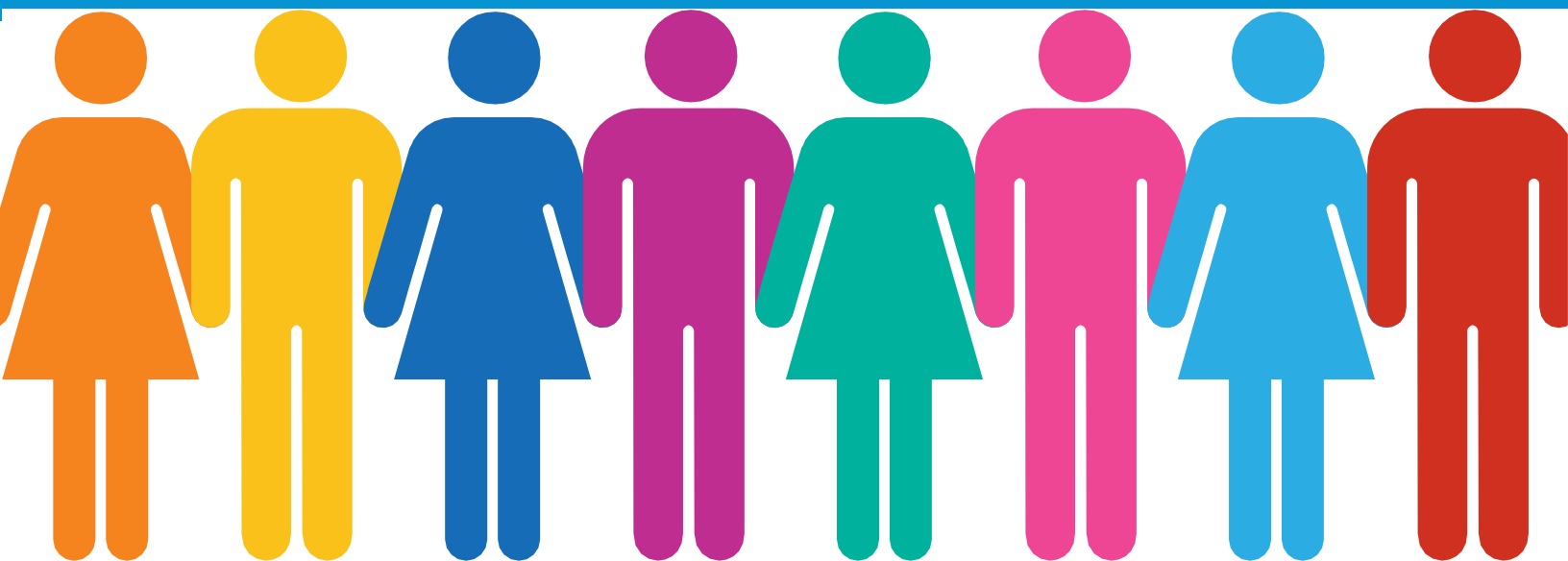


# Economic and Social Commission for Asia and the Pacific

## ESCAP

### 2024 UN-SWAP 2.0

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



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## I. BACKGROUND

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

Created as a response to ECOSOC agreed conclusions [1997/2](#), which called upon the UN system to mainstream a gender perspective throughout its work, and the CEB endorsed UN System-wide Policy on Gender Equality and the Empowerment of Women in 2006. Following the creation of UN Women in 2010, the UN-SWAP framework was developed through inter-agency consultations to operationalize the policy. The UN-SWAP was endorsed by the United Nations Chief Executives Board for Coordination (CEB) in April 2012.

In response to the request of the United Nations General Assembly in resolution 67/226, the Joint Inspection Unit review [\(JIU/REP/2019/2\)](#) of the UN-SWAP 1.0 (2012-2017) found that the UN-SWAP has proven to be a catalyst for progress towards gender mainstreaming, an effective framework for tracking system-wide advancement and a system-wide achievement. UN-SWAP 2.0 (2018-2022) raised the bar for accountability by strengthening existing indicators and anchoring the framework within the 2030 Agenda for Sustainable Development. UN-SWAP 2.0 and the equivalent framework at the UN country team level, UN Country Team System-wide Action Plan (UNCT-SWAP) Gender Equality Scorecard, have been contextualized to the UN reform and the planned move to system-wide reporting on collective results linked to gender-related targets of the SDGs, including SDG 5. The gender dimensions of the UN Response to the health and development crisis emanating from the COVID-19 have been also integrated in the accountability frameworks for the period 2020-2022.

## II. UN-SWAP 2.0 ACCOUNTABILITY FRAMEWORK REPORT COMPONENTS

### Indicator Rating and explanation

As elaborated in its [technical guidance](#), the UN-SWAP 2.0 includes a set of 17 Performance Indicators (PIs), organized in two sections (Gender-related SDG results and Institutional strengthening to support achievement of results) and clustered around six broad areas.

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

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

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

### Action Plans

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

### Supporting evidence and knowledge hub

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

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

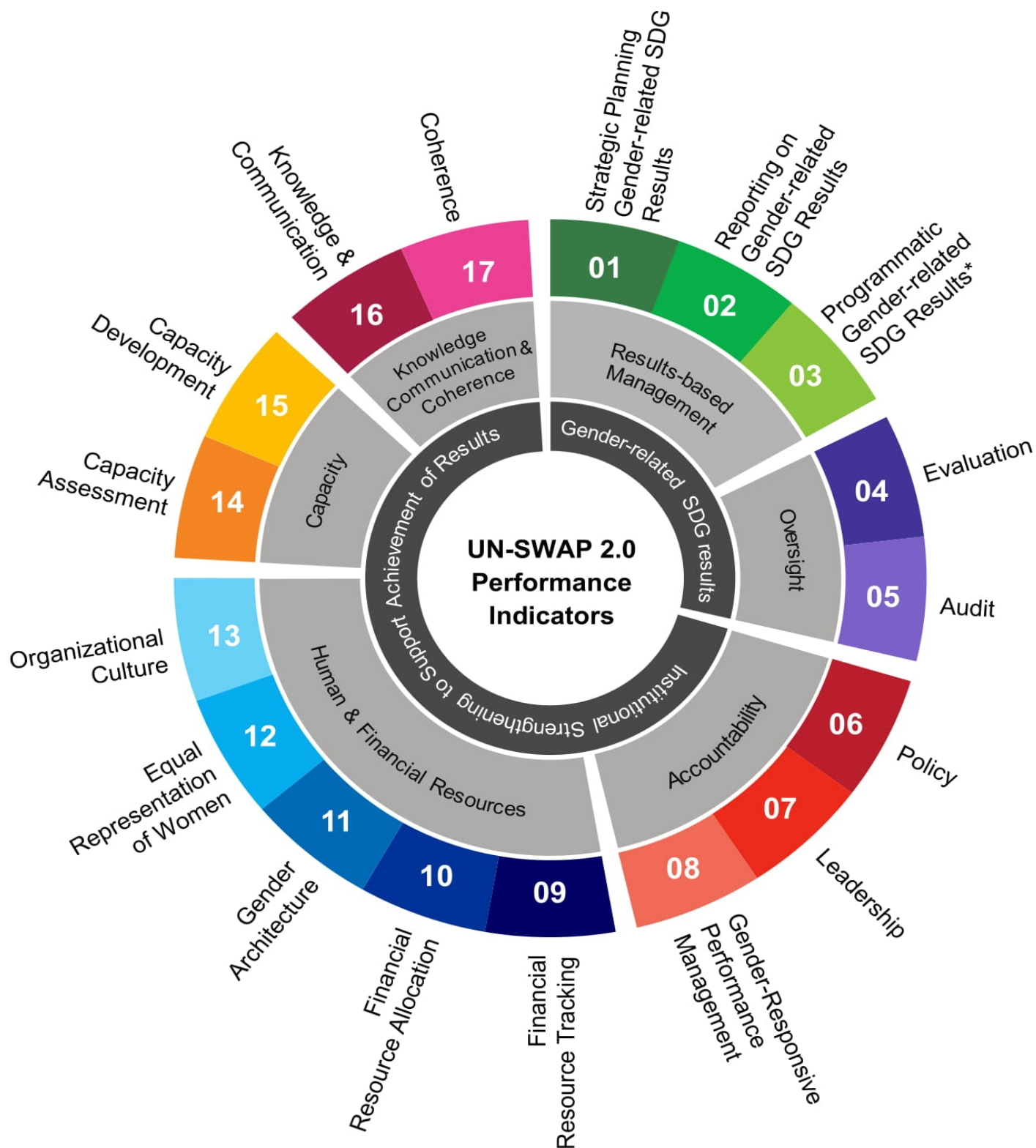
### III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING

As part of the quality assurance process, UN Women reviews UN-SWAP 2.0 annual reports submitted by UN entities for thoroughness and consistency of ratings. UN Women is responsible for coordinating and facilitating the implementation of the UN-SWAP 2.0, providing guidance to participating entities through a help-desk function and reporting on system-wide progress towards gender equality and the empowerment of women. The annual Report of the [Secretary-General on mainstreaming a gender perspective into all policies and programmes in the United Nations system](#) includes an analysis of system-wide performance on gender mainstreaming based on UN-SWAP 2.0 results. To enhance transparency, individual entity results are available on the UN-Women website.

### IV. ESCAP REPORTING INTERNAL REVIEW PROCESS

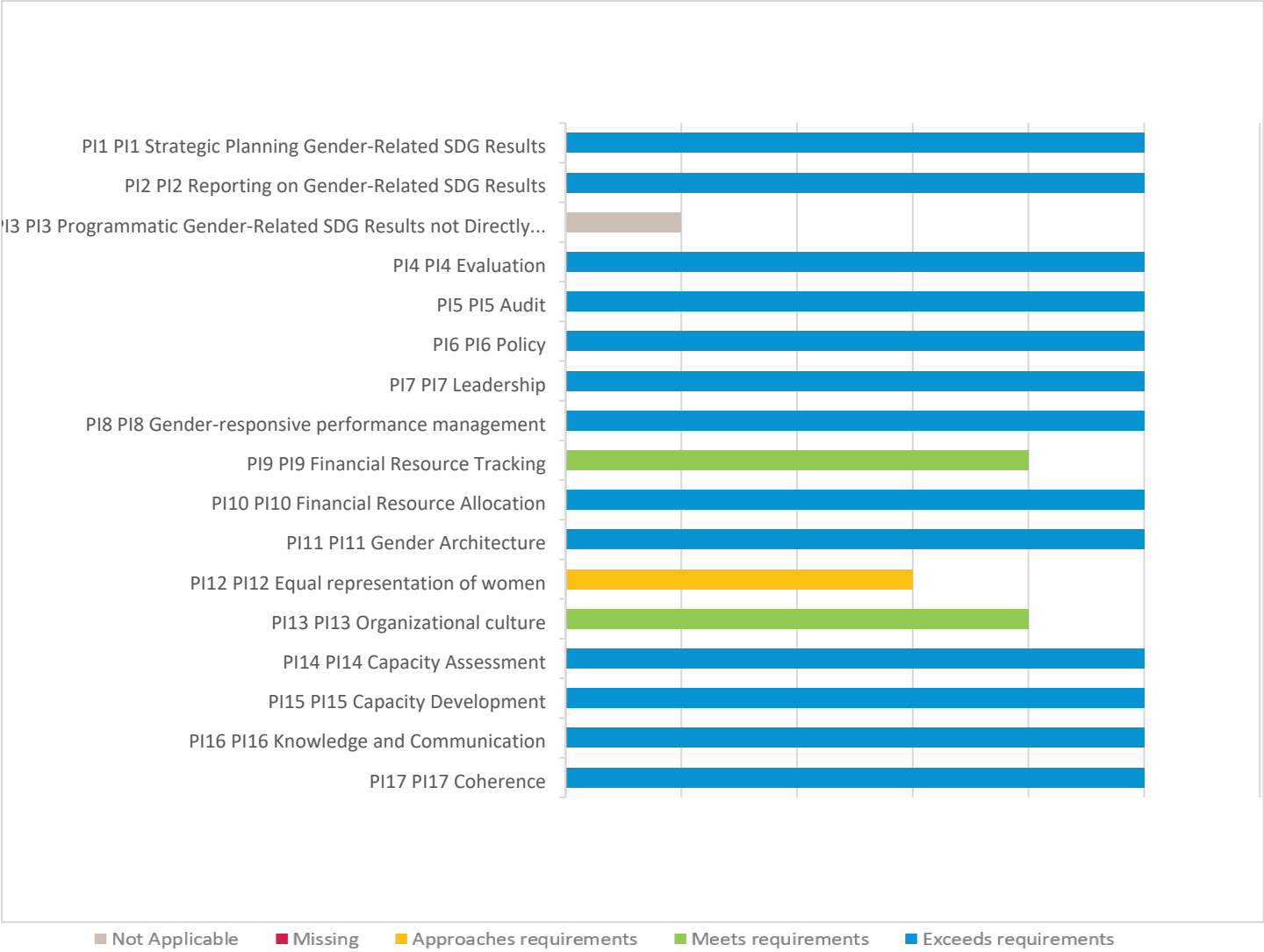
The SWAP submission is cleared by ESCAP's Executive Secretary. The drafting of the submission is led by the Social Development Division, with sign off by the Director of the Social Development Division. The Chief of the Gender Equality and Social Inclusion Section, Social Development Division oversees the coordination of inputs from all substantive offices, including the Office of the Executive Secretary, the Division of Administration (Human Resources Management Section and the Communications and Knowledge Managements Section in particular), the Strategic Programme and Managements Division, etc.

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



\*not directly captured in the Strategic Plan

VI. ESCAP 2024 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT



VII. ESCAP 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
EXCEEDS	

**1ci. Main strategic planning document includes at least one high level transformative result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets.**  
ESCAP has consistently incorporated gender equality and women's empowerment perspectives in its main strategic planning document, whether it be through targeted interventions aimed at reducing gender inequalities and/or bolstering women's empowerment or as a cross-cutting analytical lens through which each subprogramme reviews and implements its programme.

The gender dimensions of regional priorities for economic and social development are integrated into programme planning and implementation across ESCAP’s work. ESCAP dedicates focused analysis, targeted programming and technical support at the request of member States to promote and protect the rights of women and girls. Kindly refer to Proposed programme plan for 2024 (A/78/6 (Sect.19)), para 19.19. and the Proposed programme plan for 2025 (A/79/6 (Sect.19), para 19.20.

In the draft Proposed programme plan for 2026, subprogrammes 2 on trade, investment and innovation, subprogramme 6 on social development, subprogramme 7 on statistics and component 4 of subprogramme 8 have put forward results on advancing women’s economic empowerment and mainstreaming gender in their respective areas of work. Gender equality and the empowerment of women (GEEW) is a thematic priority area for subprogramme 6, while advancing the disaggregation of data, including disaggregation by sex, is a focus of subprogramme 7. Subprogrammes also stress their work on GEEW in their strategies. For instance, subprogramme 2 promotes women’s entrepreneurship, subprogramme 3 works towards more inclusive transport, and subprogramme 9 on energy facilitates dialogue and produces knowledge products that include the energy system’s impacts on women and highlight their contribution to a sustainable energy transition. All of ESCAP’s subregional offices address GEEW be it through the promotion of women’s economic empowerment in the Pacific, in North and Central Asia, South and South-West Asia, a focus on gender equality in the technology industry in North-East Asia and equitable access to social protection systems in South-East Asia (see more information in table).

**1cii. Entity has achieved or is on track to achieve the high level transformative result on gender equality and the empowerment of women.**  
Please see inputs below

**High-level result(s) on gender equality and empowerment of women**  
Results planned in the proposed Programme Plan for 2026

Investment promotion agencies pledge commitment to advance gender equality through foreign direct investment (TIID)  
  
Bridging the digital gap to leave no one behind in South and South-West Asia (SSWA)

Results reported in the proposed Programme Plan for 2026

Regional consensus on priorities and strategies for achieving gender equality and women’s empowerment in Asia and the

Pacific (SDD)

Member States develop policy measures on valuing and investing in the care economy to empower women (SDD)

National statistical systems advance the mainstreaming of a gender perspective (SD)

#### **Achievement in year/s (No longer mandatory)**

ESCAP is achieving the results it planned for 2024 with the focus of transforming the policy environment to address gender inequalities and promote economic empowerment of women in Asia and the Pacific region.

Results reported in the Proposed Programme Plan for 2026

1 - Regional consensus on priorities and strategies for achieving gender equality and women's empowerment in Asia and the Pacific (Social Development Division)

2 - Member States develop policy measures on valuing and investing in the care economy to empower women (Social Development Division)

3 - National statistical systems advance the mainstreaming of a gender perspective (Statistics Division)

#### **Internal evidence base (non-Secretariat) – include attachments and page numbers**

N/A

#### **Please include an Internal assessment of progress using entity assessment methodology for reporting on its main strategic planning document (No longer mandatory as of 2021)**

On track

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

- Goal 17/Target 17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts
- Goal 10/Target 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- Goal 10/Target 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
- Goal 5/Target 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- Goal 5/Target 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- Goal 5/Target 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

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

- Access To Gender-Responsive Services
- Women's Engagement and Participation
- Women's Economic Empowerment



### Narrative on results to be completed by all entities

1 - Regional consensus on priorities and strategies for achieving gender equality and women's empowerment in Asia and the Pacific (Social Development Division). Member States reached consensus on the regional priorities and strategies to address emerging issues and accelerate the implementation of the Beijing Declaration and Platform for Action. ESCAP in collaboration with UN Women led the regional review of progress made and challenges that remain in implementing the Beijing Declaration and Platform for Action, which culminated in the Asia-Pacific Ministerial Conference on the Beijing+30 Review in November 2024. In the years leading up to the Ministerial Conference, ESCAP supported member States in capacity development for assessing progress in critical areas of concern and building the consensus on regional priorities for policy development to address emerging challenges in the context of critical transitions, through regional policy dialogue and sub-regional forums and workshops. Over 45 member States responded to the Beijing+30 survey and participated in the Ministerial Conference.

2 - Member States develop policy measures on valuing and investing in the care economy to empower women (Social Development Division). ESCAP has been instrumental in supporting the development and implementation of National Action Plans on Care in the Philippines, Lao PDR, Indonesia, and Cambodia, as well as a local care ordinance in the Philippines. At the regional level, ESCAP also supported the drafting of the recently adopted ASEAN Declaration on Strengthening the Care Economy and Fostering Resilience Towards the Post-2025 ASEAN Community. These outcomes were achieved through a comprehensive approach that combined analytical work, technical and advisory support, and advocacy efforts. ESCAP developed the Model Framework for Action on the Care Economy, providing an evidence-based foundation for national policy development. This work was underpinned by country-specific case studies and robust analytical research, ensuring tailored solutions for diverse national contexts. In addition, ESCAP facilitated national consultations in the Philippines, Indonesia, Lao PDR, and Cambodia where the Model Framework was validated and applied to support policymakers develop national action plans. Through regional fora, cross-country learning exchanges, and events such as the International Day of Care commemorations, ESCAP leveraged advocacy to strengthen partnerships and to advance gender-responsive care policies across the region.

3 - National statistical systems advance the mainstreaming of a gender perspective (Statistics Division). ESCAP's work contributed to the application of gender mainstreaming in the national statistical systems of Fiji, Indonesia, and Philippines. The countries of Bhutan, Fiji and Thailand strengthened their capacities to develop robust civil vital registration and vital statistics (CRVS). ESCAP's statistic division supported the integration of gender into climate related statistics through a combination of assessments of policy documents and training of national experts on gender mainstreaming in statistical production. Similarly, it strengthened the capacities of Bhutan, Fiji and Thailand to develop robust civil registration and vital statistics (CRVS) through inequality assessments, gender integration, knowledge products on measuring adult mortality, validation of death reporting processes and review of data collection tools.

**In alignment with the previous selection, describe the specific focus of existing gender-related strategic work, as well as new activities and deliverables in response to emerging crises and global challenges (no longer mandatory)**

**(3.0 Baseline - Intersectional gender analysis) (GEAP) Has an intersectional gender analysis, incorporating sex-disaggregated data, been carried out throughout the entity's strategic planning process?**

- No

**(3.0 Baseline - Intersectional gender 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?**

NO. In preparing its strategic plan, ESCAP is following the guidance of the Programme Planning and Budget Division (PPBD) of the Department of Management, Strategy and Compliance (DMSPC), which currently does not require an intersectional gender analysis as part of the planning process.

