

*The Secretariat of the Executive Board*

**UN-Women Executive Board - Decision Monitoring Matrix**

The following matrix keeps track of the implementation of specific and time-bound requests contained in Executive Board decisions. The matrix is revised on a regular basis to keep the information relevant and up-to-date. For more details on other aspects of these decisions or for the full compendium of Executive Board decisions, please consult the Compendium of Decisions.

The status of a decision is indicated as follows: (1) **GREEN** signifies that an action has been “completed”; and (2) **YELLOW** signifies that an action is “ongoing” or “partially completed” (action in progress, with a due date, if relevant)

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
<b>Decision <a href="#">2022/1</a> - Financial report and audited financial statements for the year ended 31 December 2020 and Report of the Board of Auditors</b>	1. <i>Takes note</i> of the report of the United Nations Board of Auditors for the year ended 31 December 2020;		SPRED (ACU) Senior Management Team		
	2. <i>Takes note with appreciation</i> of the tenth unqualified audit opinion issued by the Board of Auditors on the financial statements of UN-Women for the year ended 31 December 2020;		SPRED (ACU) Senior Management Team		
	3. <i>Takes note</i> of the management response of UN-Women to the report of the United Nations Board of Auditors for the year ended 31 December 2020;		SPRED (ACU) Senior Management Team		
	4. <i>Acknowledges</i> the progress made by UN-Women in implementing the recommendations of the Board of Auditors and <i>requests</i> UN-Women to continue its ongoing efforts to implement the recommendations of the Board of Auditors;		SPRED (ACU) Senior Management Team	Update January 2023: From the initial remaining 8 outstanding UNBoA recommendations issued in 2020, three have already been implemented and closed by the UNBoA, while three recommendations are completed and pending UNBoA	

<sup>1</sup> The compendiums of the decisions in full text can be found at the UN-Women Executive Board website: <http://www.unwomen.org/en/executive-board/decisions>

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				<p>assessment and closure. UN-Women is on track to complete the remaining 2 recommendations.</p> <p>Update August 2022: UN-Women only has eight recommendations remaining from UNBoA's 2020 audit report. As of August 2022, two have been completed actions and ready for assessment. The remaining six recommendations are on track to be implemented.</p> <p>Update May 2022 UN-Women is pleased to report that there are no remaining long outstanding nor any prior years' recommendations from the Board of Auditors. Management actions are in-progress and on-track to address the remaining current outstanding recommendations.</p>	
	5. <i>Encourages</i> UN-Women to harmonize further its management response to the report of the Board of Auditors with other United Nations funds and programmes and the implementation of the recommendations, as appropriate, in alignment with UNDP, UNFPA, UNOPS, UNICEF, WFP and UNCDF.		SPRED (ACU) Senior Management Team		
<b>Decision <a href="#">2022/2</a> – UN-Women policies and procedures to tackle sexual exploitation and abuse and sexual harassment</b>	1. <i>Takes note of</i> the update by UN-Women on actions to prevent and respond to sexual exploitation and abuse, and sexual harassment (SEA/SH);		HR, PPID		
	2. <i>Takes note with appreciation of</i> the implementation of all the recommendations contained in the Independent review of UN-Women's policies and procedures for tackling Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) of UN-Women's policies and procedures on tackling SEA/SH at headquarters, regional and country offices;		HR, PPID		
	3. <i>Notes</i> the progress made and the need for continued effort to prevent and respond to SEA and SH in UN-Women's policies, procedures and operations at HQ, regional and country office levels and in this context <i>encourages</i> UN-Women to continue to take action, properly resourced, within existing resources, to ensure a victim/survivor-centred, long-term, joint, system-wide approach aligned with		HR, PPID		

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	the UN system to tackle sexual exploitation, while leveraging its mandate, including during the COVID-19 response and recovery;				
	4. <i>Requests</i> UN-Women to continue to promote a culture change to address the root causes of sexual exploitation and abuse, and sexual harassment at HQ, regional and country offices and to this end strengthen efforts to prevent and respond to sexual exploitation and abuse and sexual harassment there through measures such as, but not limited to, raising awareness, education and training; and urges UN-Women to ensure that leadership at all levels continue to be aware of their PSEA/SH responsibilities, and that staff with specific PSEA/SH duties participate in inter-agency coordination mechanisms, as appropriate;		HR, PPID, Senior Advisor on Coordination/Gender Parity, SMT.	<p>Update January 2023: UN-Women continues to promote a culture change to address the root causes of SEA and SH including through the nurturing of a diverse and empowered workforce and the advancement of an inclusive culture as a key pillar of its high impact business model. Through an ongoing journey of strengthening transformational leadership, enhancing personnel skills, promoting diversity and inclusion, fostering accountability, and the upholding of the highest standards of conduct, which also includes the well-being and mental health of our personnel, UN-Women aspires to address the root causes of workplace concerns, including SH and SEA, to ensure that they are prevented and dealt with holistically.</p> <p>Key activities in this regard, led by HR, include: the development of training and awareness raising content focused on the intersectionality of discrimination, power relations, and positive masculinities to include in its ongoing PSEA and SH efforts to empower all personnel to contribute to the promotion of a culture change; the facilitation of further capacity building for UN Women’s PSEA and SH focal point network; the updating of UN Women’s mandatory online training to prevent SH through a highly participatory process involving key stakeholders including the EAW section, as well regional and country office colleagues, which will be implemented in 2023; and the continued rollout of the Leadership Journey’s, which forms part of UN Women’s Leadership and Team Development Strategy.</p> <p>The EAW section in UN Women continues to advocate for connections and leverage synergies that exist between the work</p>	

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				<p>on the elimination of violence against women and work on ending SEA and SH, including through global policy advocacy sessions.</p> <p>To promote culture change conducive to gender parity in the UN system, UN-Women has developed the <a href="#">Enabling Environment Guidelines for the UN System</a>, its <a href="#">Supplementary Guidance</a> and the <a href="#">Field-specific Enabling Environment Guidelines</a>. These guidelines provide concrete recommendations and good practice examples for personnel, management and organizations UN system-wide on fostering a diverse, inclusive and respectful working culture, particularly in its Standard of Conduct chapters. The Office continues to support the UN system in the implementation of these Guidelines and strengthening Standards of Conduct. The <a href="#">Office of the Focal Point for Women in the UN System at UN-Women</a> leads and coordinates the network of nearly 450 UN Gender Focal Points who are central to the implementation of these Guidelines UN system-wide, particularly in Regional and Country Offices. The Office further provides capacity building to the network to generate awareness and guidance on the tools and policies available to prevent and respond to sexual harassment. The Focal Point for Women also collaborates with several UN entities through her membership in the CEB Task Force on addressing sexual harassment within the Organizations of the UN system, especially with the UN Victims' Rights Advocate and the network of Gender Focal Points, to mainstream a victim-centred approach in addressing sexual harassment and by developing concrete and practical tools across the board.</p>	
5.	<p><i>Urges</i> UN-Women to continue to ensure through OIOS and in accordance with its internal procedures the provisions of timely, and thorough victim/survivor-centred investigations, and to continue to ensure prompt reporting on allegations of SEA and SH to the members and observers of the Executive Board through the annual report on internal audit and investigation activities;</p>		HR, PPID		

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6.	<i>Takes note of the development of UN-Women's SEA and SH framework and annual submission to the United Nations Secretary-General of action plans on preventing and responding to SEA that are implemented at headquarters, regional and country office levels, and requests UN-Women to share headquarters-level action plans with the Executive Board annually;</i>		HR, PPID	Update January 2023: UN-Women will share a copy of its 2023 HQ-level PSEA Action Plan, together with the update on progress achieved for the tackling of SEA and SH, at the Annual Session 2023.	
7.	<i>Requests UN-Women to continue to present its annual certification on SEA and SH to the Executive Board at each annual session in accordance with decision 2018/3 (para 10) and to present annually, within existing reporting, an update on how UN-Women is improving its organizational culture to address the underlying causes of SEA and SH, and its actions to prevent and respond to SEA and SH in its policies, procedures, operations, including analysis of its implementation of system-wide initiatives and asks that this includes analysis of their implementation of UN system-wide initiatives, including of the Implementing Partners Protocol, the Implementing Partner Capacity Assessment and ClearCheck;</i>		HR, PPID, Senior Advisor on Coordination/Gender Parity	Update January 2023: UN-Women will present its 2022/2023 certification on SEA and SH, together with its update on UN Women's efforts to improve its organizational culture to address the underlying causes of SEA and SH and to prevent and respond to SEA and SH during the 2023 Annual Session, which will include an analysis of its implementation of UN system-wide initiatives, such as the Implementing Partners Protocol, the Implementing Partner Capacity Assessment and ClearCheck.  UN-Women, as a technical lead on ending violence against women (through its policy and norms and standards work) within the UN System, is ensuring that all evidence-based policy and programming knowledge and guidance generated for global consumption is dually brought into UN internal processes.  For example, as a member of the CEB Taskforce on Addressing SH, UN Women has provided input to inform the main priority areas of the third phase of the Taskforce's workplan (2022-2023) and will contribute technical advice in three work streams: Prevention and Behavioral Science, Victim Engagement and	

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				<p>Support, Data and Results, and co-lead work stream on Enhanced Cooperation with OCHA.</p> <p>From October to December 2022, the Deputy Executive Director, Deputy Executive Director for Policy, Programme, Civil Society and Intergovernmental Support, in spokesperson role on Addressing Sexual Harassment and Other Forms of Discrimination, as well as Senior Executive Leadership are continuing to place survivors’ experiences at the heart of UN-Women’s work to address sexual harassment, including in the implementation of global policy advocacy sessions (1. Preventing and Responding to Sexual Harassment: A Focus on Refugee and Internally Displaced Women and Girls (October 24, 2022) with UNHCR) and 2. Sexual Harassment and Reconfigured Educational Settings-December 13, 2022) with UNESCO, UNGEI, and the Global Working Group to end School Related Gender Based Violence that included key messages from leadership alongside external experts and interagency partners. In 2023, planning is currently underway to implement three additional thematic global policy advocacy sessions sharing good practices results and recommendations to strengthen collective action to prevent and respond to sexual harassment, in collaboration with UN agencies and other partners.</p> <p>In addition to its system-wide coordination and capacity-building work through the network of Gender Focal Points, the Office of the Focal Point for Women in the UN System supports UN-Women’s Deputy Executive Director, Ms. Anita Bhatia, in her leadership of the outreach and knowledge sharing, as well as coordination efforts in the context of the CEB Task Force on Addressing Sexual Harassment. In this capacity, the Office has conducted several peer-to-peer learning dialogues to foster knowledge sharing amongst UN Member States, UN entities, civil society representatives, academia and international organizations. The Office has also created a <a href="#">publication</a> of the</p>	

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				<p>recommendations stemming from the dialogues and will launch a second publication at the end of the year. Moreover, the Office, together with the Office of Information System and Telecommunication is developing a UN system-wide knowledge hub on sexual harassment to foster knowledge sharing, transparency and efficiency amongst the UN system and external stakeholders. The hub, the first of its kind will be available in 2023.</p> <p>The Office of the Focal Point for Women will continue to prepare the biennial <u>Secretary-General's report on the Improvement in the Status of Women in the United Nations System, including</u> providing analysis on the status of standards of conduct, as part of the recommendations included in the Enabling Environment Guidelines for the UN System. For the upcoming 2023 report, the Office will also continue to provide concrete recommendations to the UN system to foster an inclusive organizational culture free from sexual harassment.</p>	
	8. <i>Requests</i> an update from UN-Women, at the first regular session of the Executive Board 2023, on metrics used to measure progress on tackling SEA/SH and how its integrated results and resources framework indicators on SEA/SH have aligned with relevant QCPR indicators and those of other United Nations development system agencies and encourages that all relevant data obtained is subsequently analysed in order to inform UN-Women strategies, policies and procedures.		HR, PPID, SPU	Update January 2023: UN -Women presents an update on metrics used to measure progress in addressing SEA and SH and how its integrated results and resources framework indicators on SEA and SH have aligned with relevant QCPR indicators and those of other UN development system agencies at the 2023 First Regular Session. ( <a href="#">See background note for details</a> ).	
<b>Decision <a href="#">2022/3</a> - Report of the Under-Secretary-General/Executive Director of</b>	1. <i>Takes note</i> of the report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the implementation of the Strategic Plan 2018-2021, and commends UN-Women on its strong performance on the Strategic Plan 2018-2021;				

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<b>UN-Women on progress made on the implementation of the Strategic Plan 2018-2021</b>	2.	<i>Recognizes</i> UN-Women's contribution and its focused engagement within the United Nations development system to ensure that gender equality and women's and girls empowerment continue to be an integral part of the sustainable development agenda;				
	3.	<i>Encourages</i> UN-Women to continue the full implementation of its triple mandate, in accordance with A/RES/64/289, which includes normative support, UN system-wide coordination and operational activities;				
	4.	<i>Recalling</i> the voluntary commitments made by both member states and UN-Women in the UN Funding Compact, and takes note with concern of the funding gap in regular resources, and encourage all countries in a position to do so to increase voluntary contributions for the full and effective implementation of the Strategic Plan 2022-2025, and encourage strengthened partnerships in this regard;				
	5.	<i>Encourages</i> UN-Women to continue its strong performance in meeting its targets in line with the results framework of the Strategic Plan and applicable guidance of the 2020 Quadrennial Comprehensive Policy Review, and requests UN-Women, while taking into account its own priorities, to further advance collaboration with other United Nations entities to continue aligning methodologies for planning and reporting on results;		SPRED (SPU)	UN-Women established its methods supporting strong milestone and target attainment for implementation of its Strategic Plan 2022-2025, building on experience under the previous Strategic Plan. The new Strategic Plan methodologies for planning and reporting on results include enhanced collaboration with other UN entities, particularly around the joined up and joint use of common and complementary indicators. The updated SP IRRF 2022-2025 was submitted to the Executive Board in May 2022, prior to the Annual Session in June 2022. Reporting on implementation will be provide through the Executive Director's Annual Report which will be submitted to the Executive Board prior to the Annual Session each year.	
	6.	<i>Decides</i> to transmit the report to the Economic and Social Council.				



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<b>Decision <a href="#">2022/4</a> Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women 2021</b>	1.	<i>Takes note</i> of the 2021 report on UN-Women's evaluation function and the Independent Evaluation Service 2022 programme of work and budget;				
	2.	<i>Takes note with appreciation</i> that UN-Women continues to maintain an independent, credible and useful evaluation function and of its contribution to system-wide gender-responsive evaluation efforts and national evaluation capacity development, and encourages UN-Women to continue to make use of evaluation results including in its decision making processes;				
	3.	<i>Encourages</i> UN-Women to increase investments towards allocation of at least 2 per cent and up to 3 per cent of its total programme expenditure to the evaluation function, and requests UN-Women to continue working to safeguard the Independence of the Independent Evaluation Service and ensuring evaluation expertise in the Advisory Committee on Oversight (ACO);		IEAS	IEAS continues to monitor the UN-Women's investment in evaluation function. The independence of Independent Evaluation Service is safeguarded through evaluation policy and the Advisory Committee on Oversight which has members with strong evaluation expertise.	
	4.	<i>Expresses</i> continued support for strengthening UN-Women's evaluation function and use of evaluations.				
<b>Decision <a href="#">2022/5</a> - Report on internal audit and investigation activities for the period from 1 January to 31 December 2020</b>	1.	<i>Takes note</i> of the report on internal audit and investigation activities for the period 1 January to 31 December 2021;				
	2.	<i>Takes note</i> of the Advisory Committee on Oversight's report;				
	3.	<i>Urges</i> UN-Women management in its continuous efforts to further strengthen its second line of defence and the establishment of a Statement of Internal Controls;				
	4.	<i>Takes note</i> of the Executive Director's announced intent to create an independent ethics function within UN-Women;				

