
Other	<a href="#">Civil society conference Volunteer Management report 2024</a>
Other	<a href="#">Civil Society conference Stakeholders Report 2024</a>
Other	<a href="#">Civil society conference Media Monitoring report2024</a>

 <b>PI17 Coherence</b>  INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE	
MEETS	
Category	Documents
Peer Review report	<a href="#">UNON-UNOG peer review UN SWAP FINAL</a>
Other	<a href="#">Courtesy Call with UN Women DED</a>
Other	<a href="#">Work Plan HRSC 2025 - prepared in 2024</a>
Other	<a href="#">Annual Global GFP meeting programme 2024 FINAL updated 10 October xxx</a>
Other	<a href="#">HRSC Meeting Minutes 25th April 2024</a>
Other	<a href="#">UN Women Letter to IANGWE Inputs for SG Report on women the girl child and HIV</a>
Other	<a href="#">Civil society conference May 2024 pictures</a>

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