Within the context of the recently launched UN System-Wide Gender Equality Acceleration Plan (GEAP) as well as the next reiteration of the System-Wide Action Plan on Gender Equality and Women's Empowerment (SWAP 3.0), the ESCAP Gender Equality Steering Committee has been established to oversee the implementation of the imperatives of the GEAP and SWAP 3.0 to the ESCAP context. Under the overall leadership of the Executive Secretary, the Steering Committee will provide direct strategic direction, oversight, and promote organization-wide accountability with the technical support of the Social Development Division and the Strategy and Programme Management Division. The Gender Equality Steering Committee is

responsible for the development and implementation of ESCAP's Gender Equality Policy and Implementation Plan 2025–30 (GEPIP), which is aligned with the requirements of GEAP and SWAP 3.0. In this regard, the Steering Committee will work to integrate the requirement for intersectional gender analysis, including the use of sex-disaggregated data, into ESCAP's strategic planning processes.

To meet this requirement, ESCAP would need to define the scope and frequency for conducting intersectional gender analysis in its line of business (norm setting and policy advice at the regional level) and define the roles and responsibilities. It would further require technical support and capacity building by specialists to help prepare a practical step-by-step guide for programme managers on how to undertake intersectional gender analysis or to lead colleagues of their respective domains through the process. The year in which this could be achieved would largely depend on the availability of funds to seek expert support.

**(3.0 Baseline - Adequate resources) (GEAP) Are adequate resources, both human and financial, for implementation of the gender-related high-level results(s) allocated/described in the main strategic planning document?**

- Yes

**(3.0 Baseline - Adequate resources) (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. The proposed programme budget that is prepared on an annual basis and presented to Member States allows for the full, effective and efficient implementation of ESCAP's mandate. During the planning process, ESCAP ensures that the resource requirements it puts forward are adequate to implement the longer-term plan. Subprogramme 6 on Social Development leads ESCAP's efforts to realize inclusive and equitable societies that protect, empower and leave no one behind in Asia and the Pacific.

Evidence: 2024 Proposed Programme Plan (<https://documents.un.org/doc/undoc/gen/n23/089/94/pdf/n2308994.pdf>)

**(3.0 Baseline - Indicators) Do indicators in the strategic planning document and/or related results framework integrate a gender perspective?**

- Yes

**(3.0 Baseline - Indicators) 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. Where applicable, the indicators in the strategic planning document (performance measures in the programme plan of the Secretariat) integrate a gender perspective. However, ESCAP's main line of business is the facilitation of consensus building on policy and norms at the regional level. The indicators of performance for these results are mostly people-agnostic.

Evidence: 2024 Proposed Programme Plan (SP2, SP6, SP7, SP8C4, SP8C5)

<https://documents.un.org/doc/undoc/gen/n23/089/94/pdf/n2308994.pdf>

**Emerging crises and global challenges, including COVID-19 crisis, response and recovery (no longer mandatory).**



Performance Indicator:  
PI2 Reporting on Gender-Related SDG Results

EXCEEDS

**2ci. Reporting to the Governing Body or equivalent on the high level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5.**

ESCAP reports to its Governing Body annually through the ESCAP Commission Session and biannually to its nine subsidiary Committees related to the various areas of ESCAP's substantive thematic priority areas.

Reporting to the 80th Commission Session

To the annual Commission session, ESCAP systematically reports on the implementation of its main strategic plan, including its high-level results on gender equality and women's empowerment (see agenda item 5(a) Proposed programme plan for 2025 (ESCAP/80/21)).

The 80th session of the Economic and Social Commission for Asia and the Pacific, held in April 2024, was guided by the theme "Leveraging digital innovation for sustainable development in Asia and the Pacific". The secretariat presented its work through the theme study for the 80th session of the Commission. The theme study discussed how Governments could support the development, of digital innovations to accelerate implementation of the SDGs. The report highlights the opportunities that digital innovation can create to contribute to lower gender and income inequalities while pointing to the widening digital divide that makes leveraging digital innovation for inclusive and sustainable development more essential. The report contains recommendations for member States to build inclusive connectivity, to strengthen the digital skills of marginalized groups and promote their participation in STEM education and careers, to develop enabling ecosystems that support the inclusion of marginalized groups in the digital age.

Reporting to subsidiary Committees in 2024

Committee on Social Development

The Eighth Session of the Committee on Social Development was convened in October 2024. The Committee focused on four areas of social development, namely: (1) future-proofing social protection systems in view of key megatrends including demographic trends, climate change and digitalization to address vulnerabilities and support sustainable social development, (2) building inclusive and comprehensive social protection systems in the face of emerging challenges as well as the Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific (3) social and economic challenges and opportunities associated with slower population growth and the shift towards a greater number and share of older persons, and (4) strengthening disability-inclusive development and disability rights, as well as Implementation of the Jakarta Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2023-2032. Recognizing the disproportionate impact on women and girls, gender-responsive approaches were emphasized, particularly in integrating care into social protection, expanding maternity benefits, and addressing women's disproportionate share of unpaid care work.

Committee on Statistics

The Secretariat presented a report to the Committee on Harnessing the power of data to leave no one behind: reflections on the status of implementation of the Declaration on Navigating Policy with Data to Leave No One Behind. The report highlights

that the availability of data on areas covered by the Sustainable Development Goals in the region has significantly increased, rising from 25 per cent in 2017 to over 50 per cent in 2024 while large data gaps remain, including on physical safety, human rights, environmental sustainability, good governance and gender equality. These data gaps are even more acute when looking at different population groups, as disaggregated data are available for only 29 Goal indicators. (ESCAP/CST(9)/2)

#### Committee on Transport

The secretariat presented Guidelines on enhancing social inclusion and innovations in urban transport systems in Asia-Pacific cities that emphasize the importance of inclusive urban transport systems that cater to all societal groups, with a particular focus on women. It argues that accessible and safe transport enables women to pursue employment and educational opportunities, contributing to economic growth and poverty reduction and that improved mobility allows women to participate more fully in community and social activities and fostering greater societal inclusion. The report recommends (1) to incorporate women's specific travel needs and patterns into urban transport planning to ensure services are responsive and accessible, (2) to implement initiatives such as improved lighting, surveillance, and women-only spaces to enhance safety and encourage greater use of public transport by women, and (3) to develop pricing strategies and subsidies that make transportation more affordable for women, particularly those from economically disadvantaged backgrounds. (ESCAP/CTR(8)/6) Committee on Environment and Development

The secretariat presented a report called Cities at the forefront of regional environment and development challenges that provides an overview of the environment and development challenges facing the region's cities in relation to low-carbon development, clean air, nature-based solution and the building of capacities in order to minimize the impact of urbanization on the environment. It argues that ensuring the participation of women and disadvantaged groups in decisions and actions related to climate and urban development strategies is crucial for inclusive urban development. Therefore, additional efforts should be made to develop gender-sensitive policies, inclusive participatory processes and the capacity of member States to address the additional burdens faced by vulnerable groups, especially in urban contexts. (ESCAP/DEC(8)2)

#### **2cii. Systematic use of sex-disaggregated data in strategic plan reporting.**

The ESCAP Asia-Pacific SDG Partnership Data Portal <http://data.unescap.org/sdg/> provides sex-disaggregated data, where available and forms the basis of programme planning within ESCAP. ESCAP's programme plan is further informed and influenced by datasets provided in the SDG Gateway Data Explorer (<https://dataexplorer.unescap.org/>), and the National SDG Tracker (<https://data.unescap.org/stories/national-sdg-tracker>), where sex-disaggregated data is available to the greatest extent possible.

In addition, the Regional Road Map for implementing the 2030 Agenda in Asia and the Pacific endorsed by the Commission in resolution 73/9 is a key reference document for ESCAP's strategic plan which covers gender most directly under Leave No One Behind. It should be noted that the primary mandate of the Commission is to advise member States on policy matters. As such reporting against achievements of the Commission does not always lean itself towards the use of sex-disaggregated data. In the Proposed Programme Budget for 2026, ESCAP reports the results it achieved (see Performance Indicator 1). Whenever possible, i.e. when people-centred performance measures are used, ESCAP has consistently disaggregated data presented by sex. In addition, ESCAP plans to continue its crucial support to National Statistical Systems in advancing data disaggregation and mainstreaming gender statistics particularly in data governance frameworks. This work is jointly undertaken with UN-Women.

ESCAP has also developed a Leave No One Behind methodology that supports member States to access and use disaggregated data on the circumstances of population groups that are at the highest risk of being left behind. The interactive tool analyzes 16 SDG indicators from 9 SDGs of 32 countries across Asia and the Pacific. In 2024, four member States (Armenia, Lao People's Democratic Republic, Nepal and Palau) generated their own data and evidence from the tool to inform inclusive policies (<https://lnob.unescap.org/>).

ESCAP has launched the Asia-Pacific Gender Portal, a comprehensive platform housing an extensive repository of gender data. The portal allows users to explore gender-related SDG indicators and access detailed country profiles, providing gender-disaggregated data tailored to each country in the region.

### **2ciii. Reporting every two years to the Governing Body or equivalent on implementation of the entity's gender equality and empowerment of women policy.**

Within the context of the recently launched UN System-Wide Gender Equality Acceleration Plan (GEAP) as well as the next reiteration of the System-Wide Action Plan on Gender Equality and Women's Empowerment (SWAP 3.0), the ESCAP Gender Equality Steering Committee has been established to oversee the implementation of the imperatives of the GEAP and SWAP 3.0 to the ESCAP context. The ESCAP Gender Equality Steering Committee is a key governance structure to provide cohesive leadership and oversight on ESCAP's work on gender equality and the empowerment of women and girls. Under the overall leadership of the Executive Secretary, the Steering Committee will provide direct strategic direction, oversight and promote organization-wide accountability with the technical support of the Social Development Division and the Strategy and Programme Management Division. The Gender Equality Steering Committee is responsible for the development and implementation of ESCAP's Gender Equality Policy and Implementation Plan 2025-30 (GEPIP) while also enhancing our Gender Marker and securing resources to strengthen our gender architecture. Within the context of the GEAP and SWAP 3.0, the GEPIP is to advance gender equality within ESCAP's programmes and organization.

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

- Externally (e.g. website, donors) Please provide hyperlink if publicly available
- Internally (e.g. email, Intranet)
- Reporting to Governing body or equivalent

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

The ESCAP Executive Secretary shares SWAP results with the Senior Management Team and these are also made available on the dedicated ESCAP iSeek page on gender mainstreaming: <https://iseek.un.org/bkk/ESCAP/Gender-mainstreaming>. The ESCAP Gender Mainstreaming page is intended to guide staff and experts at ESCAP through the latest documents and publications related to integrating a gender perspective into all of ESCAP's policy advocacy and programming by providing guidance on the different tools available to them and reporting on ESCAP's UN-SWAP results. SWAP results are further shared through the biennial Gender Mainstreaming Report which is circulated to ESCAP SMT and Gender Focal Points by the ESCAP Social Development Division Director via email. SWAP results are also shared during the annual meeting of Gender Focal Points (September 2024). SWAP results are made available on the ESCAP gender web page and also the Asia-Pacific Gender Portal. The biennial Gender Mainstreaming Report is also made available on the ESCAP website and Asia-Pacific Gender Portal and supports donor reports, including the annual ESCAP highlights report on results of ESCAP Technical Cooperation Activities.

### **(3.0 Baseline - Guidance on measuring and reporting gender-related SDG results) (GEAP) Has a guidance on measuring and reporting gender-related SDG results - including but not limited to utilizing an intersectional approach and sex-disaggregated data – been developed and provided by the Entity Strategic Planning Unit or equivalent?**

- Yes

#### **(3.0 Baseline - Guidance on measuring and reporting gender-related SDG results) (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. As part of project management guidelines issued by the Strategy and Programme Management Division of ESCAP, guidance has been provided on the mandatory tagging of projects against the SDGs, including gender-related Goals and targets, with the identification of relevant SDG Goal(s), target(s) and indicator(s) made mandatory as part of the submission of both concept notes and full-fledged project documents for approval and submission to donors. A maximum of 10 Goals may be listed, to which the project aims to contribute directly. Assigning a gender marker is required during the proposal process. Comprehensive reporting on SDG results is included in terminal progress reports for ongoing projects.

Since complete tagging for SDGs of each approved project in the secretariat's enterprise resource planning tool

(Umoja/Integrated Planning, Monitoring and Reporting solution) is now mandatory (since January 2024, in line with the Chief Executive Board reporting requirements), further guidance on the measuring of SDG results, including gender-related SDGs will follow.

Following the recent launch of the Secretariat-wide Gender mainstreaming principles and IPMR Gender Equality marker in Sept. 2024, to equip staff with the skills needed to incorporate a gender perspective into their projects, and towards the mandatory reporting by the end of 2025 of gender expenditures, further guidance is expected as ESCAP plans to roll out IPMR to the various subprogrammes.

In preparing its strategic plan, ESCAP follows the guidance of the Programme Planning and Budget Division (PPBD) of the Department of Management, Strategy and Compliance (DMSPC), which includes Guidance to mainstream gender equality and disability inclusion in the plan and results. ESCAP prepares internal guidance to support programme managers in the development of the plan and for the development of project proposals. However, these guidance documents do not explicitly state how to measure and report gender-related SDG results including but not limited to utilizing an intersectional approach and sex-disaggregated data. The Office of the Controller indicated that changes to the Strategic Management Application are under development that would allow to tag subprogrammes by Gender.

It is also to be noted that the tagging and hereby reporting on gender-related results is done at present in IPMR at the objective level and would help provide ‘indicative’ information rather than rigorous/detailed analysis.

Going forward, ESCAP may develop a concept note in 2025 with an aim to outline ways to progress against this new indicator.

**(3.0 Baseline - Gender analysis informs the allocation of adequate resources for GEWE) Does gender analysis inform the allocation of adequate resources for gender equality and the empowerment of women in your entity?**


- Yes

**(3.0 Baseline - Gender analysis informs the allocation of adequate resources for GEWE) 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. As a standard practice, all projects are required to conduct a thorough gender analysis which is then reviewed by the Project Appraisal Group as per their TORs. This analysis directly informs the assignment of a gender marker code, a key tool in ensuring that projects integrate gender considerations effectively. Projects with higher gender marker ratings are considered favourably when accessing funding, ensuring that resources are channeled toward initiatives that actively promote gender equality and women’s empowerment.

**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)**

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

N/A

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

- Yes

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

YES. ESCAP actively collaborates with UN Women to advance an intersectional, gender-transformative approach aimed at accelerating progress on SDG 5, achieving gender equality, and empowering all women and girls. Together, we have engaged in several impactful joint initiatives designed to achieve gender-related results.

Notably, ESCAP and UN Women co-organize regional commemorations of International Women’s Day and host sessions during the annual Commission on the Status of Women (CSW). In 2024, this collaboration extended to the Asia-Pacific Ministerial Conference on Beijing+30 Review, which brought together over 1,000 participants, including representatives from 46 member states and 260 civil society organizations. This milestone event underscored the region's commitment to gender equality and facilitated high-level dialogue on accelerating progress toward achieving the Beijing Declaration and Platform for Action.

A particular focus of our collaboration has been on SDG Target 5.4, which calls for recognizing and valuing unpaid care and domestic work through public services, infrastructure, and social protection policies. Together, ESCAP and UN Women have organized a regional forum, a special event on care, and national consultations to promote the development of policies that prioritize investments in the care economy. These efforts have contributed to significant policy outcomes, including the effective implementation of Indonesia’s Care Economy Roadmap, which serves as an exemplary model for the region.

II. GENDER-RELATED SDG RESULTS / OVERSIGHT



Performance Indicator:  
PI4 Evaluation

EXCEEDS

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

In 2019, ESCAP launched its Gender Equality Policy and Implementation Plan to guide its efforts in realizing gender equality and women empowerment, both within ESCAP and in its work with member States. The findings of the evaluation revealed that ESCAP meets and applies UNEG-related gender equality norms and standards, as reinforced by the meta evaluation score of 7.7 for the 9 evaluations completed by ESCAP between January and December 2023 (see ESCAP evaluation scorecard for 2023). In 2023, ESCAP issued an update of the ESCAP Monitoring and Evaluation Policy and Guidelines which applies the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of all evaluations commissioned by ESCAP and ensures evaluation consultants use appropriate tools and methodologies to address the gender and human rights dimensions. An explicit evaluation objective to assess this criterion and sub-questions are included in all evaluation ToRs as a standard, as well as other gender considerations as indicated in the UNEG guide on norms and standards for evaluations.

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

The evaluation process adhered to the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations, ensuring a comprehensive and inclusive approach throughout all phases. The UNEG norms and standards for evaluation, in conjunction with the ESCAP Monitoring and Evaluation Policy and Guidelines, provided the overarching framework for the evaluation, emphasizing a participatory and consultative methodology.

The UNEG Guidance emphasizes the importance of integrating human rights and gender equality considerations into



evaluations. In line with this guidance, the evaluation team actively incorporated these dimensions into the planning, design, implementation, and reporting stages.

#### **4ciii. Conducts at least one evaluation to assess corporate performance on gender mainstreaming or equivalent every 5-8 years.**

In 2019, ESCAP launched its Gender Equality Policy and Implementation Plan to guide its efforts in realizing gender equality and women empowerment, both within ESCAP and in its work with member States. The Policy and Plan have been aligned with the United Nations System-Wide Action Plan for Mainstreaming Gender Equality and the Empowerment of Women (UN-SWAP 2.0). In 2023, ESCAP management decided to commission an independent evaluation to assess ESCAP's performance on gender mainstreaming through the implementation of its Gender Equality Policy and Implementation Plan. The evaluation responds to the UN-SWAP 2.0 under the performance indicator on evaluation requiring that UN entities conduct at least one evaluation to assess corporate performance on gender mainstreaming every 5-8 years. It is also in accordance with the request from ESCAP members and associate members through a resolution<sup>1</sup> to the Executive Secretary of ESCAP to ensure that the secretariat's programmatic work, including the work of divisions, subregional offices, and regional institutions, is evaluated periodically.

This evaluation provided an impartial and credible body of evidence regarding ESCAP's performance on gender mainstreaming and areas for improvement that would inform the formulation of the next phase of the ESCAP Gender Policy and Implementation Plan. The target user of the evaluation results was the ESCAP secretariat, particularly the Social Development Division, Strategy and Programme Management Division, and Division of Administration. The evaluation provided ESCAP management with forward-looking actionable recommendations on further improving gender mainstreaming at ESCAP. The evaluation was formative in nature, i.e., supporting organizational learning and decision-making. The evaluation objectives included:

To assess the performance of ESCAP gender mainstreaming using the standard evaluation criteria, including impact, relevance, effectiveness, and efficiency, in reference to the UN-SWAP 2.0.

To identify and validate lessons learned, good practices and examples and innovations of mainstreaming gender in ESCAP's organizational culture, structure, processes, and programme of work.

To provide actionable recommendations for improving the impact and performance of ESCAP gender mainstreaming initiatives and guidance to formulate the next phase of the ESCAP Gender Policy and Plan in accordance with the UN-SWAP 2.0. The evaluation covered the gender mainstreaming work of ESCAP from 2019 to the present. The evaluation covered questions including: Evaluation criteria and Tentative evaluation questions

Impact:

What have been the significant achievements or results of gender mainstreaming at ESCAP since the issuance of the ESCAP Gender Policy and Implementation Plan?

How could ESCAP further enhance the impact of its gender mainstreaming work?

Effectiveness:

To what extent have the objectives of ESCAP Gender Policy in mainstreaming gender across all ESCAP subprogrammes been achieved?

How effective was ESCAP in integrating gender into its corporate operations, encompassing the entire span of management and administrative services? How could ESCAP make its gender mainstreaming work more effective?

Relevance:

To what extent has the ESCAP Gender Policy and Implementation Plan aligned the UN-SWAP 2.0 and other gender-related mandates?

How is the relevance of the ESCAP Gender Policy perceived by the ESCAP management and staff? Which initiatives were considered most relevant to them, and which were found least relevant?

Efficiency:

To what extent have the ESCAP Gender Policy and Implementation Plan been implemented? What were the gaps in the



implementation plan, and what were the reasons?

The evaluation was conducted in accordance with the ESCAP Monitoring and Evaluation Policy and Guidelines and the UNEG norms and standards for evaluation. It followed a participatory and consultative approach, whereby key stakeholders are engaged, and their views and feedback are systematically collected and used effectively in addressing the evaluation questions.