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	5. <i>Requests</i> an informal briefing on the ethics function within UN-Women ahead of the second regular session 2022, including an update on the Executive Director's intent to create an independent ethics function; further requests ethics be added as a recurring stand-alone item for decision on the agenda of annual sessions and for UN Women to provide an annual official report on its ethics function starting at its annual session 2023;		EDO, HR, EBS		
	6. <i>Requests</i> closed briefings from the Independent Evaluation and Audit Services of UN-Women, in coordination with the UN Office of Internal Oversight Services, in a timely manner and on a regular basis throughout the year and as needed, on potential red flags, audit findings and the status of investigations;		IEAS	IEAS delivered a closed briefing to the Executive Board on 19 August 2022 as well as attended the joint briefing on 25 August 2022.	
	7. <i>Requests</i> the Director of the IEAS, in coordination with OIOS, to provide at the second regular session of 2022 an assessment on the independence of the Service, containing reflections on (but not limited to) the degree to which the IEAS can determine freely: (a) how and when to report to and brief the Executive Board; (b) the scope of audits and investigations; (c) what and who to audit or investigate; (d) what assessments to make; (e) how to utilize available funds; and (f) its relationship with the OIOS; and requests the Director to also provide suggestions and pathways on how to further strengthen the independence of the Service, as well as the budget estimate required for the execution of the full mandate, and requests a closed informal briefing between the management of IEAS, together with OIOS, and Executive Board members and observers on this topic in advance of the second regular session of 2022;		IEAS	The report was prepared and shared with the Executive Board. The report covered all the points requested in the Executive Board decision. Moreover, at the closed briefing IEAS presented its conclusions.	
	8. <i>Decides</i> to include an item on internal controls for decision at the second regular session 2022.				
<b>Decision <a href="#">2022/6</a> – Implementation of General Assembly resolution</b>	1. <i>Takes note</i> of the updates provided by UN-Women on the implementation of General Assembly resolution 72/279 and related mandates on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR);				

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<b>72/279 on the repositioning of the United Nations Development System</b>	2. <i>Encourages</i> UN-Women to continue to implement, as appropriate, General Assembly resolution 72/279, 75/233 and other relevant reform resolutions, including through supporting the efforts of the Secretary-General in implementing UNDS reform;				
	3. <i>Encourages</i> UN-Women, whilst delivering on its mandate, to continue aligning its Strategic Notes with the United Nations Sustainable Development Cooperation Frameworks and takes notes of progress in this regard;				
	4. <i>Takes note</i> of UN-Women’s partnerships with international financial institutions, and seeks an update at the first regular session of 2023 on UN-Women’s engagement with IFIs;		Strategic partnership Division, (PPS)	<p>UN-Women continues to deepen its relationship with International Financial Institutions including through the provision of technical expertise for the forthcoming Gender Equality Strategies of the World Bank (WB) and International Financial Institutions. We are also working to implement the action plans related to the MoUs with EBRD and Asian Development Bank as well as negotiations for a forthcoming MoU with the Islamic Development Bank.</p> <p>We also partner with PBSO who leads the UN-WB partnership to inform WB's Risk and Resilience Assessments with gender analysis. Currently the work is in progress in Chile and Burundi.</p> <p>UN Women continues its co-chair role as part of the Finance in Common GEWE Coalition. Ahead of the Finance in Common Summit in Oct 2022, with 500+ Public Development Banks (PDBs), UN Women along with the African Development Bank will release a compilation of promising GEWE practices from a number of PDBs and will work to increase the number of signatories to the Paris Development Banks Statement on GEWE.</p> <p>We plan to present an update to the Executive Board during the first regular session in 2023.</p>	

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	5. <i>Recalls</i> the QCPR and stresses the importance of integrated solutions to address complex, multi-faceted challenges impacting achievement of the Sustainable Development Goals, and requests UN-Women to update the Board on how they are supporting collaboration in joint analysis, needs assessments, planning, including collective outcomes, and programme delivery, within existing reporting mechanisms;		Coordination Division, PPID, SPRED (SPU)	UN-Women is actively engaged, along with other UN agencies, in pursuing integrated solutions for addressing the challenges impacting achievement of the Sustainable Development Goals through various means. One example is the joined up and joint use of common and complementary indicators in our Integrated Results and Resources framework (IRRF) to clarify how programme delivery and results are being attained by UN Women alongside partners. Another example is UN-Women's inputs to the DCO Output Indicator Framework and UN Info, which will help ensure that the UN system has a common set of core indicators that rally, orient and convey their output level collaboration enabling SDG results attainment.	
	6. <i>Recognizes</i> the important role of UN-Women and the respective contributions of UN-Women's country representatives to the collective results of the United Nations development system towards the implementation of the 2030 Agenda, and requests an update on how UN-Women's country representatives are assessed in contributing to the implementation of reform at country level and on UN-Women's compliance with the Management and Accountability Framework;		Coordination Division HR		
	7. <i>Stresses</i> the need for United Nations development system entities to continue playing their part in enhancing system-wide coherence, coordination, harmonization and efficiency, reduce duplication and build synergies, as appropriate and in accordance with decisions of their governing bodies, and requests UN-Women, in this regard, to provide the Executive Board with an update on realized efficiency gains through these efforts, within existing reporting mechanisms;		Coordination Division SPRED (CM)	To address this challenge and to leverage opportunities that UNDS reform offers, DCO and UN Women have agreed to establish a new position of Gender Equality Coordinators (GEC) in Resident Coordinators Offices (RCOs) in countries where UN Women is not physically present. Under the direct supervision of the Resident Coordinator and the functional support and guidance of the UN Women Regional Director, the Gender Equality (GE) Coordinator will support the development and strengthening of a strategic vision for gender mainstreaming for UN joint planning and programming and provide coordination and technical and policy advisory support on women's rights and gender equality to the Resident Coordinator (RC) and the UNCT. The position would significantly enhance the Senior Level gender expertise through the RC and UNCT system, supporting efforts for	

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				<p>implementation of gender equality and women's empowerment priorities.</p> <p>While UN Women cannot open offices in all countries with gender equality needs, the organization is developing alternative, less resource intensive ways of delivering on its mandate, and has identified the establishment of Gender Equality coordinators (GEC) in the Resident Coordinators Offices as an efficient way to mitigate risks of lack of gender mainstreaming in system wide processes and results at the country level.</p>	
	8. <i>Noting</i> UN-Women's mandate to support gender mainstreaming across the UN system, encourages UN-Women to continue strengthening the availability of its expertise in countries where it is non-resident, including through the UN Sustainable Development Cooperation Frameworks, or equivalent planning frameworks, in accordance with programme countries priorities.				
<b>Decision <a href="#">2022/7</a> - Structured Dialogue on Financing the results of the UN-Women Strategic Plan 2018-2021</b>	1. <i>Takes note</i> of the report on Structured Dialogue on Financing the Results of the UN-Women Strategic Plan, 2018-2021, welcomes the substantial progress made by UN-Women in line with the funding compact (UNW 2022/6), and encourages UN-Women to continue to engage in the Structured Dialogue on Financing with Member States, with a view to tracking, assessing and following up on the level of funding it receives, including of core resources, as well as predictability, flexibility and alignment of resources provided for the implementation of the Strategic Plan 2022–2025;				
	2. <i>Stresses</i> the importance of sufficient and predictable regular resources and, in this regard, requests UN-Women to continue to encourage Member States to increase and prioritize, according to their capacity, contributions to UN-Women regular resources, including year-end contributions for 2022, in a timely and predictable manner in line with the Funding Compact, as regular resources are essential in enabling UN-Women to deliver its triple mandate and to its support of the realization of agenda 2030;		Strategic Partnerships Divisions (RM)		

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	3. <i>Recalls</i> decision 2021/7 on the importance of diversifying the funding base and noting UN-Women's progress in this regard, while also noting the importance of broadening the contributor base, encourages the entity to continue its efforts to diversify its funding base, including with the private sector, foundations, civil society organizations and individuals, and through strengthened partnerships with international financial institutions;				
	4. <i>Recalls</i> the decision 2020/8 and <i>encourages</i> UN-Women to continue to engage with Member States and other contributing partners, to implement the cost-recovery policy, avoiding the use of regular resources to subsidize activities financed by non-core resources;				
	5. <i>Notes with appreciation</i> UN-Women's ongoing efforts to improve its efficiency, effectiveness, transparency and accountability and requests UN-Women to provide information on its programme activities, within the proceedings of the Executive Board;		PPID Strategic Partnerships Divisions (RM)		
	6. <i>Notes</i> the importance of flexible and multi-year funding and encourages UN-Women to continue its dialogue with Member States through the Structured Dialogue on Financing, on shifting from tightly earmarked to more flexible funding modalities, where possible, for example via Strategic Notes, particularly through contributions that are multi-year;				
	7. <i>Emphasizes</i> the importance of financing for gender equality and women's empowerment and encourages early and predictable contributions, to UN-Women in support of the implementation of the Strategic Plan 2022-2025; and				
	8. <i>Encourages</i> UN-Women to continue to make efforts in terms of visibility and recognition of contributions, in particular for regular resources.				
<b>Decision <a href="#">2022/8</a> -Assessment of the Independence of the UN-</b>	1. <i>Takes note with appreciation</i> of the report of the director of the Independent Evaluation and Audit Services, which provides an assessment on the degree of independence of the office and recommendations to further enhance its independence, in line with decision 2022/5, and takes note of the respective management response;				

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<p><b>Women Independent Evaluation and Audit Services (IEAS), 2022</b></p>					
	<p>2. <i>Requests</i> that UN-Women takes action, as appropriate, to implement and facilitate the assessments' recommendations noted below, and to report in its management response to the annual report on internal audit and investigations activities for the annual session in 2023, on the progress made by UN-Women on their implementation, and asks the management of UN-Women to provide explanations, in line with established practice, in case a recommendation has not or only partially been implemented or been agreed to by management;                      a) a management update to the internal audit related provisions in the Financial Rules and Regulations and provide it for Executive Board review and approval at the annual session 2023, and                      b) a proposal for sustainable solutions to strengthen IEAS's investigations support role;</p>		<p>IEAS EDO</p>	<p>a. the revision of the audit provision in the FRR has been submitted for the EB information and the EB is expected to take a note on this revision during its session in February 2023;                      b. IAS is working on the draft proposal on strengthening IAS investigation support role which will be submitted to the senior management during 2023.</p>	
	<p>3. <i>Takes note</i> of the assessment's recommendation that, in contributing to a culture of accountability, the Executive Board better utilize the results reported by Internal Audit Service (in individual audit reports, and in the Annual Report on Internal Audit and Investigation) to guide UN-Women in the effective and efficient implementation of its mandate;</p>				
	<p>4. <i>Notes</i> that the IEAS conducted a self-assessment in compliance with the request in decision 2022/5 and in conformity with UN-Women's regulations and rules, policies and procedures, including the consideration of internationally recognized standards applicable for audit and investigations functions, and takes note of the responses in the self-assessment that attest to the independence of the Office;</p>				
	<p>5. <i>Stresses</i> the importance of continuing to ensure that the IEAS has full independence in delivering its services to provide the Executive Board, entity management and other stakeholders the necessary and appropriate assurances and advice on the governance, risk management and internal controls of the entity;</p>				

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	6. <i>Recalls</i> its decision 2022/5 (paragraph 6) and, in this regard, reiterates its request for more regular closed briefings from the Independent Evaluation and Audit Services of UN-Women, in coordination with the UN Office of Internal Oversight Services, in a timely manner and on a regular basis throughout the year and as needed, on potential red flags, audit findings and the status of investigations, with due regard for confidentiality and due process;		IEAS Executive Board Secretariat	IEAS will monitor potential red flags, audit findings and the status of investigations and will continue briefing the Executive Board during its informal and annual sessions and on an as needed basis, where feasible.	
	7. <i>Reiterates</i> the continued support of the Executive Board in the strengthening of the UN-Women internal audit and investigation functions and requests that management continue to provide the necessary resources for discharging these responsibilities and preserving the IEAS's independence, integrity and professionalism, within the established budgetary processes;		IEAS EDO	UN Women ensured that IEAS had sufficient resources to fulfil its mandate in 2022. IEAS will continue to flag the resources that it needs to fulfill its mandate going forward.	
	8. <i>Requests</i> the Bureau, in consultation with the relevant bureaux of United Nations development system entities, to provide options and cost estimates for an assessment, including an option for a third-party assessment by an entity external to the United Nations system with independent expertise on governance and oversight of how the Executive Board executes its governance and oversight functions, in collaboration with UN-Women as well as the United Nations oversight functions, with a view to ensuring that these functions are aligned with the highest international standards and best practices;		Executive Board Secretariat		
	9. <i>Also requests</i> the Bureau to present these options for consideration by the Executive Board, by the first regular session of 2023, with a view to providing a final assessment and relevant recommendations to the Executive Board preferably no later than the annual session of 2023;		Executive Board Secretariat		
	10. <i>Requests</i> UN-Women to include, as a permanent annex in its annual report of the Executive Director to the Executive Board, a concise summary of the oversight functions responsible for audit, investigation, ethics, evaluation and whistle-blower protection, and also requests UN-Women to ensure that this summary follows a uniform template, to be agreed by the Bureau of the Executive Board, after discussion with the Executive Board of UN-Women and relevant bureaux of the United Nations development system entities; and		SPRED IEAS Executive Board Secretariat	IEAS will contribute to the elaboration of the annex as appropriate.  January 2023 (SPRED): UN Women will include a permanent annex in its annual report of the Executive Director to the Executive Board beginning with the next report, which will be submitted at the Annual Session in June 2023. The annex will	



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				follow the uniform template, still to be agreed by the Bureau of the Executive Board.	
	11. <i>Further requests</i> IEAS to include in the executive summaries of its reports shared with the Executive Board, as appropriate, potential red flags, emerging risks and internal control issues, audit findings and the status of investigations, which require specific attention from the Executive Board;		IEAS	IAS will take this forward in its 2022 annual report	
<b>Decision <a href="#">2021/1</a> - Financial report and audited financial statements for the year ended 31 December 2019 and Report of the Board of Auditors</b>	1. <i>Takes note</i> of the report of the United Nations Board of Auditors for the financial period that ended on 31 December 2019;		SPRED (ACU) Senior Management Team		
	2. <i>Takes note</i> of the ninth unqualified audit opinion issued by the Board of Auditors on the financial statements of UN-Women for the year ended 31 December 2019; (para 2 of UNW/2020/2);		SPRED (ACU) Senior Management Team		
	3. <i>Takes note</i> of the management response of UN-Women to the report of the United Nations Board of Auditors for the financial period that ended on 31 December 2019, including the actions taken so far and further measures planned by UN-Women to implement the recommendations of the Board of Auditors for the financial period ended on 31 December 2019, and <i>requests</i> UN-Women to continue implementing the recommendations of the Board of Auditors from prior years for closure by the Board of Auditors;		DMA SPRED (ACU) Senior Management Team	<p>Updates January 2022: UN-Women has no long outstanding prior years' recommendations to date. UN-Women has completed needed management actions to address all UNBoA audit recommendations issued in the audit reports for 2019 and prior years. Evidence of implementation was submitted to UNBoA for their assessment where only for 2 recommendations with completed management actions remains to be assessed as "Implemented" and closed.</p> <p>Updates July 2021: UN-Women is continuously working with planned management actions to address the UNBoA audit recommendations issued in 2019 and prior years. UN-Women has completed actions for 3 recommendations (of the six remaining) and is awaiting UNBoA's assessment. Only one recommendation has remained from 2017 and two from 2019. The remaining recommendations in progress require extensive inter-divisional consultations and with field offices and one has</p>	

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				<p>been affected by the ongoing configuration and move to the new ERP system.</p> <p>Updates May 2021:</p> <p>UN-Women is pleased to report progress in its implementation of UNBoA recommendations issued in 2019 and prior years. As of May 2021, the majority (6 out of 11) of audit recommendations issued for year 2019 have been assessed as implemented by UNBoA. UN-Women has completed actions for 2 recommendations and is awaiting UNBoA’s assessment. UN-Women only has 2 outstanding recommendations issued for years 2017 and 2018. One recommendation issued for 2017 related to addressing and accounting for the findings from implementing partners audits. Action is ongoing to address UNBoA’s additional clarification questions received in December 2020. Another recommendation issued for 2018 is related to the update of Project Document Template and Project Appraisal Checklist. UN-Women is at final stage of reflecting the results from needed extensive consultations with stakeholders and targeted to finalize implementation of this recommendation by end of May 2021.</p>	
<p><b>Decision <a href="#">2021/2</a> - Annual Report of the Under-Secretary-General/Executive Director of UN-Women on progress made on the</b></p>	<p>1. <i>Takes note</i> of the report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the implementation of the Strategic Plan 2018–2021 (UNW/2021/2), and further note UN-Women’s strong performance to date in meeting its annual targets;</p> <p>2. <i>Recognizes</i> the measures taken by UN-Women as part of a coordinated international response in the context of COVID-19, including through the creation and utilization of relevant analytical and data-collection tools that support mainstreaming a gender perspective in the COVID-19 response and recovery efforts;</p>		<p>SPRED, SPU, ELT</p>		

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<b>implementation of the Strategic Plan 2018-2021</b>	3. <i>Encourages</i> UN-Women to take into account lessons learned from the implementation of the Strategic Plan 2018–2021, including its midterm review, as well as from its previous strategic plans;		SPRED, SPU, ELT		
	4. <i>Encourages</i> UN-Women to assess the targets set for the outputs of the Strategic Plan 2018–2021, especially those that have consistently been overachieved, and present alternatives in the Strategic Plan 2022–2025;		SPRED, SPU		
	5. <i>Urges</i> UN-Women to continue to align, as appropriate, its results framework with the Beijing Declaration and Platform for Action and the Sustainable Development Goals;		SPRED, SPU, ELT		
	6. <i>Encourages</i> UN-Women to design the results framework of the Strategic Plan 2022-2025 in line with applicable guidance of the 2020 QCPR, and <i>requests</i> UN-Women while taking into account its own priorities, to harmonize, where appropriate, its indicators with other United Nations entities, with a focus on all results levels, and maximize the use of common results indicators;		SPRED, SPU	UN-Women’s Strategic Plan 2022-2025 and accompanying Integrated Results and Resources Framework (IRRF), adopted in September 2021, are fully aligned with the 2020 QCPR resolution. This includes concerted efforts to identify common and complementary indicators with key partner United Nations agencies. Common and complementary indicators help to clarify how the Organization is achieving results in a coherent manner with other United Nations entities. In addition to the QCPR resolution guiding the development of all OEE indicators, a set of 11 indicators from the QCPR monitoring and reporting framework 2021-2024 have been included in the 2022-2025 IRRF as common indicators to demonstrate a coherent approach to the pursuit of joint results.	
	7. <i>Requests</i> UN-Women to provide in a timely manner, ahead of the second regular session of 2021, more-detailed information on the results framework, including on the relationship to the QCPR;		SPRED, SPU, Executive Board Secretariat	UN-Women shared its draft and almost final IRRFs in May and August (respectively), receiving and responding to feedback during this time, with the Board and organized a technical discussion on its draft Integrated Results and Resources Framework (IRRF) with the Executive Board on August 11, 2021. It subsequently submitted its new IRRF along with its Strategic Plan ahead of the second regular session. UN-Women also presented its final Strategic Plan, at an informal briefing to the Executive Board on August 24, 2021, prior to the second regular session.	

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	8. <i>Decides</i> to transmit the report to the Economic and Social Council.		Executive Board Secretariat		
<b>Decision <a href="#">2021/3</a> Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women 2020</b>	1. <i>Takes note</i> of the 2020 report on the evaluation function of UN-Women, the 2021 programme of work and budget of the Independent Evaluation Service;		IEAS		
	2. <i>Takes note</i> with appreciation that UN-Women continues to maintain an independent, credible and useful evaluation function and its contribution to system-wide, gender-responsive evaluation efforts and national evaluation capacity development;		IEAS		
	3. <i>Notes</i> the report on the corporate evaluation of UN-Women's United Nations system coordination and broader convening role in ending violence against women;		IEAS		
	4. <i>Takes note</i> of the pilot assessment of disability inclusion in evaluation;		IEAS		
	5. <i>Notes</i> the progress made in implementing decision 2020/4 and <i>requests</i> UN-Women to continue its efforts in order to fully implement this decision with a specific focus on key performance indicators which can be further improved, and further notes its efforts to actively adapt the evaluation function to the challenges posed by the COVID-19 pandemic;		IEAS	To contribute to implementation of UN-Women's Strategic Plan 2022-2025, IEAS updated its global UN-Women Evaluation Strategy with an updated M&E framework. IEAS continues to track UN-Women's progress of achievement on the key performance indicators that can be further improved and reports annually their status to the Executive Board.	
	6. <i>Encourages</i> UN-Women to increase investments towards allocation of at least 2 per cent and up to 3 per cent of its total programme expenditure to the evaluation function, and <i>requests</i> UN-Women to continue working to safeguard the independence of the Independent Evaluation Service and ensuring evaluation expertise in the Advisory Committee on Oversight (ACO);		IEAS	Superseded by a same decision at a later session.	
	7. <i>Expresses</i> continuing support for strengthening the independent evaluation function in UN-Women.		IEAS		

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>	
<b>Decision 2021/4</b> <b>- Report on internal audit and investigation activities for the period from 1 January to 31 December 2019</b>	1.	Takes note of the report on internal audit and investigation activities for the period 1 January to 31 December 2020 and the related management response;		SPRED (ACU) IEAS (IAS)		
	2.	<i>Takes note</i> of the Advisory Committee on Oversight's report for the period from 1 January to 31 December 2020;		SPRED (ACU) IEAS (IAS)		
	3.	<i>Encourages</i> UN-Women management to continue strengthening its second line of defence and its work on the establishment of a Statement of Internal Controls;		SPRED (ACU) IEAS (IAS)		
	4.	<i>Calls on</i> the Independent Evaluation and Audit Service of UN-Women, in coordination with UN-Women's external investigations provider, to continue working with UNDP, UNFPA, UNOPS, UNICEF and WFP towards harmonized definitions and reporting for internal audits and investigation matters, where applicable and to the extent possible, and to provide feedback to the UN-Women Executive Board in an appropriate manner.		IEAS (IAS)	Completed.	
<b>Decision 2021/5</b> <b>United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2022-2025</b>	1.	<i>Takes note</i> with appreciation of the preparatory work done and the various informal briefings and workshops with the Executive Board as well as other relevant stakeholders, on the process of elaboration of UN-Women's Strategic Plan 2022-2025 and endorses the UN-Women Strategic Plan 2022-2025;				
	2.	<i>Notes</i> that the strategic plan is the overall strategic framework for UN-Women and is not intergovernmentally negotiated, and acknowledges that the strategic plan and its annexes include some terms that have not been intergovernmentally endorsed in the United Nations system;				
	3.	<i>Requests</i> UN-Women to implement its Strategic Plan in accordance with the Beijing Declaration and Platform for Action, the Programme of Action of the International Conference on Population and Development and the outcome documents of their reviews, and applicable United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment and the advancement of women, as well as with the 2030 Agenda for Sustainable Development, with the agreement and consent of the host country, taking into account the different national realities, national legislation, ownership and cultural backgrounds, capacities and levels of development and respecting national policy space, while remaining consistent with relevant international rules and commitments;		PPID (Regional Offices, Country Offices) SPRED (SPU)	August 2022 The policies and procedures to ensure that Country Offices deliver on the Strategic Plan as well as national priorities are in place and is used as the foundation as Country Offices develop their Strategic Notes.  UN-Women's Strategic Plan (2022-2025) is predominantly implemented through the Strategic Notes (SN) at country level. The Country Office (CO) Strategic Notes are required to be closely aligned with the relevant countries United Nations Sustainable Development Cooperation Framework (UNSDCF)	

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				<p>by requiring the content to be based on the findings identified in the Common Country Analysis and the CO's SNs to copy the UNSDCF's outcomes verbatim into the SN. This results in the CO taking into account national realities, priorities and cultural backgrounds as well as close alignment with UNSDCF outputs, and adoption of UNSDCF indicators.</p> <p>Nevertheless, the Strategic Notes are built on UN-Women's Strategic Plan, and consequently the Beijing Declaration and Platform for Action, the Programme of Action of the International Conference on Population and Development and the outcome documents of their reviews, and applicable United Nations instruments as COs are required to adopt the indicators at all levels into their Strategic Notes and therefore simultaneously work on the priorities areas in the Strategic Plan relevant for their local context.</p>	
4.	<i>Requests</i> the Under-Secretary-General/Executive Director to submit to the Executive Board at its annual session in 2022, the final progress report on the implementation of the Strategic Plan, 2018– 2021;		SPRED (SPU) Executive Board Secretariat	UN-Women submitted its annual report 2021 along with corresponding annexes, which presents final progress on the implementation of its Strategic Plan, 2018-2021, and this was presented at the annual session of the Executive Board in 2022.	
5.	<i>Requests</i> the Under-Secretary-General/Executive Director to submit to the Executive Board, beginning at its annual session in 2023, an annual progress report on the implementation of the Strategic Plan 2022–2025, as well as to undertake a midterm review of the UN-Women Strategic Plan 2022–2025;		SPRED (SPU) Executive Board Secretariat	2022 EDAR to be submitted to the Executive Board prior to the Annual Session in June 2023.	
6.	<i>Recalls</i> its decision 2021/02 (paragraph 6) and requests UN-Women to include in the annual reports of the Under Secretary-General/Executive Director on the implementation of the strategic plan, 2022-2025, including in its midterm review, information on results jointly achieved with United Nations development system entities;		SPRED (SPU) Executive Board Secretariat	2022 EDAR to be submitted to the Executive Board prior to the Annual Session in June 2023, including the information on results jointly achieved with UN system/partners.	
7.	<i>Welcomes</i> the appointment of the third Executive Director of UN-Women.				

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
<b>Decision 2021/6 Integrated Budget estimates for the United Nations Entity for Gender Equality and the Empowerment of Women for the biennium 2022–2023</b>	1. <i>Takes note</i> of the UN-Women integrated budget estimates for 2022–2023, which presents a single, integrated budget proposal that includes all budgetary categories, to complement the Entity’s Strategic Plan 2022–2025;				
	2. <i>Recalls</i> the General Assembly Resolution A/RES/64/289 whereby Member States agreed “that the resources required to service the normative intergovernmental processes shall be funded from the regular budget and approved by the General Assembly; the resources required to service the operational intergovernmental processes and operational activities at all levels shall be funded from voluntary contributions and approved by the Executive Board”;				
	3. <i>Takes note</i> of UN-Women’s zero-growth budget while addressing the additional requirements, reflecting both inflationary cost increases and new ERP-Cloud Solution requirements, through cost savings and efficiencies;				
	4. <i>Approves</i> gross institutional budget resources in the amount of \$204.4 million to support organizational effectiveness and efficiency, and notes that these estimates include an amount of \$39.3 million for cost recovery from other resources (earmarked voluntary contributions);				
	5. <i>Notes</i> that in the event that actual cost recovery is higher than the estimates included in the budget proposal, the additional amount may be used for management activities to allow more regular resources to be used for programme activities, requests the Under-Secretary-General/Executive Director to report to the Executive Board on its utilization in the context of the next budget proposal;		SPRED (Budget)	Noted; actual cost recovery for 2022 and 2023 will be compared with the EB approval and if confirmed as additional, will be used for management activities with the EB informed about its utilization. On-going.	
	6. <i>Notes</i> the inclusion of the separate cost classification category for oversight and assurance activities further to the Executive Board 2020/8 approved joint comprehensive cost-recovery policy (DP/FPA-ICEFUNW/2020/1);				
	7. <i>Notes</i> UN-Women integrated budget estimates for 2022-2023 and the urgent need for increased investment in gender equality and women’s empowerment to support the results as set out in the Strategic Plan, and encourages UN-Women to engage further Member States and other partners to increase their voluntary contributions, especially in regular resources, and takes note of UN-Women’s proposals to enhance its resource mobilization;				

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	8. <i>Takes note</i> of the report of the Advisory Committee on Administrative and Budgetary Questions (UNW/2021/CRP.8) on the UN-Women integrated budget, 2022-2023, the recommendations of the Advisory Committee, and the related response of UN-Women to the ACABQ report, and requests UN-Women to address the recommendations and to report back to the Executive Board in the context of the next Integrated Budget on actions taken, including on balanced staffing structures.		SPRED (Budget) Executive Board Secretariat	Noted; an update on the status of recommendations will be included in the 2024-2025 Integrated Budget.	
<b>Decision <a href="#">2021/7</a> Structured Dialogue on Financing the Results of the UN-Women Strategic Plan 2018-2021</b>	1. <i>Takes note</i> of the report on Structured Dialogue on Financing the Results of the UN-Women Strategic Plan, 2018-2021 (UNW 2021/8) and encourages UN-Women to engage further in structured dialogue with Member States, with a view to tracking, assessing and following up on the level of funding it receives, including of core resources, as well as predictability, flexibility and alignment of resource provided for the implementation of the Strategic Plan 2022–2025;				
	2. <i>Emphasizes</i> the importance of sufficient flexible and predictable funding, including through multi-year commitments and payments made early in the year to enable UN-Women to fulfil its mandate;				
	3. <i>Notes</i> the importance of Member State commitments to the Funding Compact, particularly with regard to regular, flexible and multi-year commitments and encourages UN-Women to continue to strengthen its efforts to diversify its funding base, including further pursuing individual giving schemes;				
	4. <i>Recognizes</i> the disproportionate socio-economic impact of the COVID-19 pandemic on women and girls and encourage Member States in a position to do so, to make targeted investments in gender equality and women’s empowerment through voluntary contributions to UN-Women, strengthening UN-Women’s regular resources and flexible pooled interagency funding mechanisms in line with the Funding Compact;				
	5. <i>Encourages</i> Member States to increase voluntary contributions, in particular regular resources, mindful of the serious impact of insufficient funding on UN-Women’s ability to fully implement its strategic plan;				
	6. <i>Notes with appreciation</i> UN-Women’s ongoing efforts to improve its efficiency, effectiveness, transparency and accountability and requests UN-Women to continue its efforts in this regard and to provide information on its programme activities within the proceedings of the Executive Board.			SPD Executive Board Secretariat	On-going.



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<b>Decision <a href="#">2020/1</a> - Working methods of the Executive Board</b>	1.	<i>Recalls</i> decision 2019/8 of the Executive Board of UN-Women on working methods of the Executive Board and reiterates its requests therein;		Executive Board Secretariat		
	2.	<i>Takes note</i> of the Joint Response by the Executive Board Secretariat on the Working Methods of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP presented in accordance with the request of the UN-Women Executive Board decision 2019/13, and the related decisions of the other Executive Boards;		Executive Board Secretariat		
	3.	<i>Takes note</i> with appreciation of the revised Guidelines for the field visits of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women, and for the joint field visits of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP;		Executive Board Secretariat		
	4.	<i>Requests</i> the secretariat of the Executive Board of UN-Women, in collaboration with the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS and UNICEF, to submit to Member States, ahead of the annual session 2020, with a view to conclude discussions on the working methods no later than the second regular session, a concrete proposal for a rearranged annual workplan of the Executive Board for 2021, which includes daily schedules of the three sessions and informal consultations, supported by a detailed comparative analysis of potential implications on items for decisions, overall costs, efficiency and oversight, with a view to reducing the workload of the second regular session by shifting agenda items among formal sessions, as appropriate;	Annual Session	Executive Board Secretariat	Uploaded in advance of the Annual Session 2020.	
	5.	<i>Further recalls</i> decision 2018/7 and stresses the need to continue to harmonize the consideration of common agenda items across the respective Executive Board agendas and requests the secretariat of the Executive Board of UN-Women, in collaboration with the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS and UNICEF, to reflect it in the proposal of a rearranged workplan for 2021	Annual Session	Executive Board Secretariat	The Secretariat, as the coordinating entity in 2020, organized fortnightly meetings of the Secretaries, as well as inter-agency workshops, in order to streamline and harmonize formal session agendas. Harmonized formal agendas were presented in the paper on working methods, and uploaded in advance of the Annual Session 2020.	
	6.	<i>Recalls</i> decision 2018/7 and requests UN-Women management to answer during the formal session all the questions raised by Member States and, in cases of having unanswered questions, to distribute a written response within a reasonable timeframe, in a way that would not overburden the secretariat of the UN-Women Executive Board;	All sessions	Directors of all divisions	Ongoing.	