The findings of the evaluation revealed that ESCAP meets and applies UNEG-related gender equality norms and standards, as reinforced by the meta evaluation score of 7.7 for the 9 evaluations completed by ESCAP between January and December 2023 (see ESCAP evaluation scorecard for 2023). In 2023, ESCAP issued an update of the ESCAP Monitoring and Evaluation Policy and Guidelines which applies the UNEG Guidance on Integrating Human Rights and Gender Equality in evaluation during all phases of all evaluations commissioned by ESCAP and ensures evaluation consultants use appropriate tools and methodologies to address the gender and human rights dimensions. An explicit evaluation objective to assess this criterion and sub-questions are included in all evaluation ToRs as a standard, as well as other gender considerations as indicated in the UNEG guide on norms and standards for evaluations.

**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)**

(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 examine gender equality and women’s empowerment initiatives or address these aspects as part of broader audit engagements.

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

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

**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)

(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.**

Within the context of the recently launched UN System-Wide Gender Equality Acceleration Plan (GEAP) as well as the next reiteration of the System-Wide Action Plan on Gender Equality and Women’s Empowerment (SWAP 3.0), the ESCAP Gender Equality Steering Committee has been established to oversee the implementation of the imperatives of the GEAP and SWAP 3.0 to the ESCAP context. The ESCAP Gender Equality Steering Committee is a key governance structure to provide cohesive leadership and oversight on ESCAP’s work on gender equality and the empowerment of women and girls. Under the overall leadership of the Executive Secretary, the Steering Committee will provide direct strategic direction, oversight and promote organization-wide accountability with the technical support of the Social Development Division and the Strategy and Programme Management Division. The Gender Equality Steering Committee is responsible for the development and implementation of ESCAP’s Gender Equality Policy and Implementation Plan 2025-30 (GEPIP) while also enhancing our Gender Marker and securing resources to strengthen our gender architecture. Within the context of the GEAP and SWAP 3.0, the GEPIP is to advance gender equality within ESCAP’s programmes and organization.

ESCAP’s 2019 Gender Equality Policy is an embodiment to ESCAP’s commitment to the realization of gender equality and the empowerment of women as a precondition for inclusive, equitable and sustainable development and the achievement of the 2030 Agenda. In recognition that realizing equality between women and men, girls and boys, requires concerted and resourced attention by both the Commission itself and ESCAP member States, the Policy identifies the scope, objectives, guiding principles, strategic focus and gender architecture required to support member States in achieving gender-related SDG results by providing a gender-responsive institutional and operational framework within ESCAP.

The Policy is accompanied by the ESCAP Gender Equality Implementation Plan, which aims to operationalize the policies and commitment to gender equality and the empowerment of women. The plan outlines the responsibility and accountability mechanisms to implement ESCAP’s policies and commitments. This is divided into three strategic areas: strengthening the delivery of gender-related SDG results, tracking financial resources for gender equality and strengthening institutional

framework.

In line with ESCAP Gender Equality Policy and Gender Equality Policy Implementation Plan, targeted support to integrate gender dimensions into ESCAP's work was provided to key sectors in 2022. PME focal points work closely together with the GFPs to identify entry points for gender mainstreaming at Division/SRO/RI level, including the identification of subject matter experts with a gender background; review project documents according to the Gender Marker; and revise project implementation including ways in which to strengthen gender dimensions. GFPs also support the use of gender inclusive language in analytical products; support capacity building efforts, including trainings at Division/SRO/RI level; promote equal participation of women and men in ESCAP events, including speaking roles; collaborate on the development of knowledge products/guidance material on gender equality; and contribute to the Annual Progress Report on gender mainstreaming at ESCAP. ESCAP is in the process of designing a revised Gender Equality Policy and Implementation Plan aligned with SWAP 3.0 and UN System-wide Gender Equality Action Plan which is expected to launch in early 2025.

The Annual ESCAP Gender Focal Point (GFP) Meeting was held on 30 September 2024, bringing together 46 participants in a hybrid format. The meeting served as a platform for exchanging knowledge, experiences, and best practices to advance gender mainstreaming across ESCAP's work. The session began with a presentation by the Social Development Division (SDD) on ESCAP's 2023 System-wide Action Plan (SWAP) reporting, which revealed that ESCAP is now meeting or exceeding 100% of SWAP requirements, placing it above the UN system-wide average. SDD also outlined the key implications of the UN System-wide Gender Equality Action Plan and SWAP 3.0, providing a roadmap for future actions. The Strategy and Programme Management Division (SPMD) followed with an overview of the findings from the ESCAP gender mainstreaming evaluation conducted by an external evaluator. This evaluation provided critical insights into progress, challenges, and opportunities for enhancing gender equality across programs and operations.

Presentations were then delivered by GFPs from various divisions and institutions, showcasing their gender mainstreaming efforts. Highlights included updates from the Environment and Development Division, Trade, Investment, and Innovation Division, and the Statistical Institute for Asia and the Pacific, each illustrating innovative approaches and practical lessons learned in advancing gender equality within their respective mandates. The meeting concluded with a collaborative session where participants assessed progress, identified emerging challenges, and set the next steps and milestones for strengthening gender mainstreaming across ESCAP.

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

ESCAP has included gender in the Senior Managers' Compacts so that the senior managers are held accountable for promoting gender equality and the empowerment of women. In the E-PAS for Division Directors, under Goal 3, the following action is required: "Effective planning and implementation of the Division's work programme and projects." Key deliverables include: "Leadership in the implementation of the ESCAP Gender Policy and Plan as well as Gender Marker in line with the UN System-wide Action Plan (UN-SWAP) as evidenced in new projects (rated at GEM1 or above);

Addressing disability in relevant projects or activities in line with UN Disability Inclusion Strategy (UNDIS);

Subprogramme strategy includes a contribution to SDG5, with planned activities/deliverables contributing to gender equality outcomes;

Staff time made available to work on activities and processes of the innovation team and the implementation of the ESCAP innovation roadmap."

Under goal 4, effective management of the division, key deliverables include: Support staff work-life balance and enhanced productivity using Flexible Working Arrangements (FWA).

On recruitment, it is also stipulated that senior managers ensure that a) recruitment completed within 120 calendar days, as possible given the measures to mitigate the secretariat's cashflow crisis; b) adequate outreach for all vacancies that require gender and geographical diversity; c) ES/DES involved on the short-list phase of recruitments that affect gender and geographical representation; d) gender parity at professional levels improved through all new vacancies; e) Ensure each shortlist includes applications by candidates from un- and under- represented countries .

Additionally, the following performance measure is included in the ESCAP implementation plan on gender parity: "progress towards achieving the goal of gender parity at each internationally recruited staff level (FS, P-1 to D-1) within available positions". Accordingly, a senior management scorecard has been integrated into Director work plans, and Directors have access to dashboards to monitor gender parity. Divisions directors are asked to monitor and oversee recruitment in line with gender targets in view of the vacancy management policies of ESCAP and support staff work-life balance and enhanced productivity using Flexible Working Arrangements (FWA).

As part of the incentive structure to promote gender equality and the empowerment of women, the gender parity strategy indicates that the delegation of authority for selection of candidates will be taken from Directors for the specific level where the target is not met for one year. As a secretariat-wide policy, when the qualifications of one or more women candidates match the requirements for the vacant post, and the entity recommends a male candidate, the department or office shall submit a written analysis with appropriate supporting documentation to demonstrate the qualifications and experience of the recommended candidate are clearly superior to those of female candidates to the Executive Office of the Secretary-General. Following the delegation of authority, the ASG/OHR's approval is required prior to the head of the entity or designated officials making the final selection decision.

The Performance Management Workplan for Division Directors was shared last year, and the following link will take you to the senior manager's compact. Link: <https://iseek.un.org/compacts-directory>

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

ESCAP's Policy is not timebound but an updated version aligned with GEAP and SWAP 3.0 will be issued in 2025

**(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?**

ESCAP does not currently have a costed action plan for its gender equality policy. However, ESCAP is in the process of developing an action plan for its updated gender equality policy, which will be launched in 2025. The action plan will be aligned with the targets outlined in the Gender Equality Acceleration Plan (GEAP) and the UN-SWAP 3.0 framework. The required activities to meet these targets will be costed within the plan. However, it is uncertain whether ESCAP will have sufficient resources to carry out all activities necessary to achieve these targets. While a costed action plan is expected to be developed by 2025, the availability of funds for implementation remains a challenge.

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

- No

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

ESCAP has not disbursed adequate resources to fully implement its gender equality policies due to current financial constraints. While efforts are made to allocate and redistribute funding where possible, the available resources are

insufficient to cover all the actions required under UN-SWAP 3.0 and GEAP. Gender focal points have been appointed by the ES to monitor and work on the action plan.

**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.**

For approaching requirements:

In 2024, ESCAP continued to implement the Gender Equality Policy and Implementation Plan and senior management continued to prioritize and demonstrate leadership in promoting gender equality and women’s empowerment, both internally and in engagements with partners and member States (see further details below).

Diversity is one of the core values of the UN Secretariat and includes the following: “treats men and women equally. Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making. Examines own biases and behaviours to avoid stereotypical responses. Does not discriminate against any individual or group”. Gender perspectives are included in substantive work for all ESCAP staff”.

In job openings, the indicator for gender is included under the competency of professionalism, except for the P-5, D-1 and D-2 level job openings in which the indicator should be added under the competency of leadership, if it is included. UN Secretariat job openings use the following standard language as a required competency: “Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work”.

Inclusion is one of the 4 values of the UN Values and Behaviors Framework. The following is stated under inclusion value:

“We are inclusive. Our culture is one in which everyone can bring their whole selves to work. We value and respect differences and diversity, and we actively oppose bias and discrimination of all types. We do this because we are committed to social justice for all and know that diverse inputs make for better outcomes. We work better when we work together; we are more than the sum of our parts.”

For meeting requirements:

Also, within its gender parity strategy, senior managers continued to champion gender equality and the empowerment of

women. Division directors continue to be assessed against gender related KPI in recruitment in their e-performance documents. The ESCAP Business Intelligence Dashboard continues to provide gender parity statistics to enable managers to keep track of their performance and current gender parity situation in the respective divisions. The statistics are presented as updates on gender parity progress that are sent to the Senior Management Team every quarter and also serve as an opportunity to discuss and monitor progress.

In addition, within the gender parity strategy, to attract high-calibre women in leadership positions, ESCAP continued to promote various activities such as extensive outreach through social media, i.e., LinkedIn, and disseminated job openings (JOs) to various channels which included member states, UNHQ OHR Outreach Section, women organizations and other UN Agencies.

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

ESCAP senior managers work to ensure that gender equality is addressed holistically in order to develop forward-looking strategies and contribute to efforts towards gender equality, poverty reduction and economic growth in support of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. In addition, the implementation of gender markers across extrabudgetary and regular budget projects enabled ESCAP management to review current financial allocations on gender mainstreaming to ensure sufficient resources to implement the GEEW activities. Also, resources allocated under the gender mainstreaming project (PSC funded) were utilised to support efforts across ESCAP's substantive thematic divisions, subregional offices, and regional institutions in line with the 2019 Gender Equality Policy and within the context of the ESCAP Staff Capacity Assessment on Gender Mainstreaming, a survey conducted between May 2022 and July 2022. A number of divisions, sub-regional institutions and regional institutes have benefited from this funding (see further details below).

Gender mainstreaming efforts and ESCAP's work on gender equality were also discussed in 8 Senior Management meetings this year. During these meetings the ES briefed SMT on ESCAP's participation in the Senior Women Leaders Retreat which gave female leaders the opportunity to come together to discuss innovative solutions to key issues; ESCAP's involvement in the APFSD forum and associated plans to strengthen multi-stakeholder partnership and regional cooperation towards supporting gender equality. Plans to expand ESCAP's current gender equality work and programmes as well as to showcase its work during the Beijing +30 Review were also discussed. In leading the UN 2.0 strategy discussions, the DES' also highlighted the importance of the behavioural science pillar in enhancing gender equality, inclusion and diversity.

In particular, for PI #12 – Equal representation of Women, the Senior Management highlighted the importance of mainstreaming gender equality and women's empowerment at the regular ESCAP Senior Management Team meetings, including the importance of applying for promotions and temporary opportunities. Moreover, the Senior Managers' Compacts for 2024 included an objective to achieve gender parity and included the following performance measure: "progress towards achieving the goal of gender parity at each internationally recruited staff level (FS, P-1 to D-1) within available positions." This inclusion of gender in the Senior Manager's Compacts received recognition in the 2022 SWAP 2.0 Good Practices Report as an effective way to ensure that senior managers are held accountable for promoting gender equality and women's empowerment.

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

- Articulate in a public speech or equivalent, other than a speech on International Women's Day, a clear vision of how the entity gender equality and empowerment of women mandate will be achieved
- Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women
- 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.**

- Promote mentoring programmes on gender equality and the empowerment of women for in particular for the senior management team or equivalent. ESCAP senior management continued to champion the cause of gender parity and empowerment of female staff through communication materials to bring visibility to efforts regarding this matter. Moreover, ESCAP continued to proactively promote one-on-one career coaching to support female staff in their career trajectories as well as proactive and targeted induction where UN benefits packages were explained and helped influence some senior women to join the organization.
- Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women. ESCAP has actively collaborated with other UN entities to promote gender equality and the empowerment of women by participating in key interagency platforms and working groups. These include: • IBC on Gender Equality, Human Rights and Disability • Gender Equality Network • Meeting of the GEAP Task Team • GEAP Advisory Group • UN-SWAP 3.0 Working Groups • Articulate in a public speech or equivalent, other than a speech on International Women's Day, a clear vision of how the entity gender equality and empowerment of women mandate will be achieved. The ESCAP Executive Secretary (ES) played an active role in championing gender mainstreaming across more than 20 events in 2024. Notable engagements included participating in events including Beijing+30 Review, CSW68, APFSD, Asian Women Leader's Forum, World Women's Forum and the ASEAN Women Leader's Summit. The ES emphasized the importance of gender equality even in events that did not have a direct gender focus, such as the ESCAP 80th Commission Session, SIDS Partnership Conference, and the 2024 SPECA Summit. During the Feminist Finance Forum on 7-8 May, at the ES' initiative, she hosted the Leading the Charge: Women CEOs Driving Digital Inclusion and Empowerment lunch where she acknowledged the work of women CEOs on advancing digital empowerment and encouraged future collaboration with ESCAP. Gender issues were highlighted across various thematic areas through press releases, opinion pieces, expert blogs, and media interviews featuring the Executive Secretary and other ESCAP spokespeople. Furthermore, members of ESCAP's senior management team actively utilized social media to share updates on ESCAP's work and progress towards gender equality. Other key figures within ESCAP's senior management team contributed significantly to promoting gender mainstreaming. The Director of the Social Development Division delivered speeches on gender equality at = global forums, including the Asia-Pacific Regional Consultation on the 68th Session of CSW, delivering a statement under agenda item 3 on the theme of the 57th Commission on Population and Development, Pacific Policy Coherence Dialogue and the and the Beijing+30 CSO Forum. The Social Development Director also released a blog post on the occasion of the Beijing+30 Review. The Chief of the Gender Equality and Social Inclusion Division delivered speeches that advocated for gender mainstreaming, including at Regional Forum for Women's Entrepreneurship, the 2024 Feminist Finance Forum, national consultations on the care economy in Indonesia and Lao PDR and an Inter-Ministerial Discussion in Mongolia. The chief also released several blogs on gender including on the topics of women's entrepreneurship, findings from the Beijing+30 national reports and International Day of Persons with disabilities.
- Ensure that substantive attention to gender equality and the empowerment of women is included in all relevant engagements of senior managers The Director of the Social Development Division provides regular updates to senior managers across ESCAP on gender-related issues and activities including ESCAP's SWAP results. In addition to internal updates, the Director has been a consistent presence in meetings both regionally and internationally. Some examples from 2024 include • Discussing with the Principal Strategic -Pacific Women and Girls of SPC on collaboration to support Pacific countries in conducting Beijing30 national reviews and promoting women's entrepreneurship. • Meeting with Ministry of Planning to discuss cooperation between Indonesia and ESCAP on the care economy • Participating in the joint side event of the regional commissions on the outcomes of the regional population conferences • Providing a briefing to Asia-Pacific Member States with a focus on the ESCAP Social Development Division's work on ageing, social protection, persons with disabilities and gender.

**Ensures that accountability mechanisms are enforced so that the entity reaches equal representation of women in staffing within an appropriate time-frame, in particular at the P4 or equivalent level.**

In addition to information provided in the above, ESCAP continued with the implementation of the Gender Equality Policy and Implementation Plan for 2021-2023 and also took action on the findings from the UN Staff Engagement survey. In addition, HR regularly monitors and discusses with hiring managers gender parity KPIs. In 2024, information was updated and disseminated to gender focal points, senior managers and hiring managers on the equal representation of women.

**Prioritizes funds for achieving the entity's gender equality and the empowerment of women mandate through advocating for additional funds, and/or reallocating internal funds, consistent with decision-making authority**

In 2024, ESCAP continued the established practice of implementing a gender marker across all projects, supported by an implementation plan and staff guidance. This practice facilitated a review of resource allocation for gender, prompting discussions on establishing a minimum financial benchmark to fulfill ESCAP's mandate for gender equality and women's empowerment. On ESCAP's Gender Mainstreaming iSeek page, launched in 2021, supportive background documents are provided, such as the ESCAP Gender Marker Guidance Note, an accompanying Quick Guide, a presentation on ESCAP's Gender Marker, and a memorandum on the implementation of the ESCAP Gender Equality Marker, issued by the Executive



Secretary in July 2021. ESCAP management approved USD 60,000 to develop staff capacity on gender mainstreaming in the organization under the PSC funding stream. This is being utilized to support efforts across ESCAP's divisions, subregional offices, and regional institutions in line with the ESCAP Gender Equality Policy and Implementation Plan and within the context of the ESCAP Staff Capacity Assessment on Gender Mainstreaming. These funds have been successfully used by divisions to advance gender equality. For example, using these funds the Transport Division has developed inclusive transport guidelines, the Trade, Investment and Innovation Division commissioned consultancy paper on how TIID could incorporate gender into their work, the Macroeconomic Policy and Financing for Development Division hired a consultant to explore the nexus between gender and macroeconomic policies and the Centre for Sustainable Agricultural Mechanization produced a policy brief on gender mainstreaming in agricultural mechanization and developed a new gender mainstreaming strategy.

**(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?**

YES. Senior leadership proactively addresses pushback against gender equality and the empowerment of women, both internally and publicly. Gender considerations are consistently highlighted in high-level speeches and engagements, reinforcing the ESCAP's commitment to advancing equality. Additionally, a dedicated steering group, comprising senior managers, has been established. The Gender Equality Steering Committee is responsible for the development and implementation of ESCAP's Gender Equality Policy and Implementation Plan 2025-2030 (GEPIP) while also enhancing our Gender Marker and securing resources to strengthen our gender architecture. Within the context of the GEAP and SWAP 3.0, the GEPIP is to advance gender equality within ESCAP's programmes and organization

**(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?**

YES. Within the context of the recently launched UN System-Wide Gender Equality Acceleration Plan (GEAP) as well as the next reiteration of the System-Wide Action Plan on Gender Equality and Women's Empowerment (SWAP 3.0), the ESCAP Gender Equality Steering Committee is being established to oversee the implementation of the imperatives of the GEAP and SWAP 3.0 to the ESCAP context. The ESCAP Gender Equality Steering Committee is a key governance structure to provide cohesive leadership and oversight on ESCAP's work on gender equality and the empowerment of women and girls. Under the overall leadership of the Executive Secretary, the Steering Committee will provide direct strategic direction, oversight and promote organization-wide accountability with the technical support of the Social Development Division and the Strategy and Programme Management Division. The Gender Equality Steering Committee is responsible for the development and implementation of ESCAP's Gender Equality Policy and Implementation Plan 2025-2030 (GEPIP) while also enhancing our Gender Marker and securing resources to strengthen our gender architecture. Within the context of the GEAP and SWAP 3.0, the GEPIP is to advance gender equality within ESCAP's programmes and organization.

**(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, the head of the Gender Unit attends ESCAP's senior management group meetings, facilitating regular updates and discussions on gender equality initiatives and outcomes.

**(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?**

Yes, the head of the Gender Unit reports directly to the Social Development Division Director who is D1 level.

**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

EXCEEDS

**8ci. 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 including decision making positions in all Committees, Missions and Advisory Bodies.**

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 and 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.