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	7. <i>Takes note</i> with appreciation of the current tracking system of the decisions of the Executive Board and requests the secretariat to put the full text of decisions into the system so that Member States have full oversight on follow-up and fulfilment of decisions, starting in 2019.	Annual Session	Executive Board Secretariat	Completed.	
<b>Decision <a href="#">2020/2</a> - Financial report and audited financial statements for the year ended 31 December 2017 and Report of the Board of Auditors</b>	1. <i>Takes note</i> of the report of the United Nations Board of Auditors for the financial period that ended on 31 December 2018;		SPRED (ACU) Senior Management Team		
	2. <i>Takes note</i> of the eighth unqualified audit opinion issued by the Board of Auditors on the financial statements of UN-Women for the year ended 31 December 2018;		SPRED (ACU) Senior Management Team		
	3. <i>Notes</i> the areas for further improvement as referenced in the Board of Auditors Report for the financial period that ended on the 31 of December 2018 and in this regard, calls on UN-Women management to further strengthen governance, risk management, internal controls, and accountability within the Entity;		SPRED (ACU) / ERM Senior Management Team	<p>Updates May 2021: Significant work to improve UN-Women's governance structure, risk management, internal controls and accountability have been completed.</p> <p>With the completion of needed actions, UN-Women is/has:</p> <ol style="list-style-type: none"> <li>1) Operating in a more efficient and effective manner guided by the Presence Governance Framework;</li> <li>2) The revised Risk Management Policy that defines roles and responsibilities of risk management and reinforces the link between risk management and annual work planning;</li> <li>3) A clearer reporting process and a two-way communication protocol in Risk Management process;</li> <li>4) A new system control to increase the procurement approval process and an updated Internal Control Policy accordingly; and</li> <li>5) An enhanced Second Line of Defense is now a key workstream to support improved management of financial and human resources.</li> </ol> <p>UNBoA in their last audit report indicated that they have not identified any significant weaknesses that would seriously compromise the achievement of UN-Women objectives. IAS has also recognized that UN-Women's governance, risk management and control processes were generally established</p>	

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				<p>and functioning. Nonetheless, UN-Women continues to self-assess and improve the efficiency and effectiveness of our governance, risk management and controls.</p> <p>Updates May 2020:                      UN-Women has taken the following concrete actions starting in 2019 to further strengthen governance, risk management, internal controls and accountability within the Entity:                      In line with the recent Change Management initiative, UN-Women has re-structured the headquarters Divisions/Offices into two pillars each headed by a Deputy Executive Director and member of the Executive Leadership Team with complementary voice on the overall direction of UN-Women each leading their equally important functions. These two pillars are the following: 1] Normative Support, UN System Coordination and Programme Results and 2] Resource Management, Sustainability and Partnerships both tasked to streamline the oversight and technical support provided to the field offices. Upon this change, the Regional Offices are now directly overseen by both pillars.</p> <p>UN-Women Enterprise Risk Management function’s maturity was reviewed by the Internal Audit Service in 2019. Based on IAS’s recommendations, UN-Women has already clearly identified the roles and responsibilities including those of the Risk Management Committee in the revised Risk Management Policy. Under the Change Management initiative, the ERM function is now under the Strategy, Planning, Resources, and Effectiveness Division. The Director of SPRED has also been appointed as the Chief Risk Officer. The revised Risk Management Policy incorporated the link between risk management and annual work planning and reporting process and established a two-way communication protocol.                      Finally, UN-Women is pleased that the Internal Audit Service has reported in its 2019 Annual Report that there is no significant weakness identified in the entity’s governance, risk</p>	

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				management and control processes that would seriously compromise the achievement of UN-Women’s objectives. This is the confirmation of UN-Women’s steady growth with its operational capacity.	
	4. <i>Notes with concern</i> the outstanding audit recommendations from the 2016 and 2017 reports of the United Nations Board of Auditors and the associated lower implementation rate for year ended 31 December 2018 and <i>further requests</i> UN-Women to fully implement the outstanding recommendations;		SPRED (ACU) Senior Management Team	<p>Updates January 2022: All prior years’ (i.e., including from 2016 and 2017 audit reports) audit recommendations have been assessed by UNBoA as “Implemented” and closed.</p> <p>Updates July 2021: UN-Women continuous to address the 1 remaining UNBoA recommendation from 2017. Consultations and exchange of clarifications by the Financial Management Section with UNBoA is ongoing to reach an understanding for a final resolution of the remaining issue and concern.</p> <p>Updates May 2021: UN-Women has implemented all 2016 audit recommendations. UN-Women has only 1 recommendation from 2017 outstanding. This last recommendation is on establishing a policy to address the findings resulted from implementing partner audits and accounting of such in the financial statements. The delay is due to further re-consultation needed to address UNBoA’s additional clarification questions received in December 2020. UN-Women is taking all efforts to address the additional clarification from UNBoA.</p> <p>Updates May 2020: UN-Women has only 5 outstanding recommendations from 2016 and 2017 as reported in the UNBoA 2019 Interim Management Letter. UN-Women considers 1 recommendation from 2017 as implemented and awaiting UNBoA’s assessment. UN-Women has included a KPI for implementing partner audit findings in COAT</p>	

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				<p>The remaining 4 recommendations relates to corporate IT infrastructure update, organizational structure changes, and policy implementation, which requires significant and extensive resources and consultation process. UN-Women is in progress of implementing the 4 recommendations.</p>	
	<p>5. <i>Requests</i> UN-Women to effectively address the areas highlighted for improvement in the Report of the Board of Auditors;</p>		<p>SPRED (ACU) Senior Management Team</p>	<p>Updates January 2022: All prior years' (i.e., including from 2018 audit reports) audit recommendations have been assessed by UNBoA as "Implemented" and closed.</p> <p>Updates July 2021: All 2018 UNBoA recommendations are now completed actions. For the one recently completed 2018 recommendation, UNBoA indicated that they will assess this recommendation in their next visit in October 2021.</p> <p>Updates May 2021: To-date, UNBoA has assessed as implemented 11 out of 12 recommendations issued for the year 2018. UN-Women is in the final stage of implementing the last 2018 recommendation, which relates to the promulgation of the updated Project Document template and Project Appraisal Committee checklist. Extensive iterative consultations with different stakeholders needed took a prolonged period of time to ensure a practicable and comprehensive template. UN-Women is in the final stage of incorporating the consultation results and targeting to complete by end of May 2021.</p> <p>Updates May 2020: To-date (May 2020), UNBoA has already assessed 8 out of 12 recommendations issued for the year 2018 as implemented. Subsequently, UN-Women completed actions for 3 out of the remaining 4 recommendations that awaits UNBoA's assessment during their 2019 Year-end audit.</p>	

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	6. <i>Takes note</i> of the management response of UN-Women to the report of the United Nations Board of Auditors for the financial period that ended on 31 December 2018.		SPRED (ACU) Senior Management Team		
<b>Decision 2020/3 - Annual Report of the Under-Secretary-General/Executive Director on the Strategic Plan, 2018-2021, and its midterm review</b>	1. <i>Takes note</i> of the report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the implementation of the Strategic Plan, 2018-2021, including the midterm review of the Strategic Plan, and further notes UN-Women's strong performance to date in meeting its annual targets;		SPRED, SPU, ELT		
	2. <i>Encourages</i> UN-Women to take into account lessons learned from two years of the implementation of the Strategic Plan 2018–2021, as well as from its previous strategic plans and takes note with appreciation of the proposed adjustments and the identified areas of improvement as identified in the midterm review of the implementation of the Strategic Plan 2018-2021;		SPRED, SPU	Lessons from UN-Women's Mid-Term Review (MTR) of its current Strategic Plan constitute a key input to efforts to accelerate the achievement of results under the Strategic Plan and the development of the new Strategic Plan.	
	3. <i>Urges</i> UN-Women to improve progress towards achieving the partially met outputs of the Strategic Plan, 2018-2021 and <i>requests</i> UN-Women to analyse and assess the targets set for the outputs of the Strategic Plan, 2018-2021, especially those which have consistently been over-achieved, and present the findings to the Executive Board in the context of consultations on the Strategic Plan 2022-2025;	-	SPRED, SPU	In the MTR, concluded in 2020, UN-Women conducted an in-depth analysis and diagnostic on performance against planned targets, presenting to the Executive Board diagnostics, acceleration strategies, and any necessary target adjustments, including a revised Integrated Results and Resources Framework. Further, COVID-related analysis and assessment was undertaken and resulting target changes were published in advance of the Secod Regular Session of the Executive Board in September 2020. The 2021 Annual Work Planning exercise set clear expectations from executive leadership to all business Units and Offices for including acceleration strategies to achieve all results set in the current Strategic Plan. Upcoming annual analysis and diagnostics will inform future consultations and decision-making on the Strategic Plan 2022-2025	
	4. <i>Requests</i> that UN-Women in accordance with its mandate, start preparations early for the next strategic plan, 2022-2025, in full consultation with the Executive Board, taking into account the lessons learned from the midterm review, the joint report on the evaluability assessment of the common chapter dated 30 March 2020, the quadrennial comprehensive policy review of operational activities for development of the United Nations system	2RS	SPRED, SPU	As requested by the Executive Board, UN-Women started preparations early for its next Strategic Plan 2022-2025 and presented a detailed roadmap at an informal in August 2020 and at the Second Regular Session in September 2020. Following this, UN-Women also organized its first workshop with the Executive Board in December to hear key	

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	(A/RES/71/243), the outcome of the 2020 QCPR, and further <i>requests</i> that UN-Women present a roadmap at the second regular session 2020 for consultations planned in the preparation of the next strategic plan, 2022-2025;			expectations and informal feedback from Member States. A joint-briefing with the Executive Boards of UNDP, UNFPA, UNOPS was also held in mid-December to discuss key areas of collaboration in the context of our next Strategic Plans and in line with the outcome of the 2020 QCPR. Further consultations and workshops are planned in 2021 with the Executive Board. Numerous global and regional consultations were also conducted in the last quarter of 2020, including through a survey disseminated in all six UN languages at the global, regional and country levels. A joint inter-agency online consultation is being held for the first time by UN-Women, UNDP, UNFPA and UNICEF, from mid-December 2020 to mid-January 2021, to solicit views from all stakeholders on how to enhance inter-agency collaboration and work better and differently together. A consultation is planned with Resident Coordinators to solicit their views on how to enhance inter-agency collaboration in the context of the UN reforms. Consultations will continue through to the second quarter of 2021 with all key stakeholders, ensuring the inclusive and participatory development of the new Strategic Plan.	
5.	<i>Commends</i> UN-Women on effectively leveraging its mandate as a composite entity in assisting Member States, upon their request, and in ensuring coherence, consistency and coordination between the normative and operational aspects of its work; and reaffirms the important role of UN-Women in leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and women's empowerment and on gender mainstreaming across the United Nations System;		SPRED, SPU		
6.	<i>Takes note with appreciation</i> of the strong commitment of UN-Women to the United Nations development system reform <i>and</i> encourages UN-Women to continue to work closely with United Nations funds, programmes, and entities under the leadership of resident coordinators and in collaboration with United Nations country teams, stakeholders and other development partners to support country efforts towards the Sustainable Development Goals through the United Nations Sustainable Development Cooperation Framework;		SPRED, SPU		

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	<p>7. <i>Takes note with appreciation</i> of UN-Women's efforts to meet its commitments on the Funding Compact and improve the quality of funding and joint results, and encourages UN-Women to continue to leverage the Funding Compact and pooled financing mechanisms to strengthen inter-agency collaboration, and <i>requests</i> that UN-Women continue the practice of providing an update in the context of the structured dialogue on financing, prior to the second regular session 2020, on how the outcomes of the midterm review of the Strategic Plan, 2018-2021, relate to the effective implementation of the Funding Compact in the remaining period of the Strategic Plan, 2018-2021;</p>	2RS	SPD	<p>The midterm review (MTR) of the Strategic Plan, 2018-2021 as presented at the Annual regular session in June 2020, recognized that Reforms of the United Nations system have largely had positive impacts on UN-Women's ability to advance gender equality and women's empowerment across the UN system and enhanced inter-agency collaboration. For these gains to be consolidated and to achieve tangible results for women and girls, it will be important for system-wide incentives and accountability measures to be strengthened.</p> <p>UN-Women continues to implement activities in support of the achievement of the Funding Compact commitments, participating in the interagency working group on the Structured Dialogue on Financing and contributing to system-wide reporting to ECOSOC as part of the Secretary-General's Annual report on the QCPR. UN-Women, alongside UNDP, UNFPA and UNICEF, harmonized reporting on the implementation of Funding Compact commitments in the official report of the Structured Dialogue on Financing presented at the Executive Board second regular session every year.</p> <p>UN-Women will continue to leverage pooled financing mechanisms to strengthen inter-agency collaboration. The Entity is working to ensure that a focus on gender equality and women's empowerment is incorporated in a meaningful and measurable way in all UN pooled funding mechanisms. UN-Women will continue to advocate for the inclusion of gender markers and associated financial targets in the design of new MPTFs.</p>	
	<p>8. <i>Requests</i> that UN-Women, while taking into account its own priorities, accelerate its efforts to implement the common chapter, together with UNDP, UNFPA and UNICEF, including by developing the necessary tracking framework within the respective integrated results and resources frameworks of their current strategic plans, following the recommendations of the joint report on the evaluability assessment of the common chapter dated 30 March 2020 and</p>	2RS	SPRED, SPU	<p>[Completed] Updates September 2021: 2020 results under the common chapter of the strategic plans were presented as an annex to the Executive Director's Annual Report of each of the four agencies. The annex includes 2020 progress on the common chapter tracking framework.</p>	



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	<p>in the context of the repositioning of the United Nations development system, as laid out in General Assembly resolution 72/279, and also <i>requests</i> that UN-Women present a joint update on progress to the Executive Board at the second regular session 2020;</p>			<p>As part of the preparations of their respective Strategic Plans 2022-2025, UNDP, UNFPA, UNICEF, UNOPS and UN-Women have met regularly to continue to cross fertilize findings and lessons learned to strengthen their plans and accelerate progress on achieving the SDGs in the Decade of Action. A joint-briefing to the Executive Boards was organized in April 2021 to present lessons learned and areas for deeper collaboration, gender-equality and women's empowerment being a central element of foreseen collaborations. Following the joint report on the evaluability assessment of the common chapter as well as the present decision, the four agencies working on the common chapter organized a joint informal briefing with their Executive Boards in August 2020 to present the building blocks of a tracking framework. UN-Women also presented a brief update on this work at the second regular session 2020. After further consultations, including with the four agencies' Independent Evaluation Offices, a final tracking framework was shared with the Executive Board in December. The agencies have made concerted efforts to integrate common and complementary results and indicators into the results frameworks of their next Strategic Plans, including by drawing from the 2020 QCPR resolution, thereby further harmonizing the way they plan and report on joint results. This has resulted in an unprecedented number of common and complementary indicators being identified in UN-Women's IRRF with all relevant UN partner agencies in pursuit of global goals.</p>	
	<p>9. <i>Takes note</i> of UN-Women's ongoing internal change management and strategic adjustments, and <i>requests</i> UN-Women to continue to improve its organizational effectiveness, sustainability of results and accountability, and, in this regard, to address the challenges weakening its results-based management and to enhance inter-agency cooperation and system-wide partnerships, and to keep the executive Board updated on the status of its internal reform processes, aimed at enabling the Entity to deliver better results, including at country level;</p>		SPRED, SPU CM	<p>Update August 2022 Ongoing work UN Women has for the past 7-8 years had an external assessment of the Strategic Notes as well as Annual Reports to measure the quality of Results Based Management to confirm that Strategic Notes are fit for purpose and adhere to corporate policies and standards. We have seen a steady increase in the results-based management standard for the COs Strategic Note</p>	

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				<p>as well as Country Offices, and we will continue to prioritize these efforts.</p> <p>RBM e-learning module is now available in English, French, Spanish and Arabic, and work is taking place to translate the RBM e-course Russian in 2023.</p> <p>Update CM (Aug-2022): UN-Women is ensuring that this is continuously monitored, as part of the regular quarterly business review (QBR).</p> <p>Results-based management principles are more strongly embedded in the new strategic plan which will be used as a tool to further strengthen the results culture across the organization.</p> <p>UN-Women continues to invest in strengthening a results culture across the organization in several ways, including by enhancing its internal planning, monitoring and reporting guidance to UN-Women personnel in the field and Headquarters, strengthening quality assurance and accountability mechanisms, enhancing its results management system as well as translating key training materials in additional working languages. As of [December 2021], UN-Women’s 10-module e-course on Results-Based Management is now available in French and Spanish.</p> <p>UN-Women has developed a new Strategic Plan which strengthens both internal management and effectiveness through an improved and streamlined OEE as well as improved on interagency collaboration / coherence through common (QCPR) indicators.</p> <p>The new OEE framework has been designed with a balanced scorecard methodology to ensure full alignment and cascading of external reporting within organizational performance management; driving strategy implementation and a culture of</p>	

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				<p>accountability. In addition, UN-Women has also introduced an internal review mechanism that provides a structured and continuous review format of activities, and effectively bring management attention to where it is needed.</p> <p>Update CM Jan 2023 UN Women has advanced significantly in its initiative to ‘Pivot to the Field’, a priority spearheaded by our incoming Executive Director. This includes a renewed determination and focus on results in the field, at country level. In this regard, there will be an increase of some \$7 million in core programmable resources to the field in 2023, alongside increased delegated authority in financial, procurement and human resource management.</p>	
10	<i>Calls for</i> UN-Women to ensure delivery of the objectives of the Strategic Plan, 2018-2021, in the context of COVID-19 and to continue to work as part of a coordinated international response, with a focus on supporting programme countries;		SPRED, SPU		
11	<i>Acknowledges</i> the increase in UN-Women’s other resources, encourages countries in a position to do so, to increase their contributions, especially to regular resources;		SPRED, SPU		
12	<i>Notes</i> UN-Women’s joint efforts, including on eradication of poverty, addressing climate change, improving adolescent and maternal health, achieving gender equality and the empowerment of women, ensuring greater availability and use of disaggregated data for sustainable development, development and development work which can contribute to peace-building and sustaining peace, and <i>requests</i> UN-Women to report to the Executive Board, in its annual report, on its operational and programming targets and corresponding efforts and results, including on making its programmes and operations consistent with its commitments on the mentioned issues;		SPRED, SPU		
13	<i>Decides</i> to transmit the report to the Economic and Social Council.		SPRED, SPU		

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<b>Decision 2020/4 - Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2018</b>	1.. <i>Takes note</i> of the report on the evaluation function of UN-Women in 2019, and the programme of work and budget for 2020 for the Independent Evaluation Services;		IEAS		
	2.. <i>Takes note with appreciation</i> of the steps taken by UN-Women to maintain an independent, credible and useful evaluation function and its contribution to system-wide gender-responsive evaluation efforts and national evaluation capacity development;		IEAS		
	3. <i>Notes</i> the progress made in implementing the decision 2019/5 and <i>requests</i> UN-Women to continue its efforts in order to fully implement this decision with a specific focus on key performance indicators which can be further improved;		IEAS	IEAS continues to track UN-Women's progress of achievement on the key performance indicators and is taking additional actions to raise awareness of management around indicators that can be further improved.	
	4. <i>Takes note</i> with appreciation of the inclusion of the additional information on decentralised evaluations, <i>requests</i> UN-Women to continue the gender-responsive evaluations of country programmes, in order to improve programming at country level, and to continue using evaluation findings and recommendations in policies, strategies and programming;		IEAS	IEAS continues to take measures to ensure that gender-responsive evaluations of country programmes take place and that evaluation findings are used in policies, strategies and programmes.	
	5. <i>Encourages</i> UN-Women to continue including analysis on each of the nine key performance indicators, on both global and regional level, in the annual report on the Evaluation function;		IEAS		
	6. <i>Takes note</i> of the submission of the revised Evaluation Policy, <i>requests</i> UN-Women to bring the language of the revised Evaluation Policy in line with that of the Strategic Plan, 2018-2021, and submit it for endorsement by the Executive Board at the Second Regular session 2020;	2RS	IEAS	IEAS has updated the language of the evaluation policy to bring it in line with the Strategic Plan 2018-2021 and it has been submitted to the Board for endorsement at its second Regular session 2020.	