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

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

Staff development is a vital aspect of the performance evaluation procedure. All UN Secretariat personnel must fulfill particular mandatory learning modules, including two courses specifically addressing gender-related topics.

The course titled 'I Know Gender' aims to cultivate or enhance awareness and comprehension of gender equality and the empowerment of women. Its primary objective is to foster a deeper understanding of these crucial principles.

Additionally, the mandatory course 'United to Respect: Prevention of Sexual Harassment and Abuse by United Nations Personnel', aims to support personnel in understanding their roles in fostering a harmonious workplace environment. It underscores the importance of recognizing and preventing prohibited behaviors within the UN, namely abuse of authority, harassment (including sexual harassment), and discrimination.

The Secretary-General has instituted an annual award which seeks to recognize staff for their achievements in various areas including Diversity and Inclusion.

#### **8cii. System of recognition in place for excellent work promoting gender equality and women's empowerment.**

A system of recognition was introduced in 2021, through a new initiative to develop a Gender Mainstreaming Report that recognizes the excellent work and achievements of Gender Focal Points in supporting ESCAP's gender work. The report provides a comprehensive overview of the work that ESCAP is doing on gender equality and women's empowerment, highlighting various Divisions/Subregional Offices/Regional Institutions' successes, indicating potential for future efforts and setting ESCAP's gender work into context with the UN's wider mandate to achieve SDG 5. The 2023 report incorporates more in-depth interviews with distinguished ESCAP gender champions in the 2023 edition. These interviews offer readers a nuanced perspective on the challenges and successes encountered in the pursuit of gender equality. By sharing these personal narratives, ESCAP aims to inspire and motivate others within the organization and beyond, fostering a culture of continuous improvement and learning.

Furthermore, the 2023 report spotlights the remarkable gender-related initiatives undertaken by teams such as the Trade, Investment and Innovation Division, the Centre for Sustainable Agricultural Mechanization, and the Catalyzing Women's Entrepreneurship project. Through detailed case studies, the mainstreaming report delves into the factors that have contributed to the success of these initiatives, providing valuable insights into effective strategies and best practices. This

approach not only celebrates achievements but also serves as a knowledge-sharing platform, enabling cross-functional learning and replication of successful models.

Recognizing the importance of visibility and collaboration, ESCAP are pleased to introduce a directory of gender focal points in this edition of the gender mainstreaming report. This directory serves as a valuable resource, increasing the visibility of our dedicated gender focal points among internal and external stakeholders. By showcasing the expertise and contributions of these individuals, we aim to facilitate networking, collaboration, and knowledge-sharing, ultimately strengthening our collective impact.

In September 2024, the annual gender focal point meeting was convened during which gender champions delivered presentations that showcased their endeavors to promote gender within their work. The meeting not only served as a platform to acknowledge and celebrate their remarkable achievements but also provided an invaluable opportunity to inspire and motivate others within the organization. The presentations offered a comprehensive overview of the impactful initiatives undertaken by these champions, fostering a spirit of collaboration, shared learning, and collective empowerment.

**(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?**

The recently established Gender Equality Steering Committee is responsible for the development and implementation of ESCAP's Gender Equality Policy and Action Plan 2025-2030 while also enhancing our Gender Marker and securing resources to strengthen our gender architecture. As per the TOR, the Steering Committee is responsible for:

- Oversee the implementation of the imperatives of the UN System-Wide Gender Equality Acceleration Plan (CLARA Plan) in the ESCAP context, including support to the Executive Secretary when providing regular reports to the global steering group.
- Oversee the implementation of the System-Wide Action Plan on Gender Equality and Women's Empowerment (SWAP 3.0), and the implementation of measures that ensure ESCAP's continued improved performance as measured against the SWAP 3.0 Indicator Framework.
- Oversee the development and implementation of the updated ESCAP Gender Equality Policy and the new Implementation Plan 2025-2030 (GEPIP).
- Ensure that ESCAP's gender activities are fully aligned with its Strategic Plan and integrated with the broader UN system-wide efforts on gender equality and women's empowerment.
- Closely monitor gender equality programming, encourage joint initiatives and cost-effective measures to deliver agreed priorities and ensure implementation of recommendations for where gaps exist, or emergent needs occur.

**(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?**

- No

**(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?**

Knowledge or experience in gender equality is not explicitly embedded as a desirable competency however the indicator for gender is included under the competency of professionalism, except for the P-5, D-1 and D-2 level job openings in which the indicator should be added under the competency of leadership. UN Secretariat job openings use the following standard language as a required competency: "Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work". Looking ahead, the ESCAP Gender Equality Steering Committee, newly established at senior management level, will guide the formulation of the forthcoming next iteration of the ESCAP Gender

Equality Policy and Implementation Plan, which is expected to be aligned with both the UN GEAP and SWAP 3.0 frameworks. The Steering Committee will discuss the timeframe and resources required to embed knowledge or experience in gender equality as a desirable competency.

**(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?**

No. However the indicator for gender is included under the competency of leadership for the P-5, D-1 and D-2 level job openings. UN Secretariat job openings use the following standard language as a required competency: “Provides leadership and takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work”. Looking ahead, the ESCAP Gender Equality Steering Committee, newly established at senior management level, will guide the formulation of the forthcoming next iteration of the ESCAP Gender Equality Policy and Action Plan, which is expected to be aligned with both the UN GEAP and SWAP 3.0 frameworks. The Steering Committee will discuss the timeframe and resources required to a proven track record in gender equality and the empowerment of women as a requirement for senior appointments.

**(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?**

- No

**(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?**

No. Looking ahead, the ESCAP Gender Equality Steering Committee, newly established at senior management level, will guide the formulation of the forthcoming next iteration of the ESCAP Gender Equality Policy and Action Plan, which is expected to be aligned with both the UN GEAP and SWAP 3.0 frameworks. The Steering Committee will discuss the timeframe and resources required to provide mechanisms for Senior leadership to receive feedback on their gender-responsive leadership.

**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

MEETS

#### **9b. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment.**

The Executive Secretary launched the ESCAP Gender Equality Marker (GEM) in November 2019 which was subsequently rolled out in two phases. The first phase (2019-2020) applied the gender marker for extrabudgetary projects and Development Account projects, while the second phase (2021-2022) addressed the Regular Programme of Technical Cooperation (Section 23) and the regular budget work programme (Section 19).

As of 1 January 2021, the ESCAP Gender Equality Marker is thus applied to all projects across ESCAP, without exception. An

implementation plan and guidance note for staff were prepared to support the implementation of the gender marker. In phase 2, ESCAP developed a methodology to assess XB and Sections 19, 23 and 35 contributions to gender outcomes in financial terms. The Gender Marker is captured in ESCAP's Programme Monitoring Tool.

ESCAP uses two systems in relation to the Gender Marker Application. The Integrated Planning Monitoring and Reporting Solution of UMOJA is used to plan projects funded from voluntary contributions and for Section 35. In 2024, ESCAP used IPMR for the planning and reporting its extrabudgetary projects and those funded from Sections 23 and 35. The ESCAP Programme Monitoring Tool (PMT) is not an ERP system but a reporting tool. All activities (regardless of the funding source) are integrated in the PMT. Data on the GEM entered in IPMR is also reflected in the PMT.

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

- 0-1-2a-2b

**(If other) Please describe the scale used:**

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

- all budget sources

**(If other) Please identify the areas or budget sources below:**

**The gender marker system is used for...**

- capacity building
- financial tracking of budgets
- planning

**(If other) Please describe gender marker system uses below**

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

- Other
- UMOJA IPMR

**(If other) Please identify the ERP system below:**

ESCAP Programme Monitoring Tool

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

- yes

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

- Other

**(If other) Please identify the department below:**

Project managers in consultation with the Gender Focal Points in the substantive Divisions are the first line of response while the Gender office is ensuring overall quality assurance

**Funding allocated by the entity to gender-targeted project and interventions (GEM 3/2b) in the most recent period.**

1170222

**Please provide the percentage that the funding allocated to GEM 3/2b represents of the total Budget (please indicate what budget is taken as reference, for example, entity's budget, programmatic budget, etc.)**

2

**Please explain how the funding allocated to GEM 3/2b has been calculated.**

The allocations are assessed differently across the four funding sources of ESCAP.

Section 19 (staff time contributing to deliverables/GEM) in 2024:

To assess the contribution of Section 19 to gender outcomes, ESCAP uses the monetary value of staff time that contributed towards deliverables/activities with a GEM of 2b (excluding non-post expenditures which are a small portion on ESCAP's budget).

Formula applied:  $\text{ANNUAL BASE SALARY COST OF STAFF (according to grade)/12} \times \text{WORK MONTHS SPENT ON DELIVERABLE RATED GEM2b} = \text{ANNUAL BUDGET}$

Section 23, Section 35 & XB projects (ESCAP's technical cooperation deliverables/GEM) in 2024:

To assess the contribution of Section 23, Section 35 and XB projects to gender outcomes, ESCAP uses two sources of data: (a) the Gender Marker accorded to a project/activity and (b) financial data from the project documents or requests for projects newly initiated since 2022. For projects prior to 2020, the multi-year project budgets are evenly prorated across the entire project duration.

Formula applied for Section 23:  $\text{PLANNED BUDGET FOR ALL 2023 RPTC ACTIVITIES WITH GEM2b} + (\text{ANNUAL BASE SALARY COST OF REGIONAL ADVISOR/12}) \times \text{WORK MONTHS SPENT ON RPTC ACTIVITY RATED GEM2b} = \text{ANNUAL BUDGET}$

Formula applied for Section 35 and XB:  $\text{TOTAL PROJECT BUDGET FOR PROJECTS WITH A RATING OF GEM2b/NUMBER OF YEARS OF IMPLEMENTATION} = \text{ANNUAL BUDGET}$

**(3.0 Baseline - Quality assurance) Is quality assurance for the application of the GEM implemented? And supported through capacity building and guidance?**

- Yes

**(3.0 Baseline - Quality assurance) 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 Gender Focal Points of the Divisions serve as the first line of quality assurance for the correct application of the Gender Equality Marker, with their role (as outlined in their terms of reference, being broadly 'to support ESCAP's work related to gender mainstreaming, including supporting the implementation of gender marker'). The Strategy and Programme Management Division (SPMD) serves as an additional layer for quality check, to review the application of the GEM. The SPMD Programme Officers that oversee and provide support to the substantive divisions/offices conduct a review and assessment of the proposed GEM at different stages of the project management cycle - from planning to implementation and reporting. This quality check and oversight may lead to further discussions, in consultation with gender experts if needed, and possible changes of the GEM marking at different project reporting milestones.

A checklist has also been disseminated to project managers and planning, monitoring and evaluation focal points across ESCAP, with guiding questions, to assist officers in assigning the suitable Gender marker code for their project, with more resources available from the gender mainstreaming page of ESCAP maintained by gender experts in the Social Development Division [link]. Advisory services, support and training is provided by gender experts in the Social Development Division.

Concerning the regular Programme of Work, the GEM is applied at reporting stage and there is no quality assurance mechanism in place, yet.

**(3.0 Baseline - Quality-assured financial information) Is quality-assured financial information based on the GEM reported to governing bodies or elsewhere?**

- No

**(3.0 Baseline - Quality-assured financial information) 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?**

Reporting to the Chief Executive Board on the GEM for the UN Secretariat has not yet taken place. The GEM is being rolled out as a mandatory feature for all projects managed in the ERP system starting in 2025 which will be the first year for which financial data will be reported. Concerning the regular Programme of Work the GEM is currently being integrated into the Strategic Management Application and the functionality for tagging will be made available soon. In the interim, ESCAP has developed an internal methodology for estimating the budget allocated towards the GEM (for project-related funding

sources) and for estimating the time invested by staff (converted into expenses) for the implementation of activities according to the GEM. It does report these figures to the UN SWAP Secretariat.

Within the context of the recently launched UN System-Wide Gender Equality Acceleration Plan (GEAP) as well as the next reiteration of the System-Wide Action Plan on Gender Equality and Women’s Empowerment (SWAP 3.0), the ESCAP Gender Equality Steering Committee has been established to oversee the implementation of the imperatives of the GEAP and SWAP 3.0 to the ESCAP context. Under the overall leadership of the Executive Secretary, the Steering Committee will provide direct strategic direction, oversight, and promote organization-wide accountability with the technical support of the Social Development Division and the Strategy and Programme Management Division. The Gender Equality Steering Committee is responsible for the development and implementation of ESCAP’s Gender Equality Policy and Implementation Plan 2025–30 (GEPIP), which is aligned with the requirements of GEAP and SWAP 3.0. In this regard, the Steering Committee will work to further strengthen the reporting of quality-assured financial information based on the GEM to governing bodies.

**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

EXCEEDS

**10c. Financial benchmark for resource allocation for gender equality and women’s empowerment mandate is exceeded.** Throughout 2024, the GEM code was assigned by implementing divisions to all XB projects, DA projects and RPTC activities at the project planning stage as part of the project document preparation phase in line with the ESCAP Gender Marker Guidance Note (2019, version 2) and is recorded in ESCAP’s internal Programme Monitoring Tool. For deliverables under Section 19, the GEM is applied at the reporting stage.

Section 19  
The total budgeted amounts for posts was USD 50,570,600. In 2024, the total contribution of posts to deliverables/activities assessed GEM1 and above was USD x,xxx,xxx, representing xx% of the total RB post resources, which exceeds the ESCAP benchmark for 2024.

Section 23, Section 35 and XB projects  
The total budgeted amount for TC projects was USD 26,131,200. The percentage of budget allocated to activities/projects rated GEM1 and above was on average 76% (62 % for XB, 74% for Section 23, and 93% for Section 35). ESCAP has, therefore, exceeded its benchmark for 2024.

**Total entity revenue in USD in the most recent reporting year:**  
82694700

**If you have a gender unit or department, please indicate its financial allocation (excluding staff cost).**  
0

**If you have gender advisors or specialists, please indicate their financial allocation (excluding staff cost).**  
0

**Financial benchmark established for GEWE.**  
15



### How was the benchmark established?

In 2024, the minimum financial benchmark that would be required to implement ESCAP's mandate to promote gender equality and the empowerment of women has been set as 15% of post resources (for Section 19) and as 60% for ESCAP's Technical Cooperation (RPTC, DA and XB) deliverables.

In January 2022, ESCAP's Social Division and the Strategic Programme Management Division held a meeting with the Executive Secretary during which it sought the USGs decision to set financial benchmarks for the allocation of resources to gender outcomes. The approved Concept Notes are attached.

### Percentage of financial resources spent on GEWE in the most recent reporting year

62

### How is the percentage calculated?

Please see attachment title 'Percentage Calculation' for explanation.

### (3.0 Baseline - GEM 3/2B) (GEAP) Has your entity established a financial target for gender equality and the empowerment of women as a principal objective (GEM 3)? Has it been met?

- Yes

### (3.0 Baseline - GEM 3/2B) (GEAP) If YES, please provide a brief explanation and upload evidence if available. If NO, please indicate what would be needed to meet this requirement and by which year it can be achieved, if not in 2024?

While ESCAP has defined a minimum financial benchmark in 2022, this financial target is expressed as a percentage of the overall budget envelope and does not set sub-targets per GEM rating.

The ESCAP Gender Equality Steering Committee, newly established at senior management level, will guide the formulation of the forthcoming next iteration of the ESCAP Gender Equality Policy and Implementation Plan, which is expected to be aligned with both the UN GEAP and SWAP 3.0 frameworks including a timeframe for the establishment of a financial target in this regard.

### (3.0 Baseline - GEM 2/2A) Has your entity established a financial target for activities contributing significantly to gender equality and the empowerment of women? Has it been met? (GEM 2/2A)?

- Yes

### (3.0 Baseline - GEM 2/2A) 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. In 2022, ESCAP's Social Development Division and the Strategy and Programme Management Division held a meeting with the Executive Secretary of ESCAP during which it sought the USGs decision to set financial benchmarks for the allocation of resources to gender outcomes.

Since then the minimum financial benchmark that would be required to implement ESCAP's mandate to promote gender equality and the empowerment of women has been set as 15% of post resources (for Section 19) and as 60% for ESCAP's Technical Cooperation (RPTC, DA and XB) deliverables.

Evidence: The approved Guidance Notes are attached.

### (3.0 Baseline - GEM 0) (GEAP) Does your entity develop a financial and narrative report (standalone or as part of another report) linking funding to specific gender-related results and ensuring there is a justification for activities considered GEM 0?

- Yes



**(3.0 Baseline - GEM 0) (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?**

ESCAP releases a narrative Progress Report on Gender Mainstreaming every second year. This progress report details all activities, outputs and outcomes with respect to the advancement of gender equality and the empowerment of women and girls through the work of ESCAP. A financial report linking funding to gender-related results is not available. With respect to the GEM 0 rating, ESCAP has through Executive Memo required exceptional justification for any GEM0 rated projects since 2020, only to be approved by the Executive Secretary. No exceptions have however been requested since then, the minimum rating of all ESCAP projects is GEM1.

Looking ahead in the context of linking funding to gender related results, the ESCAP Gender Equality Steering Committee, newly established at senior management level, will guide the formulation of the forthcoming next iteration of the ESCAP Gender Equality Policy and Implementation Plan, which is expected to be aligned with both the UN GEAP and SWAP 3.0 frameworks.

**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:  
PI11 Gender Architecture

EXCEEDS

**11ci. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P5 or equivalent and above for both mainstreaming and representation of women b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions d. specific funds are allocated to support gender focal point networking.**

The Gender Equality and Social Inclusion Section of ESCAP is responsible for both institutional gender mainstreaming (in collaboration with relevant colleagues from the Division of Administration/Human Resources Management Section and the Strategic Programme and Management Section) as well as the implementation of technical cooperation projected related to women’s economic empowerment, particularly catalysing women’s entrepreneurship and addressing the care economy in Asia and the Pacific. In 2024, ESCAP ensured collaboration between gender focal points in substantive divisions to coordinate the implementation of the UN SWAP and internal gender mainstreaming activities.

The ESCAP Gender Focal Point is the Section Chief of the Gender Equality and Social Inclusion Section and is appointed at the P5 level with written terms of reference. The incumbent shares time between the portfolios of gender equality and disability inclusion, so has 50% of her time allocated to gender focal point functions. On the gender portfolio, and additional 2 P3, 1 P2 and 1 GS6 staff are allocated from regular budget. The ESCAP Gender Focal Point continues to support the Executive Secretary in promoting a gender-responsive institutional environment.

In addition, ESCAP continues to strengthen its gender mainstreaming infrastructure through support to its system of Gender Focal Points from ESCAP’s substantive divisions, sub-regional offices and regional institutions. These Gender Focal Points are responsible for coordinating and advocating for the substantive mainstreaming of gender within their thematic areas. Each

focal point is appointed at P4 level and above, in accordance with the ToRs (see attached). The total number of gender focal points for each division, sub-regional offices and regional institutions are 20 and 20 alternate gender focal points. The written terms of reference for Gender Focal Points include the GFP's various responsibilities, such as to promote gender mainstreaming across the programme and project cycle through ensuring that ESCAP Gender Marker implementation expands beyond the project-scope and cycle and covers the whole programme planning and monitoring and evaluation spectrum, and preparing annual reports on the performance of the Division/SRO/RI in implementing the relevant sections of the UN-SWAP 2.0, including contributions to the ESCAP Annual Report on Gender Mainstreaming. Further to promote gender balance in meetings, workshops and other events, support capacity development efforts related to gender mainstreaming, and actively engage in collaboration and networking related to gender mainstreaming through participating in quarterly meetings of ESCAP Gender Focal Points to exchange information and good practices as well as to explore further possibilities for collaboration across Divisions/SROs/RIs. Please note this is a non-exhaustive summary of key features of the GFP ToRs which include various action fields more.

Funds which support 'gender focal point networking' come under PSC funding that divisions can apply for and get (USD\$ 60,000 for the ongoing activities under current project document). The way it supports the gender focal point network is two-fold, 1. Informal knowledge and information sharing amongst gender focal points when preparing submissions, revising project documents, amongst others, and 2. Sharing during the annual gender focal point meeting. The activities funded under this stream are also shared widely including amongst gender focal point for knowledge building purposes.

#### **11cii. Gender department/unit is fully resourced according to the entity mandate.**

The Gender Equality and Social Inclusion Section, Social Development Division, ESCAP is responsible for coordinating the implementation of UN-SWAP 2.0, as well as implementing the gender portfolio of ESCAP's work programme. It is resourced to deliver its mandate, despite the resource and budget constraints facing the UN Secretariat.