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	7. <i>Encourages</i> UN-Women to strive to reach the 3% top bracket of the range for the financial allocation of the total UN-Women programme budget to the evaluation function; and <i>requests</i> UN-Women to continue working to safeguard the independence of the Independent Evaluation Service and ensuring evaluation expertise in the Advisory Committee on Oversight (ACO);		IEAS	IES continues to monitor and track that appropriate financial resources are secured for evaluation. The independence of the Independent Evaluation Service continues to be safeguarded, and evaluation expertise has been secured in the ACO.	
	8. <i>Takes note</i> of the findings and conclusions of the joint report on the evaluability assessment of the common chapter to the strategic plans of UNDP, UNFPA, UNICEF and UN-Women dated 30 March 2020, and in this regard <i>requests</i> UN-Women management to consult with the Independent Evaluation Service in their efforts to implement the common chapter of the Strategic Plans, 2018-2021;		IEAS/SPRED	UN-Women management has consulted with IEAS in the development of the tracking framework for the common chapter.	
	9. <i>Requests</i> that IES continues to seek opportunities with other United Nations agencies to conduct further joint evaluations, and independent system-wide evaluations in line with General Assembly resolution 72/279 on repositioning the United Nations Development System;		IEAS	IES continues to collaborate and seek opportunities with other United Nations agencies for joint evaluations.	
<b>Decision 2020/5 - Report on internal audit and investigation activities for the period from 1 January to 31 December 2018</b>	1. <i>Takes note</i> of the annual report of the internal audit service and investigation activities and the related management response and expresses its continuing support for strengthening the capacity of Internal Audit Service;		SPRED (ACU) IEAS (IAS)		
	2. <i>Takes note</i> of the Advisory Committee on Oversight's report for the period from 1 January to 31 December 2019; and encourages UN-Women to consider the Advisory Committee on Oversight's recommendations;		SPRED (ACU) IEAS (IAS)		
	3. <i>Encourages</i> UN-Women management in its continuous efforts to further strengthen its second line of defence, including on accountability for key processes highlighted in the report and the establishment of a Statement of Internal Controls;		SPRED (ACU) IEAS (IAS)		
	4. <i>Requests</i> UN-Women to continue to allocate sufficient resources to ensure a satisfactory number of internal audits and sufficient capacity for investigations each year as well as to enable sufficient resources to support the functions of the IEAS Director as the responsible official in UN-Women for interactions with OIOS on investigation findings;	-	SPRED (Budget) IEAS (IAS)	Superseded by a similar decision at a later session..	

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	<p>5. <i>Requests</i> UN-Women to address areas of recurring issues and the high number of audit recommendations related to managing implementing partners, project/programme management, travel management, risk management, structure and capacity, and procurement, including by ensuring the availability of high-competent staff and relevant control mechanisms in order to manage these areas of recurring concern;</p>	-	DMA Change Management team HR	<p>Updates January 2023: UN-Women has developed new Delegation of Authority templates and related updated policy to guide the delegation of authority level, as a result of Quantum, final adjustments are being made before final review and subsequent promulgation.</p> <p>Updates August 2022 DMA and ACU: UN-Women is developing the new Delegation of Authority template and related updated policy to guide the delegation of authority level. The template and updated policy will be promulgated in 2022.</p> <p>Updates August 2022 DMA and ACU: UN-Women is developing the new Delegation of Authority template and related updated policy to guide the delegation of authority level. The template and updated policy will be promulgated in 2022.</p> <p>Updates May 2022 DMA and ACU: UN-Women is pleased to report that all areas of recurring issues and the high number of audit recommendations as contained in the 2019 IAS report have been implemented. The last recommendation pertains to the procurement area related to the field office head of offices' procurement delegation of authority levels. UN-Women is developing a matrix of criteria to determine the appropriate delegation of authority levels. The criteria include procurement volume, risk and performance indicators aligned with the new organizational structure. The applicable policies, procedures and system support will be revised and updated accordingly.</p> <p>Updates January 2022 DMA and ACU: Given the need for UN-Women to align with the implementation of the new ERP, UN-Women will update its Delegation of Authority Framework and its Internal Control Framework during 2022.</p>	

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				<p>Work is still ongoing for the one recurring recommendation issued by IAS related to the needed improvements to the Template for the Head of Office Delegation Authority.</p> <p>Updates on July 2021: UN-Women work is ongoing to best address the remaining recurring recommendation related to the needed improvements to the Template for the Head of Office Delegation of Authority.</p> <p>Updates on May 2021: UN-Women implemented, except for one, recurring audit recommendations issued in 2019 by IAS. The remaining management action is to review and include the procurement Delegation of Authorities into the modified Head of Office DOA template with the latest procurement delegation thresholds.</p> <p>UN-Women has achieved the following positive impacts from implementing 2018 internal audit recommendations:</p> <ol style="list-style-type: none"> <li>1) Revised Programme Partner Selection Procedure simplified selection process and clarified appropriate partnership strategies;</li> <li>2) Risk Based Capacity Assessment process identifies risks and capacity gaps of partners to decide cash advance modality as well as building partner capacity;</li> <li>3) Partner and Grant Agreement Management System supports analysis of programme partnerships and knowledge management;</li> <li>4) Clear and designated Business Process Owner for travel management;</li> <li>5) Enhanced processes of identifying and managing cross cutting and individual risks to adopt a comprehensive and proactive approach to managing risks;</li> </ol>	

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				<p>6) Optimized resource allocation through the consistent identification of risks and opportunities for risk and reward decision making;</p> <p>7) Aligned risk management process with planning, performance management and the achievement of objectives;</p> <p>8) Enhanced effectiveness and efficiency of governance and oversight structures for delivery of mandates and with the new Strategic Plan;</p> <p>9) Increased business resilience and sustainability; and</p> <p>10) Clearer procurement strategy, robust vendor management and strengthened compliance to policies and procedures.</p> <p>Additionally, UN-Women is now finalizing the Regional Menus of Service document to clarify the roles of technical advisors.</p> <p><b>Structure and Capacity:</b> The Change Management team, together with other teams, including Human Resources, has developed a general guidance on the types of offices UN-Women can have globally. This country typology also provides general guidance on structure and capacities in offices, while allowing offices to adjust it to the local needs, circumstances and budgets. The Standard Job Profiles in the UN-Women Job Dictionary, include the functional and technical skills that are needed for these positions to function effectively. These Standard Job Profiles are updated based on feedback of offices and a hiring manager can adjust them to the local needs. These job profiles then form part of the hiring process.</p> <p>Update CM: The CO-Typologies developed are now linked to Revenue and Delivery Targets and are featured as integral part of UN-Women strategic planning since they are part of UN-Women Strategic Notes.</p> <p>Update CM (Aug-2022):</p>	



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				<p>UN-Women is ensuring that this is continuously monitored, as part of the regular quarterly business review (QBR) and this is monitored and audited.</p> <p>Travel management/procurement: UN-Women has prepared a roadmap that addresses recommendations of the travel management audit. The roadmap is being considered by senior management for allocation of required staff resources and the designation of the procurement section as the Business Process Owner (BPO) for travel management. It is expected that the roadmap will be implemented during 2022 subject to availability of funding.</p> <p>Update CM (Jan 2023): Our Presence Governance Framework, which governs decisions regarding UN Women’s field presence and country footprint, is working well. The Quarterly Business Review (QBR) is well established at corporate level and was rolled out from corporate to regional level during 2022, allowing for more standardized performance management and oversight at all levels of UN Women’s operations.</p> <p>Updates August 2022 DMA and ACU: UN-Women is developing the new Delegation of Authority template and related updated policy to guide the delegation of authority level. The template and updated policy will be promulgated in 2022.</p> <p>Updates May 2022 DMA and ACU: UN-Women is pleased to report that all areas of recurring issues and the high number of audit recommendations as contained in the 2019 IAS report have been implemented. The last recommendation pertains to the procurement area related to the field office head of offices’ procurement delegation of authority levels. UN-Women is developing a matrix of criteria to determine the appropriate delegation of authority levels. The criteria include procurement volume, risk and performance</p>	

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				<p>indicators aligned with the new organizational structure. The applicable policies, procedures and system support will be revised and updated accordingly.</p> <p>Updates January 2022 DMA and ACU: Given the need for UN-Women to align with the implementation of the new ERP, UN-Women will update its Delegation of Authority Framework and its Internal Control Framework during 2022.</p> <p>Work is still ongoing for the one recurring recommendation issued by IAS related to the needed improvements to the Template for the Head of Office Delegation Authority.</p> <p>Updates on July 2021: UN-Women work is ongoing to best address the remaining recurring recommendation related to the needed improvements to the Template for the Head of Office Delegation of Authority.</p> <p>Updates on May 2021: UN-Women implemented, except for one, recurring audit recommendations issued in 2019 by IAS. The remaining management action is to review and include the procurement Delegation of Authorities into the modified Head of Office DOA template with the latest procurement delegation thresholds.</p> <p>UN-Women has achieved the following positive impacts from implementing 2018 internal audit recommendations:</p> <ul style="list-style-type: none"> <li>11) Revised Programme Partner Selection Procedure simplified selection process and clarified appropriate partnership strategies;</li> <li>12) Risk Based Capacity Assessment process identifies risks and capacity gaps of partners to decide cash advance modality as well as building partner capacity;</li> </ul>	

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				<p>13) Partner and Grant Agreement Management System supports analysis of programme partnerships and knowledge management;</p> <p>14) Clear and designated Business Process Owner for travel management;</p> <p>15) Enhanced processes of identifying and managing cross cutting and individual risks to adopt a comprehensive and proactive approach to managing risks;</p> <p>16) Optimized resource allocation through the consistent identification of risks and opportunities for risk and reward decision making;</p> <p>17) Aligned risk management process with planning, performance management and the achievement of objectives;</p> <p>18) Enhanced effectiveness and efficiency of governance and oversight structures for delivery of mandates and with the new Strategic Plan;</p> <p>19) Increased business resilience and sustainability; and</p> <p>20) Clearer procurement strategy, robust vendor management and strengthened compliance to policies and procedures.</p> <p>Additionally, UN-Women is now finalizing the Regional Menus of Service document to clarify the roles of technical advisors.</p> <p><b>Structure and Capacity:</b> The Change Management team, together with other teams, including Human Resources, has developed a general guidance on the types of offices UN-Women can have globally. This country typology also provides general guidance on structure and capacities in offices, while allowing offices to adjust it to the local needs, circumstances and budgets. The Standard Job Profiles in the UN-Women Job Dictionary, include the functional and technical skills that are needed for these positions to function effectively. These Standard Job Profiles are updated based on feedback of offices</p>	

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				<p>and a hiring manager can adjust them to the local needs. These job profiles then form part of the hiring process.</p> <p>Update CM: The CO-Typologies developed are now linked to Revenue and Delivery Targets and are featured as integral part of UN-Women strategic planning since they are part of UN-Women Strategic Notes.</p> <p>Update CM (Aug-2022): UN-Women is ensuring that this is continuously monitored, as part of the regular quarterly business review (QBR) and this is monitored and audited.</p> <p>Travel management/procurement: UN-Women has prepared a roadmap that addresses recommendations of the travel management audit. The roadmap is being considered by senior management for allocation of required staff resources and the designation of the procurement section as the Business Process Owner (BPO) for travel management. It is expected that the roadmap will be implemented during 2022 subject to availability of funding.</p> <p>Update CM (Jan 2023): Our Presence Governance Framework, which governs decisions regarding UN Women’s field presence and country footprint, is working well. The Quarterly Business Review (QBR) is well established at corporate level and was rolled out from corporate to regional level during 2022, allowing for more standardized performance management and oversight at all levels of UN Women’s operations.</p>	
	<p>6. <i>Takes note with appreciation</i> the transparency on the status of investigations and the actions taken, including the Report of the Executive Director of UN-Women on disciplinary measures and other actions taken in response to misconduct and wrongdoing by UN-Women staff members, other personnel or third parties and cases of possible criminal behavior 1 January – 31 December 2019, and <i>requests</i> the Executive Director of UN-Women to continue efforts in this regard.</p>	-	Legal	Implemented.	

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<b>Decision <a href="#">2020/6</a> – UN-Women Procedures and Policies to tackle Sexual Exploitation and Abuse and Sexual Harassment</b>	1. <i>Takes note with appreciation</i> of the update provided on the implementation of recommendations contained in the independent victim-centred review of UN-Women's policies and procedures on tackling sexual exploitation and abuse and sexual harassment and as noted in the related management response;		HR		
	2. <i>Encourages</i> UN-Women to continue to take action to ensure a joint, system-wide coherent approach to tackle sexual exploitation and abuse, and sexual harassment, while leveraging its mandate, including during the COVID-19 response and recovery;		HR PPID		
	3. <i>Requests</i> UN-Women to provide an update on how UN-Women is preventing and responding to sexual exploitation and abuse and sexual harassment in its policies, procedures and operations including an update and analysis on emerging sexual exploitation and abuse and sexual harassment risks, and actions taken to address issues of concern, including support to victims and survivors, during the COVID-19 response and recovery, within existing reporting lines including at the Second Regular Session 2020;	2RS	HR, PPID	<p>September 2022 Update (HR):                      UN-Women provided an update on how the organization is preventing and responding to SEA and SH in its policies, procedures and operations including an update and analysis on emerging SEA and SH risks, and action taken to address issues of concern at the Annual Session 2022 (<a href="#">Background Paper-SEA and SH prevention and response update- Annual Session 2022 Final</a> (<a href="http://unwomen.org">unwomen.org</a>)).</p> <p>UN-Women continues to closely monitor the impacts of COVID-19 on PSEA and SH, and has taken appropriate measures where necessary, in close collaboration with all other UN entities to strengthen a system-wide approach. The SEA and SH risks associated with the pandemic have been included in the considerations for all planned actions to tackle SEA and SH to guarantee that they can be implemented as foreseen.</p>	

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				September 2022 Update (PPID): UN-Women continues to enhance the enabling environment across various countries where policy and programmatic work on ending sexual harassment is supported in different settings, including a focus on strengthening the capacity of authorities and women's rights organizations to implement a victim centered approach across essential services through joint programming, and addressing gaps in action in addressing sexual harassment in public spaces including online spaces adapted to phases of the COVID-19 pandemic.	
<b>Decision <a href="#">2020/7</a> Structured Dialogue on Financing the results of the UN-Women Strategic Plan, 2018-2021</b>	1.	<i>Takes note</i> of the report on the Structured Dialogue on Financing the Results of the UN-Women Strategic Plan, 2018–2021 (UNW 2020/7);			
	2.	<i>Recognizes</i> the improvements UN-Women has made to structured dialogues on financing and encourage UN-Women to continue engaging in structured dialogues with all Member States throughout the year;			
	3.	<i>Requests</i> UN-Women to continue its efforts to improve its efficiency, effectiveness, transparency and accountability and in this regard to continue to provide information on its programme activities, within the proceedings of the Executive Board;		SPU/Change Management /SPRED Executive Board Secretariat	UN-Women's investments in accountability and transparency, including to institutionalize results-based management and improve the collection of high-quality data, have continued to improve efficiency, effectiveness, transparency and accountability and have produced a steady rise in UN-Women's ranking under the International Aid Transparency Initiative (IATI). A 2017 score of 40 out of 100 had improved to 88 in 2022. UN Women is ranked 6 <sup>th</sup> among 27 entities. UN Women launched own Transparency Portal <a href="https://open.unwomen.org/">https://open.unwomen.org/</a> in September 2022.  UN-Women currently publishes country programme data (results and financials) on a monthly basis to the IATI registry.

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				<p>Moreover, UN-Women is developing its own transparency portal to make results and resources data even more transparent and visible. The current development takes a phased approach:</p> <ul style="list-style-type: none"> <li>• <b>Phase 1</b> showcases UN-Women Country Office Strategic Note data (Outcomes and Results) along with resources (planned, actual and expenditure) on monthly basis in line with IATI standards (launching in September 2022).</li> <li>• <b>Phase 2</b> showcases progress on UN-Women's Strategic Plan 2022-2025 and will replace the current Strategic Plan Portal used for EDAR reporting (launching in Q1 2023)</li> </ul>	
4.	<i>Requests</i> UN-Women to update the Executive Board ahead of the annual session of 2021 and report at the second regular session of 2021, as part of the structured dialogue on financing, on how UN-Women will mitigate the effects of potential decreases in regular and other resources, including the impact on the implementation of the Strategic Plan, 2018-2021, and in the context of preparations for the next Strategic Plan;		Strategic Partnerships Division;	<p>UN-Women together with UNDP, UNFPA and UNICEF developed a <a href="#">Joint Paper</a>, highlighting how agencies are adjusting to the impact of COVID-19 on funding and plans to cope with potential further decrease in 2021; this paper was presented at a Joint Executive Board informal session on 7 May.</p> <p>At the second regular session of 2021, as part of the structured dialogue on financing, UN-Women presented the funding gaps in 2020 and anticipated for 2021 and plans to mitigate them in the next decade.</p>	
5.	<i>Notes</i> the declining level of regular resources as a share of voluntary contribution revenue, which in 2019 fell below the Funding Compact threshold of 30 per cent;				
6.	<i>Encourages</i> all Member States in a position to do so, to increase their voluntary contributions to UN-Women, especially to its regular resources and to prioritize flexible and timely resources aligned with the Strategic Plan, 2018–2021, and, if possible, through multi-year commitments, in order for UN-Women to preserve the capacity to carry out its mandate;				

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	<p>7. <i>Recognizes</i> the disproportionate socio-economic impact of COVID-19 pandemic on women and girls and encourages Member States in a position to do so, to make targeted investments in gender equality and women’s empowerment through voluntary contributions to UN-Women, especially to its regular resources, as well as to support flexible pooled interagency funding mechanisms, in line with the funding compact;</p>				
	<p>8. <i>Recognizes</i> the progress made by UN-Women on entity-specific commitments of the funding compact and requests UN-Women to engage with United Nations development system entities and the United Nations Development Coordination Office in the Office’s coordination of a further harmonization of these indicators across the United Nations development system while maintaining their entity-specific relevance;</p>		<p>Strategic Partnerships Division;</p>	<p>UN-Women is presently working with DCO as part of a system-wide effort to develop an Output Indicator Framework to measure and report on the UN system’s contributions to SDG implementation. UN-Women has proposed inputs from the perspective of ensuring that efforts to advance gender equality are captured across the Framework and, in particular, under SDG 5, and all its contributions are derived from work planned under the Entity’s Strategic Plan 2022-2025.</p> <p>UN-Women continues to implement activities in support of the achievement of the Funding Compact commitments, participating in the interagency working groups including the UN SDG core group, the Structured Dialogue on Financing working group and contributing to system-wide reporting to ECOSOC as part of the Secretary-General's Annual report on the QCPR. UN-Women, alongside UNDP, UNFPA and UNICEF, harmonized reporting on the implementation of Funding Compact commitments in the official report of the Structured Dialogue on Financing.</p> <p>In 2021, UN-Women, with UNDP, UNFPA and UNICEF, continued to collaborate and coordinate approaches to funding dialogues and the Funding Compact, including in the context of the inter-agency working group on the Structured Dialogue on Financing. This year the group responded to calls made by the Executive Boards of the four New York-based operational agencies to engage with the UNDCO to formulate a system-wide definition of “joint activities” to support harmonized reporting among UNDSG entities on the Funding Compact indicator on joint activities.</p>	



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				<p>The UN SDG interagency working group facilitated by the United Nations Development Coordination Office is prioritizing harmonizing and standardizing measurement and reporting of entity indicators in 2022.</p>	
9.	<p><i>Notes</i> the lack of a commonly agreed definition for ‘joint activities’ and requests UN-Women to engage with United Nations development system entities and the United Nations Development Coordination Office in the Office’s coordination of the formulation of a system-wide definition of joint activity expenditures undertaken by the United Nations development system entities that accurately reflects the cooperation taking place among UNDS entities on joint development activities;</p>		PAPDU	<p>In the context of the interagency Structured Dialogue on Financing working group, UN-Women, UNDP, UNFPA and UNICEF have begun to liaise with UNDCO in 2021 on possible best ways to measure collaboration to support UNDCO to establish an agreed definition of joint activities.</p> <p>AUGUST 2021 update (UNSCD) UN-Women participates in UNSDG Task Teams, networks and groups addressing common definitions and guidance for harmonized monitoring and reporting on joint activity expenditures.</p>	
10.	<p><i>Requests</i> UN-Women to continue to support full implementation of the Business Operations Strategy across all United Nations country teams by 2021.</p>		DMA	<p>As a service recipient UN-Women has continued its active engagement in the Business Innovation Group (BIG), which supports the system to move towards greater efficiency gains in the area of common business operations through its five different workstreams. UN-Women is actively participating in the roll-out of BOS and as such has taken part in both Phase 1 and 2.</p> <p>UN-Women recognizes the potential synergies across all agencies and the potential efficiency and effectiveness gains with the implementation of the Business Operations Strategy (BOS) and UN-Women participates in the BOS at country level. In terms of Common Back Offices (CBO) or Local Shared Service Centers (LSSC) UN-Women takes note of lessons learned from the BOS with regards to potential total cost increases for smaller agencies, where certain services are not offered in the CBO/LSSC, and where UN-Women would have to retain capacity to perform such services. Further opportunities might exist for additional consolidation of operations via Global</p>	

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				Shared Service Centers (GSSC) and work is currently ongoing at the BIG along with a revision of the Road Map. On-going.		
<b>Decision <a href="#">2020/8</a> Report on the Joint Comprehensive cost recovery policy</b>	1.	<i>Approves</i> the joint comprehensive cost-recovery policy (DP/FPA-ICEF-UNW/2020/1), including cost-classification categories, methodology and rates, effective 1 January 2022;				
	2.	<i>Requests</i> UN-Women, in collaboration with UNDP, UNFPA and UNICEF, to adapt the presentation of the national committees' rates in table 4 of the policy, clarifying that in the case of UNICEF, the 5 per cent rate is applicable only to thematic contributions raised by National Committees;		SPRED (Budget)	Implemented effective 1 January 2022 as per EB Decision.	
	3.	<i>Resolves</i> that the comprehensive cost-recovery policy as outlined in document DP/FPA-ICEF-UNW/2020/1 supersedes the previous cost-recovery policy, including cost-classification categories, methodology and rates;				
	4.	<i>Requests</i> UN-Women, in collaboration with UNDP, UNFPA and UNICEF, to provide harmonized annual reporting on the progress of implementation of the cost-recovery policy as an annex to their respective existing reporting, including the presentation of the financial impact of the harmonized differentiated rates and waivers granted, and to continue including, in line with the policy, inter alia an itemization of each waiver/discount listing the donor name, total contribution, programme name, cost-recovery rate and United States dollar value of the waiver/discount, as well as the resulting effective cost-recovery rates and cost-recovery amounts realized;		SPRED (Budget)	Implemented as an Annex to the Annual Report of the Executive Director to be presented to the EB in its June Session 2021.	
	5.	<i>Decides</i> that agreements signed prior to 1 January 2022 will be honoured using the existing cost-recovery rates (per Executive Board decision 2013/2) and that new agreements as well as revisions of existing agreements that result in additional/new contributions signed after 1 January 2022, will comply with the rates in the cost-recovery policy as approved in this decision;				
	6.	<i>Further requests</i> UN-Women, in collaboration with UNDP, UNFPA and UNICEF, to present in a harmonized way in their existing reporting the calculations of the notional cost-recovery rates in their respective integrated budget documents;		SPRED (Budget)	Implemented as input in the 2022-2023 Integrated Budget.	

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	7. <i>Requests</i> UN-Women, in collaboration with UNDP, UNFPA and UNICEF, to present a comprehensive review of the cost-recovery policy and its implementation for decision at the second regular session 2024, and further requests UN-Women, in collaboration with UNDP, UNFPA and UNICEF, to organize a joint briefing in 2023 to present a joint timeline for the review and preliminary observations and findings from the implementation of the cost-recovery policy.		SPRED (Budget)	In-progress, for implementation in 2023.	
<b>Decision 2020/9 Working Methods of the Executive Board</b>	1. <i>Takes note</i> of the joint response of the Executive Board secretariats of UNDP/UNFPA/UNOPS, UNICEF and UN-Women;		Executive Board Secretariat		
	2. <i>Approves</i> the proposal for the rearranged annual workplan of the Executive Board for 2021, which seeks to reduce the workload of the second regular session;		Executive Board Secretariat		
<b>Decision 2020/10 Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women</b>	1. <i>Takes note</i> of the amendments made to align to the Evaluation Policy to the Strategic Plan, 2018-2021, and <i>endorses</i> the revised Evaluation Policy.		IEAS		
<b>Decisions 2019/1 - Update on the implementation of GA Resolution 72/279 on repositioning of the United Nations</b>	1. Welcomes the updates provided by UN-Women on the implementation of General Assembly resolution 72/279 of 31 May 2018 on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system;		PPID UN Coordination		
	2. <i>Recognizes</i> the continuing contributions of UN-Women in operationalizing resolution 72/279; and requests it, in line with General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, resolution 72/279 as well as the Secretary General's implementation plan for the		PPID UN Coordination HR	UN-Women has updated the job description of its Country Representatives to reflect the dual reporting lines. Performance management goals include contributions to collective results. RCs are asked to provide feedback on the performance of the	

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<b>development system</b>	inception of the reinvigorated resident coordinator system, to continue to support and contribute to the full implementation of the reinvigorated resident coordinator system, including a matrixed, dual reporting model, with United Nations country team members accountable and reporting to their respective entities on individual mandates, and periodically reporting to the resident coordinator on their individual activities and on their respective contributions to the collective results of the United Nations development system towards the achievement of the 2030 Agenda at the country level, on the basis of the United Nations Development Assistance Framework;			UN-Women Country Representative as part of the annual performance assessment.  UN-Women has continued to engage in the inter-agency Performance Management Task Force.  UN-Women is also contributing to updating the RC and UNCT transitional performance appraisal system to strengthen the UN System's accountability for gender equality and women's empowerment vis-à-vis the 2030 agenda. Further, UN-Women Strategic notes are fully aligned with the UNSDCF.	
	3. <i>Calls on</i> UN-Women to provide written, harmonized and entity-specific information to the Executive Board at its annual session 2019 on the implementation of General Assembly resolution 72/279, based on the information previously provided during informal consultations/briefings;		UN Coordination PPID Change Management Team Executive Board Secretariat	Was presented to the Executive Board at the Annual Session 2019.	
	4. <i>Recognizes</i> the importance of improving efficiency and effectiveness in administrative support services through, inter alia, enhancing inter-agency cooperation, and encourages the Executive Director of UN-Women to continue to take action as appropriate in these areas;		DMA; Operations	The efficiency gains, also referred to in the Secretary-General Assembly resolution 72/684, continues to be led by the Business Innovation Group (BIG) at the system-wide level through its related workstreams. UN-Women continues to be actively engaged in BIG and, as such, the Entity contributed to the finalization of the revised BOS guidelines the Business Operations Strategy (BOS) piloting at country level. The new BOS guidelines focus on service lines with the highest potential for efficiency gains. Similarly, the Common Back Offices (CBO) Local Shared Service Centers (LSSC) workstream seeks to achieve primarily efficiency gains and enhanced quality of service.  Based on the previous work under BOS, the UNSDG efficiency strategy outlines the way the UN System will report on efficiencies. DCO has convened a UNSDG Working Group on efficiency reporting with UN-Women participation along with others to discuss how best to approach this and move this particular item forward with the aim to realize cost avoidance	

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				<p>and performance improvement by harmonizing, centralizing and consolidating the use of resources to generate efficiencies in financial and quality terms. A first report on Efficiency Gains was completed in April 2021 with UN-Women participation. The Report demonstrated good progress towards efficiency gains realized with improvements between 2019 and 2020. UN-Women also participated in the report covering 2021 and will currently do so for 2022.</p> <p>UN-Women looks forward to the outcome of the various workstreams and will continue to provide its perspective as service recipient with regards to improving efficiency and effectiveness as per the new proposed Road Map, including an envisaged strengthening of offerings through Global Shared Service Centers (GSSC).</p>	
5.	<p><i>Acknowledges with appreciation</i> the efforts undertaken by UN-Women to continue delivering on its Strategic Plan 2018-2021, while implementing resolution 72/279;</p>		SPRED (SPU)	<p>Update in September 2021</p> <p>UN-Women continues to implement the current Strategic Plan. UN-Women presented the 2020 Executive Director’s Annual Report during the informal session and formal session in June 2021 to report on the implementation of Strategic Plan 2018-2021.</p>	
6.	<p><i>Requests</i> UN-Women to continue to support the Secretary-General to collaboratively implement a new generation of United Nations country teams, with needs-based tailored country presence, to be built on the United Nations Development Assistance Framework and finalized through open and inclusive dialogue between the host Government and the United Nations development system, facilitated by the resident coordinator, to ensure the best configuration of support on the ground as well as enhanced coordination, transparency, efficiency and impact of United Nations development activities, in accordance with national development policies, plans, priorities and needs;</p>		<p>PPID UN Coordination Change Mgt Team SPRED/SPU</p>	<p>As part of its change management process, UN-Women is also building its country typology and refining its criteria for country presence to be aligned with the roll-out of new Cooperation Frameworks. This will ensure that UN-Women’s country presences are fully aligned with the UNDS repositioning at country level.</p>	
7.	<p><i>Welcomes</i> the strong commitment of UN-Women, as part of the United Nations Sustainable Development Group, to redeploy its efficiency gains from United Nations development system reform for development activities, including coordination, and requests UN-Women to contribute to the Secretary-General’s</p>		DMA; Operations	<p>UN-Women is contributing to the current work of the Business Operations Group (BIG) that is leading the system-wide efforts on the ongoing work to identify efficiency gains in the area of common business operations. A mechanism to report on efficiency gains under BOS (Business Operation Strategies) has</p>	

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	report on the cost-savings and efficiency gains and their redeployments and to update the Executive Board through existing reporting mechanisms;			been developed at inter-agency level and UN-Women will avail itself of this data as it pertains to UN-Women. This data has also informed the Report on the Efficiency Gains produced by DCO with input from 13 agencies including UN-Women. This data has also informed the Report on the Efficiency Gains produced by DCO with input from 13 agencies including UN-Women. A second Report is currently being prepared for 2021.	
<b>Decision 2019/2 - Working methods of the Executive Board</b>	1. Takes note of the rules of procedure of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP;		Executive Board Secretariat		
	2. Recalls decision 2018/7 on working methods of the Executive Boards in which the Bureau of UN-Women, in collaboration with the Bureaux of UNDP/UNFPA/UNOPS, UNICEF and WFP, was asked to launch a joint consultative process with the Member States starting at the first regular session 2019;		Executive Board Secretariat		
	3. <i>Takes note</i> with appreciation of the formation of the core group of Member States to lead the joint consultative process with Member States, in an open, transparent and inclusive manner, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Boards, building on the joint response prepared by the secretariats, and in close consultation with all Member States, seeking Member States' inputs to the written account of the core group;		Executive Board Secretariat	The core group was established, and UN-Women Secretariat of the Executive Board contributed on a rotational basis to support the Coordinator's Office, Republic of Korea. The process has now concluded.	
	4. <i>Requests</i> the Executive Board secretariats to support the core group, upon request, in analysing the effects of its findings and suggestions/recommendations;		Executive Board Secretariat	The UN-Women coordinated the inputs from the respective secretariats of UNDP/UNFPA/UNOPS, UNICEF and WFP and consolidated these into the <u>Annex of the Written Account of the Core Group</u> .	
<b>Decision 2019/3 - Financial report and audited financial statements for the year ended</b>	1. Takes note of the report of the United Nations Board of Auditors for the financial period that ended on 31 December 2017;				
	2. Takes note of the seventh unqualified audit opinion issued by the Board of Auditors on the financial statements of UN-Women for the year ended 31 December 2017;				