#### **Total number of entity staff**

518

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

60889890

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

- Yes

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

5

#### **Total staff cost of gender unit**

2654100

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

- No

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

- Disability

#### **(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 Gender Equality and Social Inclusion Section covers gender equality and disability inclusion. No additional cross-cutting issues have recently been added and so any accompanying increase in resources does not apply.

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

The Social Development division has a dedicated section Gender Equality and Social Inclusion for gender equality and women's empowerment issues.

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

HRMS

**Total number of gender focal points**

22

**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?**

ESCAP, as one of the Regional Commissions of the UN Secretariat, does not deploy personnel on a regular basis. Deployment staffing standards are therefore not relevant to the work of ESCAP.

The ESCAP Gender Equality Steering Committee, newly established at senior management level, will guide the formulation of the forthcoming next iteration of the ESCAP Gender Equality Policy and Implementation Plan, which is expected to be aligned with both the UN GEAP and SWAP 3.0 frameworks, possibly including the establishment of such staffing standards.

**(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?**

The ESCAP Gender Equality Steering Committee, newly established at senior management level, will guide the formulation of the forthcoming next iteration of the ESCAP Gender Equality Policy and Implementation Plan, which is expected to be aligned with both the UN GEAP and SWAP 3.0 frameworks, possibly including the agreement upon a funding formula for a fully resourced gender unit.

**(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?**

ESCAP does not currently maintain a dedicated roster of specialized expertise on gender equality and the empowerment of women. However, upon request, the Gender Equality and Social Inclusion Section provides recommendations for gender experts to support technical and analytical work, as well as to serve as panelists for events and workshops. Establishing such a roster would require time, financial resources, and coordination across multiple divisions, particularly involving the Human Resources Management Section and the Gender Unit. The timeline for its establishment will depend on further consultations with relevant divisions and the availability of necessary resources.

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

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

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



Performance Indicator:  
PI12 Equal representation of women

APPROACHING

**12a. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years.**

ESCAP continues to promote equal representation of women through the implementation of its gender parity strategy and plan, which is first targeted at gender parity at professional level and then to gender parity at general service levels, in accordance with the Secretary-General's UN System-Wide Strategy on Gender Parity. ESCAP continues to promote equal representation of women through the implementation of its gender parity strategy and plan, which is first targeted at gender parity at professional levels and then to gender parity at general service levels, in accordance with the Secretary-General's UN System-Wide Strategy on Gender Parity. ESCAP's progress in increasing gender parity between 2022 and 2024, challenges and lessons learned, and action plans for the two years are detailed in the 2022-2024 ESCAP's Implementation Plan for the Achievement of Gender Parity. In 2022, ESCAP reached parity at P-2, P-4, and P-5 levels, which is a significant improvement from previous years. Since 2022, ESCAP has focused on the following three priority areas: transforming our organizational culture, capacity building, and creating a data-driven culture. To transform the organizational culture, ESCAP engages men in the conversation around gender, promoting dialogue and exchange of experiences and perspectives between men and women. It boosts trust by providing staff safe options to raise issues and concerns on the topic of Ethics and Integrity, regularly informs staff of the efforts being undertaken, making clear what kind of behavior is expected from all staff, and provides clear and accessible resources to guide staff in preventing, recognizing, and reporting misconduct. HR continues to encourage positive conversation around flexible working arrangements (FWAs) as a modality to balance work and life effectively and efficiently. All senior managers are to continue to integrate considerations of gender equality into their e-Performance documents, including demonstrating leadership in this regard.

In terms of capacity building, ESCAP continues to invest in talent-sourcing activities, including LinkedIn and other social media outreach, especially for roles that are traditionally male-dominated. It develops a data-driven sourcing strategy and analyzes sources of hire, develops and delivers comprehensive information on benefits and entitlements for potential candidates, and continues to leverage linkages with ESCAP's mandates, such as youth involvement in policy making. HR proactively engages with Hiring Managers and senior management and engages with host country authorities to expand opportunities for recognized partner employment and facilitate mobility of dual UN career couples. For talent management, ESCAP continues to provide career coaching, mentoring, and other impactful career development opportunities to staff, engages frequently with the NewWork network—a cross-Secretariat initiative that provides a frame for transformation, innovation, and culture change to foster the Management Reform and the "UN 2.0" as envisaged by the Secretary-General in his Common Agenda. As one of the proposed actions from the Staff Engagement Survey 2021, ESCAP issued its inaugural Transparency Report – manifesting a culture of Psychological Safety and showcasing consistency of support provided to ensure a collaborative

working environment for all.

To create a data-driven culture and monitor gender indicators, ESCAP continues to monitor activities to ensure accurate and systemic measurement of gender indicators. Work plans will continue to include gender-related actions and clear success criteria to measure their implementation. ESCAP closely monitors the implementation of FWAs and continuously improve dashboards to ensure the availability of robust data analytics. ESCAP strives to increase male participation in discussions about gender, encouraging the sharing of personal stories and insights, educating employees on how to detect and report misconduct, facilitating career coaching, mentoring, and other effective staff development opportunities, and expanding initiatives for increasing female recruitment.

**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	16.00000000	13.00000000
P3	26.00000000	35.00000000
P4	34.00000000	31.00000000
P5	19.00000000	20.00000000
D1	8.00000000	10.00000000
D2	1.00000000	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.

In the past four years, ESCAP has undertaken the activities outlined in the Gender Strategy implementation plan, focusing on its three principal areas: (a) organizational culture; (b) capacity-building; and (c) monitoring gender indicators.

In 2024 ESCAP continued to focus on creating a positive workplace culture and raising awareness through high participation of staff at all levels in the Leadership Dialogue, Dialogue on Racism and United to Respect initiatives. ESCAP continued to strengthen the two-way communication between management and staff through informal channels and targeted interventions around gender-related topics. Senior leaders and hiring managers were regularly briefed on Temporary Special Measures for the Achievement of Gender Parity. Director's workplans included a requirement to "accurately report all credible allegations of sexual exploitation and abuse related to United Nations personnel and ensure training on the prevention of sexual exploitation and abuse for all staff and affiliated personnel serving under my authority". In addition, the workplans had a requirement to "rapidly respond to and ensure full reporting of, all credible allegations of sexual harassment within the UN Secretariat and ensure training and awareness-raising on the prevention of sexual harassment in the workplace for all staff and affiliated personnel serving under my authority". ESCAP continued to encourage positive conversation around

flexible working arrangements (FWAs) as a modality to not only balance work and life, but to be deliver on results effectively and efficiently.

ESCAP has continued to invest in talent-sourcing activities, including LinkedIn and other social media outreach, especially for roles that are traditionally male dominated and continued to align ESCAP's outreach activities with the global Secretariat's to achieve gender parity. ESCAP also prepared guidance for hiring managers on Temporary special measures for the achievement of gender parity. Through good utilization of social media, ESCAP reached out to potential candidates, encouraging them to apply for ESCAP jobs. ESCAP uses LinkedIn recruiter access for a targeted approach of qualified candidates. Dialogue with Member States has been at the center of ESCAP's outreach strategy. The dialogue has not been limited to hiring for a particular job but revolves around raising awareness among the Member States. It is about a holistic approach and partnership between the UN and the Member States. For example, in recent years a lot of work has been done to dialogue with member states on different entry points for young professionals. ESCAP has increased opportunities for Junior Professional Officers (JPOs) and have concentrated efforts on the recruitment of United Nations Volunteers (UNVs), interns and youth interested in the organization.

In August 2020, ESCAP and DMSPC launched Together: a UN mentoring programme that connects staff members across duty-stations and entities around the world. Open to all levels and the whole UN System, this programme contributed to reduce social isolation and stress and promote inclusivity, while providing a support system for career development and networking. Women continue to make up around 65% of registered participants. ESCAP's involvement in the programme received recognition in the 2022 SWAP 2.0 Good Practices Report. Together Mentoring won an award at the 2022 Career Development Roundtable in the Employee Engagement category for its excellence in providing career-development related support so UN system staff. In 2024, ESCAP reaffirmed its commitment to this award-winning initiative, ensuring continued support for staff development, inclusivity, and meaningful connection across the organization.

In 2024, 22 female participants have benefitted from the Managerial Coaching Programme, which equips staff with critical leadership and managerial skills to support their career progression. Through these initiatives, ESCAP reaffirms its dedication to creating an equitable and inclusive workplace where all staff members can thrive.

As of December 2024, ESCAP has made significant progress in improving the completion rates of mandatory courses. The mandatory course "Prevention of Sexual Harassment and Abuse by United Nations Personnel - Working Harmoniously" continues to be replaced by United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct.

I Know Gender 99%

Prevention of Sexual Exploitation and Abuse by UN Personnel 98%

United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct 99%

With these achievements, ESCAP's overall mandatory compliance rate has substantially improved, demonstrating the organization's commitment to fostering a culture of accountability and awareness. ESCAP HRMS new staff induction process includes a briefing on these mandatory trainings and deadlines, and with subsequent follow-ups conducted two to three times a year, there is an ongoing effort in place to make sure all staff have completed these mandatory trainings related to gender

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

Several facilitative policies are in place to support the Organization's goals of attracting and retaining talent including women. This includes a new parental leave policy. Under the new policy, all parents are given the same paid time off of 16 weeks, regardless of gender. The same applies to parents adopting a child. The changes allow staff to have longer parental leave benefits compared with other multilateral institutions. Parental leave policy, family/ emergency leave, enable staff to effectively balance their work commitments and personal obligations ST/AI/2023/2. In addition, 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.

ESCAP continues to implement policies parental leave, family/emergency leave, breast-feeding and childcare and Special Leave Without Pay (SLWOP), in accordance with UN Secretariat rules and regulations. A breastfeeding room is available on ESCAP premises.

**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**

Other work-life balance policies such as Flexible Working Arrangements (FWA) are in place to provide staff with options for balancing their professional and personal lives. These policies also support the achievement of gender equality and may include staggered working hours, compressed work schedule, scheduled breaks for external learning, and telecommuting (ST/SGB/2019/1 and ST/AI/2005/2).

ESCAP implemented multiple facilitative policies to promote gender parity and empowerment in both work and organizational culture. To help support women staff members and provide an inclusive environment, ESCAP used communication to promote both expectations and values. This was achieved through, broadcasting of policy updates on breastfeeding and flexible working arrangements, support and mentoring for staff, especially women with difficulties achieving work-life balance and respecting work hours and personal time of staff.

ESCAP offers wellness programs encompassing physical and mental health resources, including gym facilities, 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. 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.

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.

**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 by grade and gender at the entity level via UMOJA.

Managers and supervisors are encouraged to exercise flexibility and promote greater inclusion through the use of 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.

ESCAP continued to promote Flexible Working Arrangements to staff through the introduction of tools to managers, guidelines and broadcasts. It regularly monitors the uptake of flexible working arrangements internally.



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.

With the promotion of flexible working arrangements, staff can avail themselves of the different options, and meetings are organized to be inclusive. Remote meetings are enabled by recent ICT developments and a variety of tools and platforms are also available to facilitate effective virtual collaboration. Managers are encouraged to hold meetings during core hours.

The Flexible Working Hours guidance note indicates the core working hours for ESCAP. Managers are tasked to take this into account when organizing staff meetings.

#### 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 to develop specification plans to address gaps. Another next staff engagement survey was conducted in 2023.

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.

The UN Secretariat has a policy in place, (ST/SGB/2019/8), 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 appropriate corrective action and supports those affected.

#### Sexual harassment

Under the policy, discrimination, harassment, including sexual harassment, and abuse of authority are regarded as prohibited conduct. The organization maintains a zero-tolerance approach to sexual offences and has mechanisms in place to address cases. For instance, a system called ClearCheck is in place to monitor recruitments and capture information on sexual offenders. This prevents offenders from being hired into any UN organization. Staff members who are alleged to have committed prohibited conducts may be subject to disciplinary or other administrative action in accordance with ST/AI/2017/1.

The Chief Executives Board (CEB) Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System was established in 2017 by the Secretary-General, to develop a system-wide approach towards preventing and responding to sexual harassment. It has developed a document “Advancing a Common Understanding of a Victim-Centred Approach to Sexual Harassment within the Organizations of the United Nations.” This document includes a set of aspirational principles and intends 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 PSEA and sexual harassment through a victim-centered approach.

To build the knowledge and capacity of the workforce, UN Secretariat personnel are required to take the following courses as part of mandatory learning: Prevention of Sexual Exploitation and Abuse and Prevention of Sexual Harassment and Abuse by



In 2024, ESCAP continued and reinforced monitoring mechanisms on zero tolerance policies for harassment, sexual harassment and abuse of authority. Three mandatory online training courses were applied and continuously monitored. In 2022, the mandatory course “Prevention of Sexual Harassment and Abuse by United Nations Personnel - Working Harmoniously” was replaced by United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct (effective 1 August 2022). ESCAP’s overall mandatory compliance rate (i.e. staff completed all mandatory courses) is 99%.

ESCAP also engages in capacity building around prevention of sexual exploitation and abuse (PSEA). ESCAP has a PSEA Focal Point that engaged in the Thailand interagency task force, participated in the UN regional partners meeting on PRSEAH (prevention and response to sexual exploitation, abuse and harassment). In January 2024, in collaboration with DCO, ESCAP hosted a townhall for all staff with Assistant Secretary General Jane Connors, Victim's Rights Advocate on Prevention of Sexual Exploitation and Abuse (PSEA). The townhall offered an opportunity for staff to ask questions on PSEA efforts and learn their role in preventing and combatting PSEA.

In June 2023 the UN System-wide Knowledge Hub on Addressing Sexual Harassment was launched. This effort to strengthen collaboration and partnerships across the United Nations system to eliminate sexual harassment serves as a vital tool, consolidating resources, tools, and best practices from across the UN system to address sexual harassment. The Hub is available to all UN personnel, Member States, civil society, and the public, fostering transparency and accountability. UN system entities are invited to create materials, toolkits and products to prevent and address sexual harassment that are available on this Knowledge Hub. In response, ESCAP developed a video presentation on Addressing Sexual Harassment which it has submitted to the Hub. This video presentation intends to offer guidance on policy and practice on preventing and dealing with sexual harassment. It does so within the context of current policies in the United Nations Secretariat. It defines sexual harassment and how everyone is responsible for the culture at work and for ensuring a harmonious work environment. It mentions the concept of active bystander being a powerful way to influence the work culture. The video explains step by step what personnel can do if something is troubling them – informal and formal channels they can access such as UN Speak Up Helpline, UN Victims Rights Advocate, Ombudsman’s Office, Staff counsellor. The video explains the investigations and disciplinary process. At the very end, it promotes the UN system wide Knowledge Hub for resources, best practices and tools on the UN System’s efforts to prevent and address sexual harassment.

#### UN Ethics-related Legal Arrangements

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

The Organization through the policy ‘Protection against retaliation for reporting misconduct’, (ST/SGB/2017/2/Rev.1), aims to ensure that it functions in an open, transparent and fair manner and enhances protection for those who report misconduct including sexual harassment. The Office of Internal Oversight Services (OIOS) is responsible for assessing and investigating all formal reports of possible prohibited conduct. A hotline and dedicated website exist to support reporting. Informal and formal mechanisms for solving work-related grievances.

ESCAP complies with UN ethics-related legal arrangements, policies to facilitate and work-life balance to ensure a gender-responsive work culture for its staff. Training on ethics and compliance and sexual harassment are mandatory for all staff.

Sessions on UN ethics are also integrated into senior management induction programmes. ESCAP continued to remind staff of their ethical responsibilities via broadcast messages.

**(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?**

No. ESCAP has not yet conducted an internal gender and power analysis or an equivalent review of systems, structures, hierarchies, and decision-making processes. To meet this requirement, ESCAP would need an external consultant or specialist to design and implement a comprehensive gender and power analysis tailored to ESCAP's organizational context and dedicated financial and human resources to support the process, including stakeholder consultations, workshops, and follow-up actions. The timeline for achieving this will depend on the availability of resources.

**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?**

Yes, ESCAP has an Action Plan developed in line with the guidance issued by UNHQ OSCSEA.

**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?**

- Yes

**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?**

Yes, ESCAP issues a management letter annually in line with guidance from UNHQ OSCSEA.

**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?**

- Yes

**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?**

Yes, the annual management letter provides an overview of the progress achieved towards prevention of SEA and SH.

**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)**



**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.**

Within the context of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women 2018–2022 (UN-SWAP 2.0) and the 2019-23 ESCAP Gender Equality Policy and Implementation Plan, the ESCAP Staff Capacity Assessment on Gender Mainstreaming (gender capacity survey) was conducted to follow up on previous surveys in order to determine existing levels – and progress made – of gender awareness and gender competencies amongst ESCAP staff. It was the third in the series of the ESCAP Staff Capacity Assessment on Gender Mainstreaming, with the first assessment conducted in 2014 and the second in 2020. It should be noted that the survey has evolved since the previous two cycles, and as such, not all responses can be compared to 2020 and 2014. The results provide a wealth of information in terms of change in the levels of gender awareness and gender competencies amongst ESCAP staff between 2014 and 2022. The findings from the Assessment will inform the gender capacity development plan in the coming years.

Comprising of six sections, the gender capacity survey contained questions assessing gender awareness, gender experiences, gender competencies and needs in relation to integrating gender into ESCAP's work and gender capacity development. With 85 survey responses, approximately 14.4 per cent of ESCAP staff completed the survey. Out of these, 79 survey responses indicated their sex, with 54 (64%) responses provided by female staff members, 24 (29%) by male staff members, and 1 (1%) by a non-binary staff member. The results provide a wealth of information in terms of change in the levels of gender awareness and gender competencies amongst ESCAP staff between 2014 and 2022.

In terms of awareness, approximately 90 per cent of survey respondents indicated that they perceive gender as being relevant to their work and the work of their Division, Office or Institution, and, like 2020, only 10 per cent of survey respondents do not perceive said relevance. There was, however, an expressed need for gender capacity development on core gender concepts, the multiple ways in which gender influences the work and workplace of ESCAP, and subject-specific topics (e.g climate change, ICT, statistics).

Encouragingly, a substantial number of ESCAP staff assess themselves as being competent in core gender-related competencies. Such staff constitute an important resource for efforts to develop the gender competencies of their colleagues. Alongside gender-competent staff, between one-third and two-thirds of survey respondents – depending on the specific competency – identify themselves as needing to develop their gender-related capacities, from gender analysis, addressing gender in their work and advocacy, to specific skills such as gender-responsive budgeting.

Staff members expressed their continued interest in developing subject-specific gender mainstreaming skills as well as broadening the knowledge base of the influence, relevance and impact of gender on ESCAP's programming and operations.

The need for an upgraded staff gender capacity development plan is further supported by a portion of survey respondents reporting having never received gender-related training and their strong interest in tailored learning opportunities that enhance knowledge and skills. In relation to capacity development, a range of modes of delivery is advisable, with emphasis on online courses, seminars and in-person workshops, supported by staff access to print and electronic resource materials. A need for knowledge sharing within and across the system, tailored instruction and opportunities for practical application of new knowledge and skills were emphasised by survey respondents.

Similar to the second assessment, there was an expressed self-reported need to expand staff knowledge and skills in relation to gender competencies, such as gender analysis, gender-responsive programming, gender-responsive monitoring and evaluation, and gender-responsive budgeting.

ESCAP staff expressed a continued interest in, and willingness to, undertake activities that would strengthen their gender competencies, whether as seminars, online courses, or using print/electronic resources, for example.

The perceived ability and needs of the ESCAP staff followed a similar pattern to the 2020 findings. One notable change in this two-year period is that a much higher percentage of staff indicated a higher competence level as well as lower training needs

in 2022. On-going advocacy activities, knowledge sharing and mainstreaming efforts over the period may account for this positive change. Staff members expressed continued interest in receiving training and improving the knowledge base on gender mainstreaming, and the gender capacity development plan needs to continue within the framework of an overarching ESCAP strategy on achieving gender equality within the organization and through its substantive work.

All ESCAP learning related activities have a question as part of the evaluation which is the following: “Please comment whether the class contents and materials, including examples were gender sensitive. Most of the feedback is positive indicating that ESCAP is hiring gender-sensitive trainers and coaches.

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

ESCAP works to ensure that gender equality is addressed holistically in order to develop forward-looking strategies and contribute to efforts towards gender equality, poverty reduction and economic growth in support of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. Building on the capacity assessment results, ESCAP developed a new gender capacity development plan in 2022. Comprising of six sections, the gender capacity survey contained questions assessing gender awareness, gender experiences, gender competencies and needs in relation to integrating gender into ESCAP’s work and gender capacity development.

The findings from the Staff Capacity Assessment were used to develop the gender capacity development plan. The capacity development plan aims to address the gaps identified by the data collected from the gender capacity assessment by developing activities specifically addressing the capacity challenges identified in the survey and strengthening the foundations in these areas of intervention. The activities were divided into three outcomes:

- Outcome 1: The enabling environment is improved through capacity development
  - o Activity 1: Improve the induction program offered to new employees
  - o Activity 2: Identify training courses relevant to ESCAP’s various work areas
  - o Activity 3: Bring improvements to the current senior managers’ induction
- Outcome 2: The enabling environment is improved through the provision of tools and mechanisms
  - o Activity 1: Expand the “one-stop shop” for gender equality
  - o Activity 2: Develop a series of self-taught modules on gender
- Outcome 3: The GFP’s role is reinforced across the divisions/offices/institutions
  - o Activity 1: Maintain yearly capacity-building and training efforts targeting the GFPs
  - o Activity 2: Encourage peer-learning with GFPs
  - o Activity 3: Offer tailored activities/training to staff on specific topics

The Global Orientation to the United Nations (GO2UN) Programme is an innovative orientation programme that aims to offer newcomers to the United Nations an orientation process that is consistent, coordinated, clear, comprehensive, and customized. It was developed by our colleagues at Headquarters, in collaboration with stakeholders across the UN System. Its key objective is to have a positive impact on both the new hire and the Organization.

To improve the staff’s knowledge of gender concepts, the induction program offered to new employees and senior managers will be improved and virtual and in-person training courses will be offered. We will also continue to build up the ISeek Page on gender mainstreaming with additional gender-related policies, guidelines, plans and documents and inform all staff about its existence through a bi-yearly newsletter. Finally, GFPs’ role will be reinforced through yearly capacity-building and peer-learning.

The capacity development plan also contains key recommendations for strengthening the ability of all staff to mainstream gender in their work through a focus on the specialized training on gender issues to ensure effective integration and mainstreaming as well as continued commitments to the realization of gender equality, within the context of an overarching strategy and Senior Management leadership.

**(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?**

ESCAP does not currently have a finalized costed capacity development plan. However, significant progress is underway to address this gap. An implementation plan for ESCAP's updated gender equality policy, set to launch in 2025, is in development. This plan will align closely with the targets set forth in the Gender Equality Action Plan (GEAP) and the System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 3.0).

The forthcoming implementation plan will outline the actions necessary to achieve these targets, and a costing exercise will be conducted to estimate the required resources. However, it remains uncertain whether ESCAP will have sufficient financial resources to implement all proposed activities. Achieving full alignment with the outlined targets will depend on securing additional funding and support.

ESCAP aims to develop and finalize a costed plan by 2025, subject to available resources. Moving forward, institutional capacity-building efforts will include identifying funding opportunities and partnerships to ensure the feasibility and sustainability of the activities required to meet its gender equality objectives.

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

- Yes

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

ESCAP regularly responds to staff requests for capacity development opportunities on gender equality. For example, when colleagues from the Subregional Office for North and Central Asia requested training on gender equality in their thematic areas, the Social Development Division developed targeted induction modules for staff in each division spanning trade, climate change, transport, WASH and energy. A specific module was also developed for the ICT and Disaster Risk Reduction Division at ESCAP who requested support in gender mainstreaming within their workstreams. In response to requests from project managers on applying the gender marker, colleagues from the Social Development Division provided tailored training and interactive exercises to build capacities of project managers to apply the gender marker to their projects. ESCAP also facilitates the exchange of good practice through the Gender Focal Point Network and the biennial Gender Mainstreaming Report. Through the sharing of best practice ESCAP colleagues have been able to draw inspiration and have their capacities strengthened on gender mainstreaming. To support the implementation of the GEAP and SWAP 3.0, ESCAP will also set up relevant working groups to discuss and support staff in achieving the goals and targets outlined under these plans.

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

- No

**(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?**

NO. ESCAP is developing an induction module for senior leadership on Unconscious Bias which it plans to roll out in 2025. Additional unconscious bias training may be rolled out dependent on funding availability.

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

- Yes

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

YES. As part of the induction process, onboarding senior managers meet with ESCAP's HR Chief for a tailored training on gender mainstreaming such as gender parity at recruitment, and onboarding senior managers will also meet with the Director of the Social Development Division who is vested with gender mainstreaming at the substantive level across divisions, sub-regional offices and regional institutes. The training provides an overview of senior managers role vis-à-vis the 2019 Gender Equality Policy and Implementation Plan the ESCAP Gender Architecture and Accountability Mechanism, the Gender Focal

Point Network, Gender Parity at ESCAP, UN-SWAP, the ESCAP Gender Marker. Also included in this training is an overview of ESCAP’s current work on advancing gender equality and women’s empowerment across the Asia Pacific region. This included information on the CWE Programme, ESCAP’s work on Unpaid Care and Domestic Work, PSC Funding, etc. The training in 2025 will also include unconscious bias training.

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:  
PI15 Capacity Development

EXCEEDS

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

There are nine online mandatory courses for all the UN Secretariat staff members to complete within the first six months of joining the organization (ST/SGB/2018/4). Below are the latest data of mandatory trainings, which include four trainings related to gender (I Know Gender: An Introduction to Gender Equality for UN staff course; Prevention of Sexual Exploitation and Abuse by UN Personnel; Prevention of Sexual Harassment and Abuse by United Nations Personnel - Working Harmoniously; and United Nations Human Rights Responsibilities- replaced with United To Respect: Preventing Sexual Harassment and Other Prohibited Conduct).

- I Know Gender 99%
- Prevention of Sexual Exploitation and Abuse by UN Personnel 98%
- United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct 99%

Completion rate as of 2024  
ESCAP launched a new Learning Site on SharePoint. Under this new site it will be easier to navigate and access all information on learning programmes and trainings ESCAP has available. These materials aim to strengthen digital literacy and capacity at ESCAP. It is hoped that this will create a better working environment for both men and women. This should also make it easier for staff members to access key training material and courses on gender equality.

15cii. Senior managers receive tailored training during orientation.

ESCAP HRMS new staff induction process includes a briefing on these mandatory trainings and deadlines, and with subsequent follow-ups conducted two to three times a year, there is an ongoing effort in place to make sure all staff have completed these mandatory trainings related to gender.

In addition, as part of the induction process, onboarding senior managers have been meeting with ESCAP’s HR Chief for a tailored briefing on gender mainstreaming such as gender parity at recruitment, and onboarding senior managers will also meet with the Director of the Social Development Division who is vested with gender mainstreaming at the substantive level across divisions, sub-regional offices and regional institutes. The training provides an overview of key global gender equality commitments and the various ways in which ESCAP is promoting gender mainstreaming within the organisation. Topics covered included the 2019 Gender Equality Policy, the ESCAP 2019 Gender Equality Implementation Plan, the ESCAP Gender Architecture and Accountability Mechanism, the Gender Focal Point Network, Gender Parity at ESCAP, UN-SWAP, the ESCAP Gender Marker. Also included in this training was an overview of ESCAP’s current work on advancing gender equality and women’s empowerment across the Asia Pacific region. This included information on the CWE Programme, ESCAP’s work on Unpaid Care and Domestic Work, PSC Funding, etc.

Induction modules for senior managers and staff have been developed to focus on ESCAP’s institutional gender



mainstreaming work, these include the following:

**Key Conventions:** This module provides a detailed exploration of pivotal conventions and international commitments pertaining to gender equality, encompassing significant agreements such as CEDAW, the Beijing Platform for Action, and the 2030 agenda and the Asia-Pacific Declaration on Advancing Gender Equality and Women's Empowerment which was adopted by ESCAP member States in 2019 following the Beijing+25 review.

**ESCAP's Gender Work:** The training further includes elaboration on ESCAP's work to advance gender equality. It highlights the main streams of work including catalyzing women's entrepreneurship; valuing and investing in the care economy; gathering gender statistics and gender mainstreaming within ESCAP.

**ESCAP Gender Marker:** This module was developed to support the adoption and implementation of the gender marker throughout ESCAP. It furnishes participants with a detailed understanding of ESCAP's gender marker, offering practical guidance to project managers on its application through concrete examples.

**Time-Use Survey (TUS):**

This module serves as an insightful introduction to time-use surveys, offering a comprehensive exploration of their benefits and challenges. It delves into the intricacies of data collection tools employed in time-use surveys, showcasing the versatility of methods such as diary-based approaches and stylized retrospective questions.

**'Female Labour Force Participation and its relevance for Gender Equality':**

This module offers a comprehensive overview of Female Labor Force Participation rates in the Asia-Pacific region and its correlation with gender bias, and segmentation in both formal and informal sectors. The module underscores the advantages of boosting female labour force participation for sustainable economic growth and concludes with actionable recommendations for Asia-Pacific countries to enhance their labour force participation rates.

**'Gender-Inclusive Language for Gender Equality':** This module addresses the challenge of gender discriminatory language and offers valuable insights into combating unconscious bias through gender-inclusive language. It provides comprehensive guidance on incorporating gender-inclusive language and emphasizes the importance of using correct pronouns.

**'Women and the Care Economy':** This module provides an overview of the importance of valuing unpaid care and domestic work and investing in the care economy. The module highlights the disproportionate burden of unpaid care and domestic work on women and girls, affecting their social, economic, and political participation, especially during crises. It provides details of ESCAP's expansive analytical and normative work on the care economy.

**'Gender Discrimination in the Workplace:**

This module examines the causes and consequences of gender discrimination at the workplace. It provides concludes with recommendations for legislative measures and policy reform to address the issue. The module aims to empower participants to actively contribute to fostering workplaces that are inclusive, equitable, and free from gender-based discrimination.

In response to a request for internal capacity building by SONCA, 5 induction modules were also developed on how to mainstream gender in specific thematic areas which include Transport; Energy; WASH; Trade and Climate Change. The transport module was presented during a virtual Expert Group Meeting on Enhancing Social Inclusion and Innovations in Urban Transport Systems in Asia-Pacific Cities, led by the Transport Division.

A specific module was also developed for the ICT and Disaster Risk Reduction Division who requested support in gender mainstreaming within their workstreams.

Additionally, the gender mainstreaming page on iSeek was updated and now includes 26 resources. Please refer to the supporting link, <https://iseek.un.org/ESCAP/Gender-mainstreaming>

**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:**

ESCAP offers comprehensive training that provides an overview of key global gender equality commitments, highlighting ESCAP's active promotion of gender mainstreaming within the organization. The training delves into the specifics of ESCAP's gender equality policies and frameworks, encompassing the 2019 Gender Equality Policy, the 2019 ESCAP Gender Equality Implementation Plan, the ESCAP Gender Architecture and Accountability Mechanism, the Gender Focal Point Network, Gender Parity at ESCAP, UN-SWAP, and the ESCAP Gender Marker. This training further includes an in-depth exploration of ESCAP's ongoing initiatives to advance gender equality and empower women across the Asia-Pacific region. Participants will gain insights into the Comprehensive Women's Empowerment (CWE) Programme, ESCAP's endeavours related to Unpaid Care and Domestic Work, PSC Funding, and more. Additionally, ESCAP's gender focal points are expected to familiarize themselves with the Gender Equality Marker induction module.

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

- Yes

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

ESCAP plays a pivotal role in promoting gender-responsive implementation and programming through various training initiatives tailored for technical and programmatic staff. The organization has developed an array of learning materials, encompassing resources such as a quick guide to the gender marker. Additionally, ESCAP has introduced a dedicated induction module designed to elucidate the intricacies of the gender marker and offer comprehensive guidance to project managers on its effective implementation within their projects. The Social Development Division at ESCAP extends its support by providing tailored training and advisory services to staff across ESCAP, including its subregional offices and regional institutions, on effectively mainstreaming gender considerations into their projects.

**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.**

ESCAP actively disseminates knowledge on gender equality and women's empowerment through various channels, including ESCAP news updates, e-newsletters, and the official website. Social media has proved to be a powerful vehicle for bringing women's rights issues to the attention of a wider public. ESCAP consistently promotes and advocates for gender equality through its social media platforms (Twitter/X, LinkedIn, Facebook, Instagram). In 2024, ESCAP released over 550 gender-related social media posts, notably for the Asia-Pacific Ministerial Conference on the Beijing+30 Review, International Women's Day 2024 and the 16 Days of Activism against Gender-Based Violence. For more details, please refer to Annexes. The ESCAP Executive Secretary's channel on X serves as a public platform, emphasizing gender-related content and featuring notable women leaders. Gender issues are spotlighted across thematic areas through press releases, opinion pieces, expert blogs, and media interviews with the Executive Secretary and ESCAP representatives.

In 2024, ESCAP released over 30 blogs and press releases focused on advancing gender equality, covering critical themes such as the care economy, women's leadership, and inclusive development. Many of these blogs and press releases were picked up by regional news outlets, significantly amplifying ESCAP's messages and extending their reach to diverse audiences across

Asia and the Pacific. Gender equality also featured prominently in ESCAP's biweekly newsletter, with dedicated segments in 23 editions showcasing key activities such as the Asia-Pacific Regional Consultation for CSW68, the International Women's Day regional commemoration, the Feminist Finance Forum, and the Beijing+30 Ministerial Conference. Complementing these efforts, ESCAP published news stories spotlighting milestones like the adoption of the ASEAN Declaration on Care and Support. In addition, ESCAP actively engages with traditional media to further amplify its messaging. At the Beijing+30 Conference, ESCAP hosted a high-profile press conference and conducted dedicated media training for over 30 journalists, focusing on gender-responsive reporting and inclusive storytelling.

ESCAP's communication efforts are strategically aligned with key international days, leveraging these global observances to spotlight critical gender issues and amplify ESCAP's commitment to advancing gender equality. To enhance coordination and maximize impact, the Social Development Division developed a comprehensive social media wheel mapping all major international days and events. This tool ensures timely and cohesive gender-related messaging, enabling ESCAP to effectively engage diverse audiences and contribute to global conversations.

ESCAP has adopted an innovative approach to communications and knowledge management, leveraging creative and interactive tools to engage diverse audiences and amplify its impact. Highlights of the past year include the launch of the 'Region of Solutions' podcast series featuring a dedicated podcast on the care economy which launched on the International Day of Care and Support. At the Beijing+30 Ministerial Conference, ESCAP launched a digital art exhibition and introduced an interactive ChatGPT-powered robot. These efforts demonstrate ESCAP's commitment to pioneering dynamic and inclusive communication strategies that inspire action and deepen understanding across stakeholders. ESCAP also leverages the power of video storytelling to raise awareness and engage audiences on critical gender issues. For the Beijing+30 Ministerial Conference, ESCAP produced an impactful opening video that set the stage for the event by explaining the context of the Beijing+30 review and highlighting the key gender issues addressed at the conference. Similarly, to amplify the findings of the Beijing+30 Synthesis Report, ESCAP created a dedicated video summarizing its key insights, ensuring accessibility and broader dissemination of its evidence-based recommendations.

In 2024, ESCAP launched the Asia-Pacific Gender Portal, an open-access information platform designed to advance research, analysis, and informed decision-making toward achieving Sustainable Development Goal 5 on gender equality. The portal serves as a comprehensive repository of gender-related data for the Asia-Pacific region, offering country profiles that include national UPR, CEDAW and Beijing+30 reports. It features an interactive data interface, enabling users to track and analyze progress over time at both national and regional levels. The portal also provides induction modules and serves as a one-stop shop for all of ESCAP's gender-related work, streamlining access to resources and fostering a more coordinated approach to gender equality initiatives in the region. In addition to the portal, the Gender Webpage on ESCAP's main website is consistently updated, ensuring that stakeholders and the public have access to the latest information on ESCAP gender-focused initiatives and achievements.

The library also actively procures and provides access to a wide range of academic and authoritative resources (journals, books and databases) on gender equality to support research staff and build their knowledge base and professional expertise.

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

The draft ESCAP communication plan mainstreams gender and the importance of gender-sensitive and inclusive communication as integral components of internal and public information dissemination. The day-to-day communications guidance to ESCAP colleagues from the Communications and Knowledge Management Section (CKMS) also emphasizes the importance of gender-balanced representation for all external communications products and channels. CKMS maintains its diligence in providing gender-sensitive messaging, using appropriate language, imagery and representation across different

content types as far as possible, so that information is conveyed in a gender-responsive manner and advances gender equality. This is in line with the United Nations Gender-Inclusive Language Guidelines. In her role as the Chair of the Editorial Board, the DES has played a pivotal role in enhancing the language of the Editorial Board Terms of Reference (ToR) to incorporate a more robust framework for integrating gender considerations and analysis across ESCAP flagship publications. Collaborating closely with the Chief of the Gender Equality and Social Inclusion Section, the revised ToR reflects a commitment to mainstreaming gender perspectives in the publication process. The changes are anticipated to foster a more inclusive and gender-responsive approach, aligning with ESCAP's commitment to advancing gender equality in its flagship publications.

The Social Development Division has developed a comprehensive social media wheel. This visual tool serves as a dynamic guide to support CKMS in covering essential gender equality international days, significant milestones, and ESCAP gender-related events. The wheel proposes key messages, graphics designs and posting schedules, providing a holistic view of the division's social media plan, supporting discussions with CKMS. By utilizing this innovative approach, SDD aims to maintain a strategic and well-rounded online presence, effectively disseminating information, fostering engagement, and aligning with ESCAP's commitment to advancing gender equality in the Asia-Pacific region.

When organizing joint events, ESCAP routinely collaborates closely with its partners to develop a comprehensive communications plan. An illustrative example is the collaboration between the Social Development Division and UN Women for the Asia-Pacific Ministerial Conference on the Beijing+30 Review. The joint communications plan was a testament to the effective partnership, incorporating agreed-upon key messages, engaging infographics, hashtags, and a defined posting schedule, in consultation and alignment with overall CKMS communications approaches and priorities. The strategic promotion of this plan resulted in high engagement levels, underscoring the success of coordinated efforts in disseminating information and creating impactful narratives. This approach not only enhances the visibility of joint initiatives but also ensures a unified and coherent message that resonates with the intended audience, reflecting ESCAP's commitment to effective communication and collaboration in advancing its mission.

On the ESCAP gender mainstreaming page on iSeek, a range of policies and guidelines related to gender mainstreaming are available. Links provided in the evidence.

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

ESCAP participates in the Asia Pacific Issues Based Coalition on Human Rights, Gender Equality and Women's Rights. The IBC HR-GEWE is co-chaired by OHCHR, UNFPA and UN Women and leverages substantive expertise from across the UN system on key GEWE and HR issues that are not covered by other IBCs, while also supporting the efforts of other IBCs in gender mainstreaming and applying HRBAs. As an active member of the IBC, ESCAP continued its active engagement in supporting interagency coordination and implementation of the IBC work plan, especially in promoting gender equality and women's empowerment in the Asia-Pacific region. The IBC's work is delivered through capacity-building support to UNCTs, research, analysis and provision of technical guidance, as well as dialogues, guidance and joint advocacy on emerging challenges or issues of regional interest. The IBC has two sub-working groups i.e. the regional Human Rights Network and the regional UNiTE Working Group to End Violence Against Women and Girls.

ESCAP also works regularly with other UN agencies to advance gender equality and the empowerment of women. In 2024 ESCAP worked together with other agencies on numerous activities and events related to gender equality including:

**Asia-Pacific Ministerial Conference on the Beijing+30 Review**

The Asia-Pacific Ministerial Conference on the Beijing+30 Review was held as a three-day meeting from 19 to 21 November 2024. Over 1,000 participants joined the Conference, including representatives from 46 members and associate members of

the ESCAP, as well as over 260 intergovernmental organizations, United Nations entities and civil society organizations. Discussions focused on innovative policies, best practices, and priority actions to accelerate gender equality, while aligning efforts with the 2030 Agenda for Sustainable Development. The conference also laid the groundwork for regional inputs to the sixty-ninth session of the Commission on the Status of Women.