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
<b>31 December 2017 and Report of the Board of Auditors</b>	3. <i>Notes with appreciation</i> the high implementation rate of audit recommendations to date and encourages UN-Women to continue increasing the rate of implementation even further;		SPRED (ACU) / Senior Management Team	<p>Updates May 2020: UN-Women achieved high recommendations implementation rate in 2017. However, acknowledges that the implementation rate for prior years' recommendations decreased during 2018. This is due to the increased number of recommendations relates to improvements in corporate structure, policies and procedures which requires extensive resources to implement. During 2019, UN-Women has continued with the efforts and implemented majority (59%) of the recommendations issued between 2016 and 2018 and these have already been assessed as implemented by UNBoA in the 2019 Interim Management Letter. Since the last assessment on December 2019, UN-Women further completed actions to three more recommendations that awaits UNBoA's final assessment during the Year-end audit in May 2020. This recommendation is implemented.</p> <p>January 2020 UN-Women acknowledge the Executive Board's appreciation of its achievements of high implementation rate. UN-Women, within its available limited resources and corporate priorities, commit to take swift actions to implement the Board's recommendations.</p>	
	4. <i>Requests</i> UN-Women to prioritize the implementation of the five main audit recommendations identified by the United Nations Board of Auditors for the year ended 31 December 2017 on the need to: make the entity inclusive of and accessible to staff with disabilities; ensure field offices comply with the organization-wide risk assessment plan and provide staff with fraud assessment awareness training; and address the findings related to implementing partners, including strengthening field offices' capacity to address these issues;		SPRED (ACU)/ Senior Management Team	<p>Updates January 2022: All prior years' (i.e., including from 2017 audit report) audit recommendations have been assessed by UNBoA as "Implemented" and closed.</p> <p>Updates July 2021: UN-Women continuous to address the 1 remaining UNBoA recommendation from 2017. Consultations and exchange of clarifications by the Financial Management Section with UNBoA is ongoing to reach an understanding for a final resolution of the remaining issue and concern.</p> <p>Updates May 2021:</p>	

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				<p>UN-Women is in progress of implementing the last main audit recommendations issued for the year ended 31 December 2017 on addressing the findings related to implementing partners including strengthening field offices' capacity to address these issues. The delay is due to further re-consultation needed to address UNBoA's additional clarification questions received in December 2020. UN-Women is taking all efforts to address UNBoA's additional clarifications.</p> <p>Updates May 2020: UN-Women to-date has completed action for 4 out of 5 main audit recommendations issued in 2017; Only one remains outstanding. Two additional recommendations have been completed since the previous status update reported to the Executive Board. The 4 completed recommendations are 1] make entity inclusive of and accessible to staff with disabilities, 2] ensure field offices comply with the organization-wide risk assessment plan and provide staff with fraud assessment awareness training, 3] strengthen implementing partner selection and risk rating, 4] include a KPI for implementing partner audit findings in COAT.</p> <p>The last recommendation with in-progress status pertains to the introduction of policies to address weaknesses in project management that lead to ineligible project-partner expenditures. UN-Women has drafted the Procedure for the Resolution of Audit Recommendations Arising from Project Partner Audits to address the audit recommendation that is in process of quality assurance review prior to promulgation.</p> <p>Updates January 2020: UN-Women has implemented 2 out of 5 main audit recommendations and they have been assessed as Implemented by the UNBoA; UN-Women has completed the actions to two other recommendations and awaits UNBoA assessment as implemented. The one remaining is ongoing with implementation.</p>	



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				<p>On organization-wide risk assessment, management continues to improve on its implementation of the organizational risk management framework. This includes, among other things, increased efforts to ensure that risk registers are validated, and related mitigating actions are monitored and actioned on a regular basis.</p>	
	<p>5. <i>Further requests</i> UN-Women to fully address the four outstanding recommendations from the 2016 report of the United Nations Board of Auditors;</p>		<p>SPRED (ACU) / Senior Management Team</p>	<p>Updates May 2021: UN-Women has implemented all recommendations from the 2016 report of the United Nations Board of Auditors.</p> <p>Updates May 2020: UN-Women has two of the four recommendations from 2016 still outstanding. UN-Women has ensured that staff advances have been recovered promptly and strengthened the selection and risk rating of implementing partners. The two remaining recommendations both relate to the change management which need to be aligned with the UN Reform initiative and require extensive consultation process. One relates to establishing the type of UN-Women field presence and the other relates to enhancing the capacity of Audit Coordination function. Work is under way to define the functional setup of each presence type with the corresponding policy for the establishment of the typical operational structure for each type and level of country presence. (including programme presences). This is targeted to be completed by the second quarter of 2020.</p> <p>Updates January 2020: UN-Women has implemented two of the four outstanding recommendations from the 2016 report.</p> <p>Of the three remaining outstanding recommendations, UN-Women has completed action to one and implementation is ongoing to the two remaining recommendations.</p>	

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	6. Takes note of the updated management response of UN-Women to the report of the United Nations Board of Auditors for the financial period that ended on 31 December 2017.		SPRED (ACU) / Senior Management Team		
<b>Decisions 2019/4 - Annual Report of the Under-Secretary-General/Executive Director on the Strategic Plan 2018-2021</b>	1. Takes note of the 2018 Annual Report of the Under-Secretary General/Executive Director on the implementation of the Strategic Plan 2018–2021;				
	2. Notes with appreciation the progress achieved as described in the report, including that 75 percent of all indicators in the Strategic Plan have reached their expected milestone;				
	3. <i>Requests</i> UN-Women to continue to improve its organizational effectiveness, sustainability of results and accountability and to address the challenges weakening its results-based management, and to continue improving its policies and practices in support of an enabling environment;		SPRED (SPU)	Update August 2022 Ongoing work UN-Women has for the past 7-8 years had an external assessment of the Strategic Notes as well as Annual Reports to measure the quality of Results Based Management to confirm that Strategic Notes are fit for purpose and adhere to corporate policies and standards. We have seen a steady increase in the results-based management standard for the COs Strategic Note as well as Country Offices, and we will continue to prioritize these efforts. RBM e-learning course is now available in English, French, Spanish and Arabic, and work is taking place to translate the RBM e-course to Russian in 2023. Update from May 2022 UN-Women continued to invest in strengthening and advancing a results culture, strengthening staff capacities on gender responsive Results Based Management (RBM) through dedicated working sessions and trainings, promoting the use of	

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				<p>its eLearning course on RBM, launched in 2018. By the end of 2021, 83% of UN-Women’s programme staff had completed the course, which is also open for staff from other UN agencies and for UN-Women’s implementing partners. French and Spanish version of the RBM e-course were made available by the end of 2021.</p> <p>UN-Women updated its Strategic Note (Country Programme Document) quality assessment criteria to help improve its organizational effectiveness, sustainability of results and accountability. Independent quality assessments of UN-Women’s Strategic Notes and annual results reports of field offices show that UN-Women has made steady progress since 2014 in the application of Results Based Management (RBM) standards. Among annual reports, 71 percent met quality standards, slightly below the target of 74 percent by 2021.,</p> <p>Enhancements have continued to be made to UN-Women’s online Results Management System (RMS) in 2021 to further improve UN-Women’s efficiency, accountability, and transparency through better corporate planning, monitoring, and reporting processes.</p> <p>In 2021, UN-Women developed its first Regional Strategic Note Guidance to assist UN-Women’s Regional Offices to be more strategic in its planning processes, hence improve its organizational effectiveness, sustainability of results and strengthening its results-based management.</p> <p>In 2022, UN-Women HQ Divisions are for the first time developing HQ Divisional Strategic Notes to improve its organizational effectiveness as HQ level to move to more strategic planning efforts and break silos between units.</p> <p>As a part of the full revision of policy, procedures and guidance on programme and project management, UN-Women will be revising the guidance on Strategic Note for Country</p>	

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				Offices and Regional Offices further to strengthening its alignment with the next Strategic Plan, UNSDCF, project and to improve programme sustainability, effectiveness, exit strategy, accountability and national ownership. in 2020 to foster cross-regional learning and sharing on RBM best practices.	
	4. <i>Encourages</i> UN-Women to take into account lessons learned from the first year of the implementation of the Strategic Plan 2018–2021, as well as from previous strategic plans;		SPRED, SPU, ELT	Completed as part of the annual reporting and work planning exercises every year – lessons learnt from the previous year feed into the plans and work of subsequent years	
	5. <i>Recognizes</i> the inter-agency efforts to make progress against the common chapter of the strategic plans of UNDP, UNFPA, UNICEF and UN-Women and urges UN-Women to continue working in close partnership with these organizations to further enhance effectiveness and delivery of results in line with their commitment to United Nations reform;		SPRED, SPU	Completed.  UN-Women worked closely with UNDP, UNFPA, and UNICEF, under areas of work identified in the common chapter of their SP 2018-2021, and, most recently, reported joint-results for the years 2020 in an annex to the EDAR shared with the Executive Board ahead of its annual session in June 2021.  The spirit and intent of the common chapter has been carried into the new Strategic Plans (covering the period 2022-2025) of the 4 NY-based agencies through a set of common and complementary indicators, including 11 common QCPR indicators, that are intended to show how they, along with other partners in the UN system, are working together to support the achievement of global goals.	
	6. <i>Requests</i> UN-Women to keep the Executive Board updated on the status of its internal reform processes, including the country typology and the headquarter review, and to provide a timeline for progress in their implementation, including information with regard to possible budgetary implications and consequences for the internal control mechanisms at its first regular session 2020;		Change Management Team	Presented at the First Regular Session 2020.	

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	7. <i>Acknowledges</i> the increase in UN-Women's other resources; encourages countries in a position to do so, to increase their contributions, especially to regular resources; and <i>requests</i> UN-Women to provide an overview of the funding situation in relation to the implementation of the Strategic Plan 2018-2021 and the approved integrated budget for the biennium 2018-2019, taking into account both regular and other resources, in advance of the second regular session 2019 and in the context of the Structured Funding Dialogue;		Strategic Partnerships Division; Finance	Completed.	
	9. <i>Requests</i> the Executive Director of UN-Women to include in the annual report on the implementation of the Strategic Plan 2018-2021, information on how the individual flagship programme initiatives contribute to the five outcome areas, identify their cooperating partners and indicate the role and contribution of these partners;		SPRED (SPU) Regional Offices	Flagship programmes have been fully incorporated into Strategic Plan Outputs under the five outcomes. In the 2019 Executive Director's Annual Report accompanied by the Strategic Plan Mid-Term Review, UN-Women provided more concrete update and information.	
	10. <i>Commends</i> UN-Women for successfully leveraging its mandate in supporting Member States, upon their request, and strengthening global normative frameworks and their implementation; and reaffirms the important role of UN-Women in leading, coordinating and promoting accountability of the United Nations system in its work on gender equality and women's empowerment and on gender mainstreaming across the United Nations System;				
	11. Decides to transmit the report to the Economic and Social Council.				
<b>Decision 2019/5 - Report on the evaluation function of the</b>	1. Takes note of the report on the evaluation function of UN-Women 2018 and the programme of work and budget for 2019 of the Independent Evaluation Service;				

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>	
<b>United Nations Entity for Gender Equality and the Empowerment of Women, 2018</b>	2.	Notes with appreciation the steps taken by UN-Women to maintain an independent, credible and useful evaluation function and its contribution to systemwide gender-responsive evaluation efforts and national evaluation capacity development;				
	3.	Expresses continuing support for strengthening the evaluation function in UN-Women; notes the progress made in implementing the decision 2018/2 and that requested UN-Women to continue increasing the implementation rate, coverage and use of evaluations and to address the drop in the implementation of management responses in this regard;		IEAS	Superseded by a later decision.	
	4.	<i>Requests</i> UN-Women to continue to address the quality of evaluation reports, to invest to evaluation capacity development and professionalization, especially to the country level and to ensure that all regional and country offices complete evaluations;		IEAS	In 2020, IES of IEAS implemented a near-time independent assessment of the quality of evaluation reports to allow timely feedback and quality improvement as part of the Global Evaluation Reports Assessment and Analysis System (GERAAS). In 2021, IES also revised the GERRAS guidance and the EQA matrix with annotated notes to provide further clarifications and detailed guidance on relevant evaluation criteria/sub-criteria to increase the utility of the EQA matrix as a quality assessment tool, also as a quality assurance tool to support the conduct of decentralized evaluations. This is being complemented by a structured internal peer-review mechanism to strengthen evaluation practice and learning. IES continues to promote capacity development through professionalization programs including regional evaluation trainings and individual coaching in all regions.	
	5.	<i>Requests</i> UN-Women to continue the gender-responsive evaluations of country programmes, in order to improve programming at country level; and to continue using evaluation findings and recommendations in policies, strategies and programming;		IEAS	IES intensified its efforts in supporting strategic evaluations, including leading Country Portfolio Evaluations (CPEs) or co-managing CPEs with country offices (COs). This resulted in an increase in the overall number of CPEs conducted in 2020 and CPEs directly led by IES; and evaluation coverage. In addition, Regional Evaluation Specialists also contribute advice on regional planning activities which also provides the opportunity to ensure that evaluative evidence is applied. At the corporate level, evaluation findings and recommendations were presented to senior management in meetings of the UN-	

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				Women Senior Management Team and the Business Review Committee to flag and ensure that evaluation findings and recommendations are used in key corporate processes.	
6.	<i>Notes</i> with concern the continuing decrease in total spending on evaluations and encourages UN-Women to reach the target of allocating 3 percent of the total UN-Women programme budget to the evaluation function by the end of the period of the Strategic Plan 2018-2021		IEAS SPRED/ Budget PPID	As included in the 2020-2021 Integrated Budget, there is no change in the resources allocated to Evaluation which meet the target of 3% of the total Institutional Budget. Under non-core funding, the evaluation allocation depends on individual donor agreements where considerations like size, scope, timeline and value play an important role. IEAS continues to monitor that adequate funding is allocated and available for evaluation activities, and that there is adequate coverage and timing of evaluations conducted. <b>Implemented.</b>	
7.	<i>Requests</i> that IES continues to seek opportunities with other United Nations agencies to conduct further joint evaluations, and independent system-wide evaluations in line with General Assembly resolution 72/279 on repositioning the United Nations Development System;		IEAS	UN-Women, through the UN Evaluation Group (UNEG), works closely to enhance evaluation coherence and practices. UN-Women actively engages in several joint evaluation initiatives including the development of the evaluation section of the UNSCDF) guide and the update of the subsequent UNDAF Evaluation Guidelines. In 2020, at the corporate level, UN-Women participated in UN system-wide efforts by joining the evaluation advisory group for a lessons learned and evaluability assessment of the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (COVID-19 MPTF), and by contributing to the COVID-19 Global Evaluation Coalition managed by the Organization for Economic Cooperation and Development (OECD). At the decentralized level, approximately 13 joint evaluations were either jointly managed or supported by UN-Women in 2020. In addition, UN-Women contributed to several UNDAF/UNSDCF evaluation processes and delivered training to UN Country Teams (UNCTs) on evaluation throughout the regions.	