**Asia-Pacific Care Champions Event:** The 2024 Asia-Pacific Care Champions event, convened at the Asia-Pacific Ministerial Conference on the Beijing+30 Review, honoured and celebrated trailblazers who have made pioneering contributions to building inclusive and sustainable care systems. These champions are at the forefront of driving transformative change, setting examples of best practices, and inspiring others to take bold actions that contribute to the broader goals of the 2030 Agenda for Sustainable Development. This special event was hosted by the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and UN Women, with the support of the Global Alliance for Care and in collaboration with Oxfam and the World Bank.

#### Asia-Pacific Regional Consultation for CSW68

Convened under the theme “Accelerating the Achievement of Gender Equality and Empowerment of All Women and Girls by Addressing Poverty and Strengthening Institutions and Financing with a Gender Perspective”, this consultation engaged over 30 governments, 8 UN entities, 2 international organizations, and more than 60 civil society organizations (CSOs), private sector actors, and academic institutions. Together, we identified key trends, gaps, and opportunities for joint action to address gendered poverty and strengthen gender-sensitive public institutions and financing.

#### International Women’s Day 2024

ESCAP, in partnership with UN Women, commemorated International Women’s Day (IWD) under the theme “Invest in Women: Accelerate Progress.” This celebration, held on March 8, 2024, highlighted the indispensable roles women and girls play in reshaping economic landscapes. Attended by representatives from 25 governments and nearly 300 participants, the event featured dynamic discussions on fostering inclusive and equitable societies through the economic empowerment of women and girls. The event served as a rallying call to prioritize investments in gender-responsive policies and programs to drive transformative change.

**(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?**

YES. ESCAP systematically integrates a gender perspective into high-level reports, publications, and briefs. In 2024, we contributed inputs to numerous reports, including ‘The Regional SDG Progress Report’, the theme study for the 80th Commission Session and the Secretary General Report on Implementation of the 3rd UN Decade of Poverty Eradication, ensuring gender considerations were prominently addressed. The Terms of Reference for the Editorial Board explicitly mandate the inclusion of a gender perspective in all reviewed outputs, reinforcing a system-wide approach to mainstreaming gender equality. Additionally, Gender Focal Points play a pivotal role by reviewing publications within their divisions and providing targeted inputs to strengthen gender-related content, as stipulated in their Terms of Reference.

**(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?**

YES. ESCAP captures and disseminates lessons learned to enhance the effectiveness of its knowledge management systems and communication strategies. The Communications, Knowledge Management, and Strategy (CKMS) Section regularly monitors analytics and engagement metrics to assess the impact of outreach efforts. For example, CKMS provided tailored advice to the Social Development Division on content strategies for the Beijing+30 Conference, resulting in higher engagement rates across digital platforms. Following the conference, a dedicated lessons-learned session was held to evaluate the effectiveness of communication approaches, with these insights directly informing the development of the 2025 International Women’s Day communications strategy. This iterative process ensures continuous improvement and alignment with gender equality 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)**

VI. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE	
<div>  </div>	<div> Performance Indicator:  PI17 Coherence </div>
EXCEEDS	

**17ci. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women.**

1. ESCAP participates in the Asia Pacific Issues Based Coalition on Human Rights, Gender Equality and Women’s Rights. The IBC HR-GEWE is co-chaired by OHCHR, UNFPA and UN Women and leverages substantive expertise from across the UN system on key GEWE and HR issues that are not covered by other IBCs, while also supporting the efforts of other IBCs in gender mainstreaming and applying HRBAs. As an active member of the IBC, ESCAP continued its active engagement in supporting interagency coordination and implementation of the IBC work plan, especially in promoting gender equality and women’s empowerment in the Asia-Pacific region.
2. In 2024, ESCAP continued to participate in the UN Gender Equality Network together with the other UN regional commissions. The overall objective of the network is to contribute to strengthening gender mainstreaming and strategic results across the 2030 Agenda and the UNDS Reform implementation. UN GEN advocates for stronger gender equality agenda at the regional level and within the UN system, and is a venue for regular information sharing, including lessons learned and strategic planning, among UN Agencies. As an active member of the Network, ESCAP continued its active engagement in supporting interagency coordination and implementation of the Network’s work plan.
3. The Executive Secretary of ESCAP has demonstrated a strong commitment to the full and effective implementation of the United Nations System-Wide Gender Equality Acceleration Plan (GEAP) by actively participating in advisory group meetings alongside other regional commissions and heads of entities. Additionally, ESCAP has consistently engaged in GEAP Task Team meetings, contributing to collaborative efforts to drive progress on gender equality across the UN system.

4. The Asia-Pacific Ministerial Conference on the Beijing+30 Review, organized by ESCAP in collaboration with UN Women, was held as a three-day meeting from 19 to 21 November 2024. Over 1,000 participants joined the Conference, including representatives from 46 members and associate members of the ESCAP, as well as over 260 intergovernmental organizations, United Nations entities and civil society organizations. Discussions focused on innovative policies, best practices, and priority actions to accelerate gender equality, while aligning efforts with the 2030 Agenda for Sustainable Development. The conference also laid the groundwork for regional inputs to the sixty-ninth session of the Commission on the Status of Women.

5. The 2024 Asia-Pacific Care Champions event, convened at the Asia-Pacific Ministerial Conference on the Beijing+30 Review, honoured and celebrated trailblazers who have made pioneering contributions to building inclusive and sustainable care systems. These champions are at the forefront of driving transformative change, setting examples of best practices, and inspiring others to take bold actions that contribute to the broader goals of the 2030 Agenda for Sustainable Development. This special event was hosted by the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and UN Women, with the support of the Global Alliance for Care and in collaboration with Oxfam and the World Bank.

6. Convened under the theme “Accelerating the Achievement of Gender Equality and Empowerment of All Women and Girls by Addressing Poverty and Strengthening Institutions and Financing with a Gender Perspective”, Asia-Pacific Regional Consultation for CSW68 organized by ESCAP and UN Women, engaged over 30 governments, 8 UN entities, 2 international organizations, and more than 60 civil society organizations (CSOs), private sector actors, and academic institutions. Together, we identified key trends, gaps, and opportunities for joint action to address gendered poverty and strengthen gender-sensitive public institutions and financing.

7. ESCAP, in partnership with UN Women, commemorated IWD under the theme “Invest in Women: Accelerate Progress.” This celebration highlighted the indispensable roles women and girls play in reshaping economic landscapes. Attended by representatives from 25 governments and nearly 300 participants, the event featured dynamic discussions on fostering inclusive and equitable societies through the economic empowerment of women and girls. The event served as a rallying call to prioritize investments in gender-responsive policies and programs to drive transformative change.

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

In 2015, ESCAP and ESCWA conducted their first peer review exercise of UN-SWAP. The peer review focused on key progress made in each of the performance indicators and on the key factors driving change. It also discussed key challenges and proposed recommendations for both organizations. The exchange resulted in expanded knowledge for the two entities and facilitated peer learning.

Building on the successful experience of 2015 and in line with UN-SWAP requirements, ESCAP and ESCWA agreed to conduct a second peer review exercise for UN-SWAP 2.0 in 2021. The purposes of the peer review are to:

- Share good practices, experience and mutual learning about components of UN-SWAP implementation.
- Review and compare the UN-SWAP process within similar entities from the Secretariat, including constraints and opportunities.
- Build greater internal capacity to report against UN-SWAP requirements.
- Improve credibility and accuracy of reporting through a formal peer assessment.
- Strengthen networking and inter-agency partnerships for the promotion of gender equality and the empowerment of women.



The peer review provided an opportunity to examine all 17 indicators in the UN-SWAP. Specific focus was provided to performance indicators (PI. 9) on Financial Resource Tracking and (PI. 10) on Financial Resource Allocation. This exercise will allow the two entities to exceed the requirements of the performance indicator PI. 17 on Coherence.

#### Key findings included

ESCAP is a top-performer agency in terms of UN-SWAP implementation and has demonstrated a steadily improving performance in its implementation. As of 2023, ESCAP is now meeting or exceeding all of the 17 performance indicators. It has for the first time reached gender parity across all staffing levels, including D1. Moreover, ESCAP has indicated clear plans and commitment to maintain and further improve its ratings.

ESCAP's senior leadership is clearly committed to gender equality and women's empowerment, this is demonstrated in several areas. The Gender Marker, which is a major step forward in the implementation of the UN-SWAP was launched by the Executive Secretary. The gender policy and its implementation plans, as well as the Executive Secretary's speeches among others, are examples of this commitment. ESCAP's senior leadership is also strongly committed to achieving gender parity. The inclusion of specific actions relating to the achievement of gender parity in the performance documents of senior managers demonstrates shared responsibility and accountability towards this target. The present peer review exercise is also a reflection of leadership's support to the UN-SWAP.

The inclusion of high-level transformative results on gender equality in strategic planning, the integration of a gender perspective in the substantive work of the divisions, subregional office and regional institutions and the use of the Gender Marker are commendable achievements. ESCAP has also demonstrated plans to further strengthen the implementation of performance indicators relating to financial tracking and allocation.

ESCAP is committed to building staff capacities on gender equality and women's empowerment. The properly funded capacity development plan builds on the results of the capacity assessment survey undertaken periodically. The capacity building activities for staff members on gender mainstreaming in thematic areas and on the capacity building and guidelines on implementation of the marker are also key factors for the successful implementation of the related performance indicators.

ESCAP has a gender focal point network with proper representation of staff members from divisions. The gender focal points meet on a regular annual basis. In 2020-2021, exceptional funds of USD 300,000 were made available to gender focal points for gender mainstreaming activities. ESCAP's substantive divisions, sub-regional offices and regional institutes have benefited from this funding window.

#### **17ciii. Supports implementation of at least one UN-SWAP Performance Indicator in another entity.**

In 2022, an informal peer review process has been ongoing with a particular emphasis on Performance Indicators 8, 11, 14, and 15. The peer reviews help to support each respective agency in identifying key progress, factors, challenges and possible solutions in driving the change required to achieve the performance indicators. Through the peer review process, ESCAP and ESCWA have sent representatives to each other's Gender Focal Point meetings, fostering a deeper mutual understanding of each organization's progress, and providing opportunities for the exchange of best practises and insights into how to best enhance gender mainstreaming. As a result, collaborations with ESCWA have also inspired the formulation of ESCAP's updated capacity development plan for 2022. ESCAP's partnership with ESCWA was recognised in the 2022 SWAP 2.0 Good Practice Report. This informal review process continued into 2024 with focal points from ESCAP and ESCWA providing regular updates and exchanges on their latest activities. This ongoing exchange of information not only fosters a deeper understanding of the respective initiatives within each organization but also promotes a collaborative environment. By maintaining an open line of communication, both ESCAP and ESCWA can leverage each other's experiences and expertise, leading to potential synergies and innovative approaches in addressing common challenges.

#### **(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?**

As an active member of the IBC, ESCAP continued its active engagement in mainstreaming gender through the interagency coordination and implementation of the IBC work plan, especially in promoting gender equality and women's empowerment in the Asia-Pacific region.

**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?**

- Yes

**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?**

The Asia-Pacific Regional Civil Society Coordination Mechanism (AP-RCEM) serves as ESCAP's primary engagement platform for Civil Society Organizations (CSOs), fostering inclusive participation in regional and global intergovernmental processes. AP-RCEM is a civil society-driven, open, and flexible mechanism designed to amplify the voices of grassroots movements, including those advocating for gender equality. ESCAP actively consults with AP-RCEM on various topics, integrating gender considerations throughout. For example, during APFSD, which monitors the regional implementation of the 2030 Agenda for Sustainable Development, AP-RCEM engages in drafting policy briefs and participating in roundtable discussions, ensuring that the gender dimensions of the SDGs under review are thoroughly addressed. Additionally, CSOs engaged through AP-RCEM contribute to preparatory discussions in subregional meetings.

**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?**

In the context of intergovernmental processes, meaningful participation of Civil Society Organizations (CSOs) is facilitated through various measures designed to ensure their voices are heard and their contributions recognized. These measures include designated statement slots in plenary sessions, active participation in panels and roundtables, opportunities to organize and participate in side events, and other engagement avenues such as display booths, exhibitions, and facilitation of bilateral meetings with key stakeholders.

For instance, during the Beijing+30 Review, ESCAP facilitated extensive CSO engagement at every stage of the process. Over 500 CSOs participated in preparatory consultations, the report of which was transmitted by ESCAP to member States. During the review itself, ESCAP supported a vibrant CSO Forum attended by more than 400 participants. CSOs were given prominent roles, including speaking slots in the high-level opening, dedicated opportunities to present statements during plenary sessions, and reserved spaces in each roundtable discussion. During the side event application process, priority was given to fostering inclusivity and ensuring robust representation of Civil Society Organizations (CSOs). As a result, nearly 15 out of the 27 side events were organized or co-organized by CSOs, and every single side event featuring the active participation of at least one CSOs.

**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?**

- Yes

**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?**

ESCAP's Trade, Investment and Innovation Division works to promote sustainable, inclusive and resilient economies and businesses in Asia and the Pacific. A particular emphasis is placed on enabling economic opportunities for women and girls by making trade, investment, enterprises, and technological and business innovation inclusive, with a focus on the promotion of women-led and women-benefitting businesses and supporting access to financing.

In 2018-2024, through just one of its projects, the division connected over 226,000 women entrepreneurs with access to finance, and unlocked over USD 111 million in capital for women entrepreneurs. This was achieved by implementing several innovative financing mechanisms (i.e. gender bonds, impact investing funds, guarantee funds, challenge funds, catalytic capital) through strategic partnerships with the private sector (incl. investors and financial service providers), as well as civil society organisations that promote women's economic empowerment, and philanthropy, among others.

The innovative financing mechanisms were complemented by support to member States on policies supporting women's economic empowerment, entrepreneurship, and access to finance, led by ESCAP's Social Development Division, and targeted trainings for women entrepreneurs led by ESCAP's Asia-Pacific Centre for Information and Communication Technology. All programming was informed by the needs of women and girls, including through close consultations and partnerships with women's associations.

In 2024, ESCAP also convened two regional conferences with an emphasis on women's economic empowerment and access to finance, namely the Asia-Pacific Regional Ministerial Conference on the Beijing+30 Review, which included several roundtables and events centering these topics, as well as the Feminist Finance Forum (FFF), which was organized based on 25 strategic partnerships, and convened over 350 stakeholders, including policymakers, investors, financial service providers, civil society, women entrepreneurs, and ecosystem builders for focused discussions on women's economic empowerment and access to finance. The outcomes of these discussions are available [here](#).

Additionally, through the AP-RCEM ESCAP supports access to financing for by providing an annual grant of USD 25,000 to ensure meaningful participation of CSOs in forums such as the Asia-Pacific Forum on Sustainable Development (APFSD). This funding supports the inclusion of diverse stakeholders, including women-led organizations, in both the APFSD and subregional preparatory meetings, with ESCAP sponsoring the participation of approximately 3 to 5 representatives per subregion.

**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?**

Strategic partnerships with the private sector are essential to ESCAP's work in advancing gender equality. Key workstreams centre on entrepreneurship, inclusive business, and impact and gender-lens investing, throughout which ESCAP partners with businesses, investors, and philanthropists to achieve positive outcomes on gender equality and the empowerment of women and girls.

Through the Catalyzing Women’s Entrepreneurship Project (2018–2024), ESCAP directly supported over 260,000 women entrepreneurs and unlocked USD 111 million in capital. This was achieved through strategic partnerships with gender-lens investing funds, inclusive businesses, and financial service providers, fostering an ecosystem that supports sustainable, inclusive, and resilient economies for women.

In collaboration with Bloomberg Philanthropies, ESCAP’s Statistics Division has advanced gender equality within Civil Registration and Vital Statistics (CRVS) systems. ESCAP’s CRVS Applied Research Training (CART) initiative enhances CRVS systems by promoting applied research on strategies, interventions, and tools with a strong focus on gender considerations.

ESCAP has partnered with Microsoft to harness the potential of AI for sustainable development. Planned initiatives include a Hackathon to empower women in technology, which will align with International Women’s Day 2025, showcasing the transformative potential of AI in closing gender gaps.

ESCAP actively engages private sector and philanthropic partners in high-profile regional events. In 2024, key collaborations included:

Bloomberg’s sponsorship of a side event on CRVS and legal identity at the Asia-Pacific Regional Ministerial Conference on Beijing+30 and Epic Angels’ participation in discussions on feminist finance.

The Feminist Finance Forum, organized in partnership with 2X Global, Sweef Capital, She Loves Tech, and others, highlighted private sector action for gender equality.

The Impact Harvest Forum, co-hosted with partners including the Angel Investment Network Indonesia and the India Impact Investors Council, emphasized impact investing.


The Asia-Pacific Care Forum, bringing together diverse stakeholders to address care economy challenges.

ESCAP’s private sector engagement is further strengthened through UN and ESCAP platforms, including the UN Global Compact and the ESCAP Sustainable Business Network (ESBN). These platforms encourage businesses to adopt gender-responsive policies and expand support for women entrepreneurs, including small and medium enterprises (SMEs) that serve as critical grassroots economic actors.

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. Economic and Social Commission for Asia and the Pacific ACTION PLAN 2024


<div>  </div> <div> <div>P11</div> <div>Strategic Planning</div> <div>Gender-Related SDG Results</div> </div>	Action Plan	Gender considerations continue to be integrated into ESCAP’s planning processes, as guided by the overall ESCAP programme plan, its gender equality policy and implementation plan and supported through capacity development of gender focal points as well as ESCAP’s planning, monitoring and evaluation coordination teams.
	Responsible For follow up	The Social Development Division will continue to coordinate closely with the Strategy and Programme Management Division, ESCAP, to follow-up on the effective mainstreaming of gender within the programme of work of ESCAP.

<div>EXCEEDS</div>	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Regular budget staff resources will contribute to the implementation of this performance indicator, together with the regular budget and other resources of the ESCAP work programme.
	<b>Timeline</b>	Continuous


 <div>PI2</div> <div>Reporting on Gender-Related SDG Results</div> <div>EXCEEDS</div>	<b>Action Plan</b> <p>ESCAP will continue its support to member States on the implementation of the Beijing Declaration and Platform for Action, including by supporting member States in capacity development for assessing progress in critical areas of concern and building the consensus on regional priorities for policy development to address emerging challenges in the context of critical transitions, through regional policy dialogue and sub-regional forums and workshops. As part of ongoing efforts to enhance gender mainstreaming across all levels of operations, a series of targeted capacity-building initiatives have been undertaken. These initiatives focus on equipping staff with the knowledge and tools necessary for effective gender integration in their work. Particular emphasis has been placed on supporting subregional offices and regional institutions to strengthen their application of gender markers and conduct robust gender analyses in project design and implementation. In addition, tools – including the ESCAP Quick Guide – will continue to be strengthened and revised to support the implementation of the gender marker. A series of induction modules have also been developed to further support capacities. These include modules on the following topics: Key Conventions: This module provides a detailed exploration of pivotal conventions and international commitments pertaining to gender equality, encompassing significant agreements such as CEDAW, the Beijing Platform for Action, and the 2030 agenda and the Asia-Pacific Declaration on Advancing Gender Equality and Women’s Empowerment which was adopted by ESCAP member States in 2019 following the Beijing+25 review. ESCAP’s Gender Work: The training further includes elaboration on ESCAP’s work to advance gender equality. It highlights the main streams of work including catalyzing women’s entrepreneurship; valuing and investing in the care economy; gathering gender statistics and gender mainstreaming within ESCAP. ESCAP Gender Marker: This module was developed to support the adoption and implementation of the gender marker throughout ESCAP. It furnishes participants with a detailed understanding of ESCAP’s gender marker, offering practical guidance to project managers on its application through concrete examples. Time-Use Survey (TUS): This module serves as an insightful introduction to time-use surveys, offering a comprehensive exploration of their benefits and challenges. It delves into the intricacies of data collection tools employed in time-use surveys, showcasing the versatility of methods such as diary-based approaches and stylized retrospective questions. Female Labour Force Participation and its relevance for Gender Equality: This module offers a comprehensive overview of Female Labor Force Participation rates in the Asia-Pacific region and its correlation with gender bias, and segmentation in both formal and informal sectors. The module underscores the advantages of boosting female labor force participation for sustainable economic growth and concludes with actionable recommendations for Asia-Pacific countries to enhance their labor force participation rates. Gender-Inclusive Language for Gender Equality: This module addresses the challenge of gender discriminatory language and offers valuable insights into combating unconscious bias through gender-inclusive language. It provides comprehensive guidance on incorporating gender-inclusive language and emphasizes the importance of using correct pronouns.</p>
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		<p><b>Women and the Care Economy:</b> This module provides an overview of the importance of valuing unpaid care and domestic work and investing in the care economy. The module highlights the disproportionate burden of unpaid care and domestic work on women and girls, affecting their social, economic, and political participation, especially during crises. It provides details of ESCAP's expansive analytical and normative work on the care economy.</p> <p><b>Gender Discrimination in the Workplace:</b> This module examines the causes and consequences of gender discrimination at the workplace and provides recommendations for legislative measures and policy reform to address the issue. The module aims to empower participants to actively contribute to fostering workplaces that are inclusive, equitable, and free from gender-based discrimination.</p> <p>ESCAP has developed also comprehensive induction modules designed to deepen understanding and capacity for gender mainstreaming across a diverse range of thematic areas. These modules cover critical sectors such as transport, energy, climate change, trade, and WASH, providing practical insights and tools to integrate gender perspectives into policies, programmes, and initiatives.</p>
	<b>Responsible For follow up</b>	The Social Development Division will continue to coordinate closely with the Strategy and Programme Management Division, ESCAP, to follow-up on the effective mainstreaming of gender within the ESCAP work programme.
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Regular budget staff resources will contribute to the implementation of this performance indicator, together with the regular budget and other resources of the ESCAP work programme.
	<b>Timeline</b>	2 years


 <p><b>PI3</b></p> <p>Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan</p> <p>NOT APPLICABLE</p>	<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


 <p><b>PI4</b></p> <p>Evaluation</p> <p>EXCEEDS</p>	<b>Action Plan</b>	ESCAP will use the findings and recommendations of the evaluation on gender mainstreaming to inform the formulation of the next phase of the ESCAP Gender Policy and complete a management response and follow-up action plan to the evaluation recommendations
	<b>Responsible For follow up</b>	SDD, SPMD, DA, HRMS, SMT, SROs and Ris to follow up.
	<b>Resources Required</b>	25000
	<b>Use of Funds</b>	-

	<b>Timeline</b>	5 year cycle for the policy/plan
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 <b>PI5</b> Audit <b>EXCEEDS</b>	<b>Action Plan</b>	The OIOS Internal Audit Division will continue to more closely 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>	N/A
	<b>Timeline</b>	1 year


 <b>PI6</b> Policy <b>EXCEEDS</b>	<b>Action Plan</b>	Efforts will continue to integrate gender mainstreaming dimensions into on-going projects of other divisions, subregional offices and regional institutions of ESCAP. Support to assigning Gender Marker to the projects as well as capacity development of the Gender focal point will also be continued
	<b>Responsible For follow up</b>	Social Development Division and the Strategic and Programme Management Division
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Regular budget staff resources
	<b>Timeline</b>	Three years


 <b>PI7</b> Leadership <b>EXCEEDS</b>	<b>Action Plan</b>	ESCAP executive management will continue to accord priority to internal gender mainstreaming strategies and the achievement of gender parity through the Gender Equality Policy and Implementation Plan and the ESCAP Gender Implementation Plan (2021-2023).
	<b>Responsible For follow up</b>	ESCAP senior management will continue to accord priority to internal gender mainstreaming strategies and the achievement of gender parity. In addition, efforts will continue to be made to advance gender parity in implementation of the Secretary-General's strategy on gender parity.
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Regular budget staff resources
	<b>Timeline</b>	-

	<b>Action Plan</b>	The Steering Committee will discuss the timeframe and resources required to provide mechanisms for embedding gender as a core competency in line with GEAP and SWAP 3.0
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<div>PI8</div> <div>Gender-responsive performance management</div> <div>EXCEEDS</div>	<b>Responsible For follow up</b>	HRMS and SDD
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	N/A
	<b>Timeline</b>	2 years


<div>  </div> <div>PI9</div> <div>Financial Resource Tracking</div> <div>MEETS</div>	<b>Action Plan</b>	ESCAP will continue to prioritize the implementation of the Gender Equality Marker, including quality assurance, and capacity building of staff with a view to discern how the financial tracking information can influence central planning.
	<b>Responsible For follow up</b>	The Gender Equality and Social Inclusion Section, Social Development Division, in partnership with the Strategic Programme Management Division
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	N/A
	<b>Timeline</b>	5 years


<div>  </div> <div>PI10</div> <div>Financial Resource Allocation</div> <div>EXCEEDS</div>	<b>Action Plan</b>	SPMD, SDD, OES
	<b>Responsible For follow up</b>	ESCAP will continue to apply the current methodology for assessing financial estimates on the Gender Marker to gradually improve it in 2024 and gather additional information that could be used for planning interventions. The current financial benchmarks may be adjusted in future years.
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	n/a
	<b>Timeline</b>	5 years

<div>  </div> <div>PI11</div> <div>Gender Architecture</div> <div>EXCEEDS</div>	<b>Action Plan</b>	The Gender Equality and Social Inclusion Section will provide support to build the capacity of the gender focal points, as well as strengthen its network and active role in promoting gender equality in ESCAP. In addition, the Division of Administration will continue to support gender and diversity champions to promote gender mainstreaming in the organisation.
	<b>Responsible For follow up</b>	SDD
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Regular Budget staff resources





	<b>Timeline</b>	5 years
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 <p><b>PI12</b> Equal representation of women</p> <p>APPROACHING</p>	<b>Action Plan</b>	To continue maintaining equal representation of women, ESCAP will continue to invest in talent-sourcing activities, including LinkedIn and other social media outreach, especially for roles that are traditionally male-dominated, as well as to continue to align ESCAP's outreach and inreach activities with the global Secretariat's to achieve gender parity. Plans have been introduced to encourage career progression amongst female staff members through the facilitation of career coaching, mentoring and other staff development opportunities. Targets to increase capacity raising by introducing training on how to detect and report misconduct have also been implemented. To strive toward gender parity, ESCAP will leverage the recently promulgated temporary special measures to reach this goal.
	<b>Responsible For follow up</b>	HRMS, OES and SDD
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Regular budget positions will be utilized
	<b>Timeline</b>	2 years


 <p><b>PI13</b> Organizational culture</p> <p>NOT APPLICABLE</p>	<b>Action Plan</b>	ESCAP will continue fostering a positive organizational culture through communities of practice, enhanced communication, and strengthened accountability. Efforts will focus on improving two-way communication between management and staff to build trust and provide a safe space for dialogue. This includes regular informal "standing meetings" with the Executive Secretary and Senior Management Team to address concerns, questions, and feedback, including inputs from the "Staff Voice Box." ESCAP will also deepen engagement in gender-related conversations by involving more men in the Together mentoring program and opening select Informal Network of Women meetings to men, fostering dialogue and shared perspectives. Communication efforts will emphasize the importance of the gender parity implementation plan, reinforcing its alignment with UN values and ethical standards, while raising awareness of desirable ethical behavior across the organization.
	<b>Responsible For follow up</b>	Strategy and Programme Management Division, Social Development Division, Division of Administration
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Regular budget funds will be used to implement this indicator.
	<b>Timeline</b>	2 years

	<b>Action Plan</b>	Implementation of Capacity Development Plan
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 <b>PI14</b> Capacity Assessment <b>EXCEEDS</b>	<b>Responsible For follow up</b>	Social Development Division, Division of Administration, Strategic Programme Planning Division, and HRMS
	<b>Resources Required</b>	250
	<b>Use of Funds</b>	N/A
	<b>Timeline</b>	5 years


 <b>PI15</b> Capacity Development <b>EXCEEDS</b>	<b>Action Plan</b>	Continued implementation of existing initiatives.
	<b>Responsible For follow up</b>	HRMS/Training Unit and Social Development Division
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	N/A
	<b>Timeline</b>	5 years


 <b>PI16</b> Knowledge and Communication <b>EXCEEDS</b>	<b>Action Plan</b>	The Communications and Knowledge Management Section's SharePoint Gateway – which provides guidance on communications activities at ESCAP - consistently emphasizes the importance of gender-sensitive communication both for internal and external audiences. This is an organic portal which CKMS continuously updates as practice and guidance evolve. The Portal clearly states that ESCAP communications should always be delivered in a gender-sensitive manner that advances gender equality, and gender-inclusive language resources are also available. Moreover, in 2024 launched a new publications repository to share and distribute knowledge products on gender equality and women's empowerment, bringing ESCAP in line with library standards and good practices. This works to make ESCAP knowledge more readily accessible to users.
	<b>Responsible For follow up</b>	Communications and Knowledge Management Section, Social Development Division
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Regular budget staff will support implementation of this Performance Indicator
	<b>Timeline</b>	2 years

 <b>PI17</b>	<b>Action Plan</b>	To support the implementation of a SWAP Performance Indicator in another UN entity, for example, the implementation of the Gender Marker.
	<b>Responsible For follow up</b>	Social Development Division, Strategy and Programme Management Division


<b>Coherence</b>  <b>EXCEEDS</b>	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Regular budget resources
	<b>Timeline</b>	2 years


## IX. SUPPORTING DOCUMENTATION

 <b>PI1 Strategic Planning Gender-Related SDG Results</b>  GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT	
<b>EXCEEDS</b>	
Category	Documents
Strategic Plan/Strategic Framework or equivalent	<a href="#">A 79 6 Sect.19</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">draft Programme Plan for 2026</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">Care Flyer</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">ESCAP 78 6 Sect.19</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">Terminal Report 20241210_final</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">ESCAP B30 Chair's Summary DRAFT</a>


 <b>PI2 Reporting on Gender-Related SDG Results</b>  GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT	
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EXCEEDS	
Category	Documents
Annual report	<a href="#">20241007 Annual Gender Focal Point Meeting</a>
Annual report	<a href="#">EN_CTR_8_6_Guidelines</a>
Annual report	<a href="#">ESCAP-80-21</a>
Annual report	<a href="#">ESCAP-CED8-2E_0_Cities at the forefront</a>
Annual report	<a href="#">ESCAP.CST9_2_Harnessing the Power of Data to leave no one behind English</a>
Annual report	<a href="#">PI02 Evidence-Weblink</a>
Annual report	<a href="#">ESCAP B30_Chair's Summary_DRAFT</a>

 <b>PI3 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan</b>	
GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT	
NOT APPLICABLE	
Category	Documents
Programmatic Document	<a href="#">PI 03 evidence</a>


 <b>PI4 Evaluation</b>	
GENDER-RELATED SDG RESULTS / OVERSIGHT	
EXCEEDS	
Category	Documents
Evaluation Terms of Reference	<a href="#">2023 ESCAP ME Policy and Guidelines Final version</a>
Other	<a href="#">ESCAP evaluation management response Gender evaluation Final 6 Nov 2024 (002 AHA) (1)</a>
Other	<a href="#">ESCAP evaluation management response Gender evaluation Final 6 Nov 2024 (002 AHA)</a>
Other	<a href="#">ESCAP Management Response</a>
Report of corporate gender mainstreaming evaluation	<a href="#">ESCAP-2024-RP- Evaluation-ESCAP-performance-gender-mainstreaming-final-gender</a>
Evaluation Terms of Reference	<a href="#">2024 ESCAP Evaluation Performance Indicator Scorecard</a>
Evaluation Terms of Reference	<a href="#">1. ESCAP-2023-RP-APCTT</a>


Evaluation Terms of Reference	<a href="#">2. ESCAP-2024-RP-Energy-subprogramme-2018-2022</a>
Evaluation Terms of Reference	<a href="#">3. ESCAP-2024-RP-Operationalizing-disaster-risk-reduction-resilience-building-ap</a>
Evaluation Terms of Reference	<a href="#">4. ESCAP-2024-RP-Support-implementation-outcomes-Second-Asian-Pacific-Energy-Forum</a>
Evaluation Terms of Reference	<a href="#">5. ESCAP-2024-RP-Evaluation-Report-SD-Projects</a>
Evaluation Terms of Reference	<a href="#">6. ESCAP-2024-RP-Evaluation-Report-ANTAM-Phase-II</a>
Evaluation Terms of Reference	<a href="#">7. ESCAP-2024-RP-Getting-Everyone-Picture-Strengthening-CRVS-AP</a>
Evaluation Terms of Reference	<a href="#">8. ESCAP-2024-RP-Drivers licensing in Lao PDR</a>
Evaluation Terms of Reference	<a href="#">9. ESCAP-2024-RP-ESCAP-performance-gender-mainstreaming</a>

 <b>PI5 Audit</b> GENDER-RELATED SDG RESULTS / OVERSIGHT	
EXCEEDS	
Category	Documents
	No documents uploaded


 <b>PI6 Policy</b> INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
EXCEEDS	
Category	Documents
Gender Policy/Strategy	<a href="#">20220307 GFP TORs Final Draft</a>
Senior level accountability mechanism	<a href="#">20241007 Annual Gender Focal Point Meeting</a>
Action/ Implementation Plan	<a href="#">escap_gender_equality_implementation_plan_2019-2023</a>
Gender Policy/Strategy	<a href="#">memo_gender_policyplan</a>
Gender Policy/Strategy	<a href="#">PI6 Evidence</a>


<b>Gender Policy/Strategy</b>	<a href="#">escap_gender_equality_policy_</a>
<b>Gender Policy/Strategy</b>	<a href="#">2023-24 Workplan - Division Directors final 1</a>
<b>Gender Policy/Strategy</b>	<a href="#">parity_implementation_plan_2021-23</a>

 <b>PI7 Leadership</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
EXCEEDS	
Category	Documents
<b>Speeches</b>	<a href="#">2024 GESIS Social Media Posts (1)</a>
<b>Speeches</b>	<a href="#">DES LIn CEO roundtable opening remarks v1</a>
<b>Speeches</b>	<a href="#">ES opening remarks for CEO lunch v1</a>
<b>Meeting/Worksh op agendas</b>	<a href="#">SMG Retreat Summary Friday 22 November 2024</a>
<b>Meeting minutes</b>	<a href="#">SMT Minutes excerpts 2024</a>
<b>Meeting/Worksh op agendas</b>	<a href="#">UN-GEN Bi-annual Work Plan 2024-2025</a>
<b>Meeting minutes</b>	<a href="#">UN-GEN Mtg 30 May 2024[25] (2)</a>
<b>Other</b>	<a href="#">Compact ESCAP 2023</a>
<b>All staff emails from senior management</b>	<a href="#">20241018 Memo Establishment of the ESCAP Gender Equality Steering Committee</a>

 <b>PI8 Gender-responsive performance management</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
EXCEEDS	
Category	Documents
<b>Performance management document</b>	<a href="#">ST SGB 2003 13</a>
<b>Performance management document</b>	<a href="#">ST SGB 2019 8</a>

Performance management document	<a href="#">United Nations Values and Behaviours Framework</a>
Performance management document	<a href="#">United Nations System Leadership Framework</a>
Performance management document	<a href="#">PI8 Evidence</a>
Performance management document	<a href="#">01292025 ESCAP Gender Steering Committee TORs</a>

 <b>PI9 Financial Resource Tracking</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
MEETS	
Category	Documents
Gender Marker Guidelines	<a href="#">escap_gender_equality_policy_</a>
Gender Marker Guidelines	<a href="#">ESCAP ES Memo on the Implementation of the ESCAP Gender Equality Marker (8 July 2021)</a>
Gender Marker Guidelines	<a href="#">ESCAP Gender Marker Quick Guide</a>
Gender Marker Guidelines	<a href="#">Updated ESCAP Gender Equality Marker</a>
Gender Marker Guidelines	<a href="#">ESCAP Gender Marker Guidance Note 20191110</a>

 <b>PI10 Financial Resource Allocation</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
EXCEEDS	
Category	Documents
Other	<a href="#">ESCAP's Gender Equality Implementation Plan 2019-2023</a>
Other	<a href="#">ESCAP ES Memo on the Implementation of the ESCAP Gender Equality Marker (8 July 2021)</a>
Other	<a href="#">ESCAP Gender Marker Guidance Note 20191110</a>
Other	<a href="#">ESCAP Gender Marker Quick Guide</a>
Other	<a href="#">Updated ESCAP Gender Equality Marker</a>



Annual report	<a href="#">Percentage Calculation</a>



## PI11 Gender Architecture

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

EXCEEDS

Category	Documents
Gender Policy/Plan/Strategy	<a href="#">20241007 Annual Gender Focal Point Meeting (1)</a>
Focal Point Terms of Reference	<a href="#">gfp_tors_updated</a>
Gender Policy/Plan/Strategy	<a href="#">Organizational chart showing location of Gender Unit</a>
Overview of gender unit's budget	<a href="#">Proposed programme budget for 2023</a>



## PI12 Equal representation of women

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

APPROACHING

Category	Documents
Gender Parity Statistics	<a href="#">2020-2024 ESCAP's Implementation Plan for the Achievement of Gender Parity</a>
Gender Parity Statistics	<a href="#">ESCAP's Gender Implementation Plan 2021-2023</a>
Gender Parity Statistics	<a href="#">ST AI 2020 5</a>
Gender Parity Statistics	<a href="#">List of Committees 20122024</a>




## PI13 Organizational culture


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


MEETS

Category	Documents
Organizational survey	<a href="#">2021 Staff Engagement Survey</a>
Other	<a href="#">A RES 65 247</a>
Other	<a href="#">A RES 67 255</a>
Prevention of discrimination and harassment policy	<a href="#">Advancing a Common Understanding of a Victim-Centred Approach to Sexual Harassment within the Organizations of the United Nations</a>
Other	<a href="#">Revised Sexual Harassment Presentation</a>
Other	<a href="#">ST AI 2005 2 Amend.2</a>
Other	<a href="#">ST AI 2017 1</a>
Other	<a href="#">ST SGB 2019 1</a>
Other	<a href="#">ST SGB 2019 8</a>
Other	<a href="#">STSGB20172Rev1</a>
Other	<a href="#">Telecommuting</a>
Leave Policy	<a href="#">PI 13 evidence</a>
Prevention of discrimination and harassment policy	<a href="#">2024 ESCAP Action Plan to PRSEA</a>
Prevention of discrimination and harassment policy	<a href="#">ESCAP End of Year Management Letter on PSEA and reporting of SEA allegations</a>

 <b>PI14 Capacity Assessment</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY	
EXCEEDS	
Category	Documents
Capacity assessment survey/questionnaire	<a href="#">ESCAP Staff Capacity Assessment on Gender Mainstreaming - Summary Report (July 2022)</a>
Capacity assessment survey/questionnaire	<a href="#">ESCAP Gender Mainstreaming-capacity building plan</a>
Capacity assessment	<a href="#">GM Training 2024</a>

survey/questionnaire	

 <b>PI15 Capacity Development</b> INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY	
EXCEEDS	
Category	Documents
Training module	<a href="#">INDUCTION MODULES</a>
Training module	<a href="#">GM Training 2024</a>
Training module	<a href="#">ESCAP Gender Mainstreaming-capacity building plan</a>

 <b>PI16 Knowledge and Communication</b> INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE	
EXCEEDS	
Category	Documents
Communication plan	<a href="#">2024 GESIS Social Media Posts (2)</a>
Communication plan	<a href="#">20240126 - CSW68 SM ESCAP_rev VV</a>
Communication plan	<a href="#">20240227 - IWD2024 SM ESCAP_rev</a>
Communication plan	<a href="#">20240424 Draft Social Media Plan</a>
Communication plan	<a href="#">2024 Social Media Year Wheel (1)</a>
Communication plan	<a href="#">UN Armida</a>
Communication plan	<a href="#">PI 16 Evidence links</a>
Screenshots of intranet or website with URL references	<a href="#">CKMS Gateway Screenshot</a>
Communication plan	<a href="#">CKMS - 2024 Outreach Priorities</a>



## PI17 Coherence

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

### EXCEEDS

Category	Documents
Peer Review report	<a href="#">ESCAP Peer Review Report 2021 by ESCWA</a>
Peer Review report	<a href="#">ESCWA Peer Review Report 2021 by ESCAP</a>
Other	<a href="#">20220725-ESCAP Staff Capacity Assessment on Gender Mainstreaming</a>
Other	<a href="#">20220808-Capacity Development Plan</a>
Other	<a href="#">UN-GEN Bi-annual Work Plan 2024-2025</a>
Other	<a href="#">UN-GEN Mtg 30 May 2024[25] (2)</a>
Peer Review report	<a href="#">Email Exchange</a>
Other	<a href="#">PI 17 Evidence links</a>
Other	<a href="#">Final Draft Beijing +30 Asia and Pacific Civil Society Report 4 November 2024</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>

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