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	8. Takes note of UN-Women's work in evaluating its performance in governance and national planning and encourages UN-Women to take into account lessons learned in the implementation of the Strategic Plan 2018–2021.				
<b>Decision 2019/6 - Report on internal audit and investigation activities for the period from 1 January to 31 December 2018</b>	1. <i>Takes note</i> of the successful in-housing of Internal Audit Service and its co-location with the Independent Evaluation Service, emphasizing that the independence of both functions needs to be preserved;				
	2. <i>Takes note</i> of the annual report on internal audit and investigation activities and the related management response; and expresses its continuing support for strengthening the capacity of Internal Audit Service;				
	3. <i>Takes note with appreciation</i> the transparency on the status of investigations and the actions taken, including the Report of the Executive Director of UN-Women on disciplinary measures and other actions taken in response to misconduct and wrongdoing by UN-Women staff members, other personnel or third parties and cases of possible criminal behavior 2013-2018, and requests the Executive Director of UN-Women to continue efforts in this regard;		IEAS, HR, DMA/Legal	The Executive Director has reported on disciplinary measures and other actions taken in 2019 (if any) in the first half of 2020 IEAS is the (independent) lead on the Report on internal audit and investigation activities; Legal is the lead for the disciplinary report. HR would be pleased to provide input as required.	
	4. Takes note of the Audit Advisory Committee's report for the period from 1 January to 31 December 2018; and encourages UN-Women to consider the Audit Advisory Committee's recommendations;				
	5. <i>Encourages</i> the management of UN-Women in its reporting on sexual exploitation and abuse and sexual harassment to further enhance transparency on how implemented actions ensure a victim-centered approach and are aligned with United Nations system-wide efforts;		IEAS, HR	IEAS is the (independent) lead on the Report on internal audit and investigation activities. IEAS continues to liaise with OIOS, UN-Women's investigation service provider, towards a victim-centered approach.  HR would be pleased to provide input as required.	
	6. <i>Notes with appreciation</i> that Internal Audit Service has been allocated appropriate and sufficient resources in the year 2018, and <i>requests</i> UN-Women to continue to allocate sufficient resources to ensure satisfactory number of internal audits and investigations each year and to support the increased		SPRED (Budget); IEAS	The 2020-2021 Integrated Budget reflecting a zero-growth includes adequate resources for the Internal Audit Service.	



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	responsibilities of the IEAS Director, which involves coordinating and receiving information on investigation activities;			IEAS, working with SPRED, continues to ensure adequate resources for discharge of the investigation function are allocated.	
	7. <i>Requests</i> UN-Women to address areas of recurring issues and the high number of audit recommendations related to implementing partners;		PPID; DMA; SPRED (ACU) IEAS (IAS)	<p>Update May 2021: All recurring audit recommendations issued in 2018 are implemented.</p> <p>Update May 2020: UN-Women has implemented all recommendations related to implementing partners management issued in 2018. To-date, only 1 recommendation from the recurring issues remain to be implemented. This recommendation requires the recruitment of an ICT staff in the field office and conduct the Business Continuity Plan testing. This process of recruitment is delayed due to the recent COVID-19 global pandemic. However, UN-Women offices have been successfully demonstrating the effective business continuity arrangement since the pandemic in 2020.</p> <p>Updates January 2020: UN-Women has to date, implemented majority, i.e. over 70%, of the recommendations identified under recurring areas for 2018. For recommendations related to implementing partners, all recommendations issued in 2018 have been implemented.</p> <p>In 2019, IAS conducted a thematic audit on implementing partners. Management accepted all recommendations and is in the process of implementing.</p>	
	8. <i>Notes with concern</i> that there is one long outstanding and three high-priority audit recommendations and requests UN-Women to address these.		PPID; DMA; SPRED (ACU)	The one long outstanding and three high-priority audit recommendations have been implemented.	

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<b>Decision <a href="#">2019/7</a> – Update on the implementation of the General Assembly resolution 72/279 on repositioning of the United Nations Development System</b>	1. Welcomes the updates provided by UN-Women on the Implementation of General Assembly resolution 72/279 of 31st of May 2018 on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system;				
	2. <i>Requests</i> UN-Women to work towards adequately sequencing entity-specific country programming documents so that the individual programmes derive directly from the new United Nations Development Assistance Framework (now renamed United Nations Sustainable Development Cooperation Framework), which is to be prepared and finalized in full consultation and agreement with national Governments and is the most important planning document of the United Nations development system at the country level; and requests UN-Women to provide an update at the next session of the Executive Board on adjustments required;		PPID SPRED (SPU)	<p>In 2019, UN-Women updated its internal Strategic Note guidance to ensure full alignment with the new United Nations Sustainable Development Cooperation Framework (UNSDCF) guidelines. This guidance was consequently used in 2019 by UN-Women Country Offices for drafting new Strategic Notes. The Entity has also provided flexibility to Country Offices due to draft a new Strategic Note to enable the alignment of its submission with respective UNSDCF cycles. As a result, three new Strategic Notes (Mexico, Liberia and Mali) were drafted in 2019 to enable full alignment with the UNSDCF result areas.</p> <p>Based on the lessons from these countries UN-Women plans to further revise the corporate guidance on Strategic Note in line with the UNSDCF guidance.</p> <p>All future Country Office Strategic Notes will be aligned with the UNSDCF cycles going forward.</p> <p>Together with other UN agencies and entities, UN-Women will be ready to improve its corporate results system (Results Management System) in the coming years to harmonize with UN Info once a decision is made at the inter-agency level with DCO.</p> <p>An update was provided to the Executive Board at the First Regular Session 2020 and this work remains an on-going process. To ensure full compliance with the UNSDCF guidance, as part of the quality assurance and review process of UN-Women</p>	

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				Strategic Notes, reviewing the alignment between the UNSDCF and the Strategic Note is a key aspect.	
	3. <i>Requests</i> UN-Women to provide, for information at the next session of the Executive Board, a detailed mapping of their regional assets and capacities, in accordance with General Assembly resolution 72/279, and mindful of ongoing discussions on the revamping of the regional approach of the United Nations development system;		PPID Regional Directors	An update on regional assets and capacities has been presented to the Executive Board in September 2019.	
	4. <i>Notes with appreciation</i> the preliminary updates provided by UN-Women on efficiencies, including through shared business operations and premises; calls upon the Executive Director of UN-Women to continue to take action to ensure full achievement of efficiency gains and their redeployment in line with relevant existing mandates, including from General Assembly resolutions 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and 72/279 on repositioning of the United Nations development system, as well as to take into account the applicable recommendations of the Joint Inspection Unit in the report on opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation (JIU/REP/2018/5);				
	5. <i>Requests</i> regular updates to the Executive Board on efficiency gains and their redeployments, through existing reporting mechanisms;		DMA; Operations	UN-Women is contributing to the current work of the Business Operations Group (BIG) leading the system-wide efforts on the ongoing work to identify efficiency gains in the area of common business operations. UN-Women is actively engaged in BIG and as such the Entity contributed to the finalization of the revised BOS guidelines and is implementing the Business Operations Strategy (BOS) at country level as a member of the UNCT. UN-Women has focal points in each Region that have been trained in BOS to provide support to field offices. The new BOS guidelines focus on service lines with the highest potential for efficiency gains. Similarly, the Common Back Offices (CBO)/Local Shared Service Centers (LSSC) workstream seeks to achieve primarily efficiency gains and enhanced quality of	

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				<p>service.</p> <p>Based on the work related to BOS, the UNSDG efficiency strategy outlines the way the UN System will report on efficiencies. DCO has convened a UNSDG Working Group on efficiency reporting with UN-Women participation along with others to discuss how best to approach this and move this particular item forward with the aim to realize cost avoidance and performance improvement by harmonizing, centralizing and consolidating the use of resources to generate efficiencies in financial and quality terms. The first Report on Efficiency Gains led by DCO with UN-Women participation was finalized in April 2021. UN-Women is also participating in the reporting for 2021.</p> <p>UN-Women looks forward to the outcome of the various workstreams and will continue to provide its perspective as service recipient with regards to improving efficiency and effectiveness. On-going.</p>	
	6. <i>Requests</i> UN-Women to support the efforts of the Secretary-General to develop a tracking system to monitor efficiency gains;		DMA; Operations	DCO has convened a UNSDG Working Group on efficiency reporting with UN-Women participation along with others to discuss how best to approach this and move this particular item forward with the aim to realize cost avoidance and performance improvement by harmonizing, centralizing and consolidating the use of resources to generate efficiencies in financial and quality terms. The current Efficiency Reporting is a result of these joint effort.	
	7. <i>Welcomes</i> that UN-Women contributed its doubled contribution to the resident coordinator cost-sharing, and calls on UN-Women to implement the 1 per cent levy, as applicable, as per the operational guidance for implementing the coordination levy (12 March 2019) issued by the United Nations Development Coordination Office;		DMA, Strategic Partnership Division (SPD), PPID	<p>Completed.</p> <p>UN-Women commenced collection of the 1 percent coordination levy from donors in the second quarter of 2019 on tightly earmarked contributions.</p> <p>Quarterly reports were submitted in a timely manner to UNDCO, with the following funds remitted:</p>	

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				<ul style="list-style-type: none"> <li>• Q2 2019 - USD \$5,558</li> <li>• Q3 2019 - USD \$57,643</li> <li>• Q4 2019 - USD \$242,912</li> <li>• Q1 2020 – USD \$23,759</li> <li>• Q2 2020 – USD \$100,629</li> </ul> <p>UN-Women applies the levy to all earmarked or cost-sharing contribution agreements equal to or above 100,000 USD, signed on or after 18 April 2019, with exclusions aligned to the operational guidance for implementing the coordination levy.</p>	
	8. <i>Recalls</i> decisions 2018/5 and notes that the agency-administered option for collecting the coordination levy adds administrative tasks to UN-Women and requires adjustments to agency administrative processes, and requests UN-Women to provide information on the adjustments and to promptly report to the Executive Board on any additional transaction and administrative costs associated with the administration of the levy, within existing reporting;		DMA, Strategic Partnership Division, PPID	<p>UN-Women's initial experience with the implementation of the levy appears to indicate that very few donors offset this requirement with equivalent additional contributions, rather the levy is included in the programmatic budget and thereby reducing the funding available to UN-Women.</p> <p>As advised by the Deputy Secretary-General, UN-Women will complete an impact assessment of the 1 percent coordination levy on donor engagement, and also provide details of UN-Women's transaction costs associated with collection of the 1 percent levy in the third quarter of 2020, after a full year of implementation.</p>	
	9. Recalls the importance of funding predictability and urges Member States in a position to do so to prioritize regular resources and multi-year pledges, given that reductions in regular resources risk jeopardizing the ability of UN-Women achieve planned strategic results;				
	10. <i>Encourages</i> UN-Women in collaboration with UNDP, UNFPA and UNICEF, to place special emphasis on the implementation of their respective Strategic Plans, including the common chapter on joint programming, in accordance with their respective mandates and comparative and collaborative advantages, and to report at the annual session in 2020, including through the midterm reviews of their respective Strategic Plans, where and how the inter-agency process among		SPRED (SPU)	<p>Update in May 2020</p> <p>Common lessons learned and key results from the Common Chapter were jointly presented by UN-Women, together with UNDP, UNFPA and UNICEF at the joint informal briefing session on 14 April 2020. Key findings and recommendations generated from Mid-Term Review on Common Chapter are summarized in the Common Chapter report that was jointly prepared by UN-Women, UNDP, UNFPA and UNICEF as one</p>	

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	the United Nations funds and programmes has led to greater efficiencies and effectiveness.			of the annexes of 2019 Executive Director's Annual Report, and presented to the Executive Board in June 2020.	
<b>Decision 2019/8</b> – Working Methods of the Executive Board	1. Reaffirms the rules of procedure of the Executive Board of UN-Women;				
	2. <i>Welcomes</i> the written account of the core group of Member States that led the joint consultative process with Member States, in an open, transparent and inclusive manner, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Executive Boards in line with decisions 2019/2 and 2018/7;				
	3. <i>Recognizes</i> the technical support provided by the secretariats of the UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP Executive Boards to the core group and notes in this regard the annex to the written account as prepared by the secretariats;				
	4. Stresses that the overarching principles of the discussion on working methods of the Executive Boards are the preservation of executive guidance and oversight of agencies; avoidance of duplication with the function of the Economic and Social Council operational activities segment and the respective Executive Boards; and respect for the different mandates and characteristics of each agency, fund, programme and entity;				
	5. <i>Requests</i> UN-Women, in collaboration with the UNDP/UNFPA/UNOPS, UNICEF and WFP, to organize joint informal briefings/consultations on common topics and strongly encourages that they be scheduled within socially acceptable hours to allow the WFP Executive Board to participate from Rome;		Executive Board Secretariat	On-going, and implemented through joint informal briefing in advance of the Second Regular Session 2019.	

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	6. <i>Requests</i> the secretariat of the UN-Women Executive Board, in collaboration with the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP, to present initial proposals to improve the working methods of the joint meeting of the Boards, including an optimal timing for convening the joint meeting of the Boards, for consideration by Member States at the second regular session 2019, mindful that the joint meeting of the Boards does not have decision making authority and of the need to avoid duplication and overlap with the functions of the Economic and Social Council operational activities segment;		Executive Board Secretariat	Posted online in the format of a joint paper in advance of the Second Regular Session 2019.	
	7. <i>Requests</i> that the secretariat propose different alternatives of adjusting the date of the second regular session, mindful that it does not overlap with the other schedules, for consideration by the Executive Board at the second regular session 2019;		Executive Board Secretariat	Posted online in the format of a joint paper in advance of the Second Regular Session 2019.	
	8. <i>Requests</i> that an informal, at no cost to the organizations, meeting of the Presidents of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP be held on a regular basis for enhanced harmonization of common issues, and for increased coordination among agencies, funds, programmes and entities and the respective Executive Boards, while bearing in mind that according to the rules of procedure of Executive Boards the Presidents remain under the authority of the respective Executive Boards and do not have the authority to make decisions on any substantive matters, and that the outcome of the meetings be shared with the wider membership;		Executive Board Secretariat	Posted online in the format of a joint paper in advance of the Second Regular Session 2019, UN-Women is the coordinating entity throughout the year of 2019-2020, having conducted the mission handover with WFP during the Secretaries Meeting in June/July 2019.	
	9. <i>Affirms</i> the need to elect the Bureau members early on to minimize leadership gaps and enhance the efficient functioning of the Presidency and Executive Board at large;				
	10. <i>Recommends</i> that for continuity and smooth transition between outgoing and incoming Bureaux, whenever appropriate and consistent with the relevant rules of procedure, regional groups could consider taking appropriate measures so that				

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	one of the Vice-Chairs/Vice Presidents of the bureau can take on the Chair/Presidency and could be effective in that capacity in the following year;				
11	<i>Notes</i> the need for flexibility on chairing the informal meetings of the Executive Board from the President of the Bureau or one of the Vice-Presidents or designated members of their delegations;				
12	<i>Requests</i> that the secretariat of the UN-Women Executive Board, in collaboration with the secretariats of the Executive Boards UNDP/UNFPA/UNOPS and UNICEF, to continue convening consecutive formal sessions of the Executive Boards in order to avoid gaps between the formal sessions of the various Executive Boards;		Executive Board Secretariat	On-going conversation DGACM.	
13	<i>Requests</i> that the secretariat of the UN-Women Executive Board present practical proposals for improving the efficiency of the sessions of the Executive Board, including by reviewing the agenda items and the efficient consideration of these, for deliberation and consideration by the Executive Board at the second regular session 2019;		Executive Board Secretariat	Posted online in the format of a joint paper in advance of the Second Regular Session 2019	
14	<i>Requests</i> that its sessions be made interactive, with the support of the secretariat, while securing the time slots for group and national statements as appropriate and necessary;		Executive Board Secretariat	Implemented: The Secretariat will continue its practice of interactive dialogue with Member States in between national and joint statements during the opening segment of Executive Board Sessions, in line with the recommendations of the President of the Bureau 2019.	
15	<i>Requests</i> that while encouraging interactive discussions, any format for enhanced interaction with senior management should have a follow-up within existing mechanisms;		Executive Board Secretariat	Each presentation is followed by interactive dialogue between the Entity and Member States. Moreover, the Secretariat has initiated a practice of allowing for questions and answers as part of the Speakers list and opening segment of the Executive Board Sessions.	



<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
16	<i>Encourages</i> the heads of agencies, funds, programmes and entities participating in Board sessions to provide the full texts of their statements or opening remarks (presentation) online in advance and deliver shorter statements at the Executive Board sessions. The statements and presentations should be concise in highlighting the main issues, evidenced-based and action oriented in addressing the challenges;		Executive Board Secretariat, EDO	Implemented.	
17	<i>Strongly encourages</i> the President to enforce implementation of time limits for statements;		Executive Board Secretariat	Implemented: The Secretariat will continue its practice of using a timer for national and joint statements, as implemented at the Annual Session 2019.	
18	Affirms the participation of diverse stakeholders in Executive Board sessions with full respect of the relevant clauses in the rules of procedure and based on the agreement of the Executive Board, recalls decision 2018/7, paragraph 11, and reiterates its request to give due consideration to gender balance in all panels;				
19	<i>Requests</i> the Bureau upon consultation with the respective regional groups to decide the destination of field visits two years in advance, while allowing the flexibility to change host countries if circumstances dictated, in order to give host countries as well as agencies as much time as possible to prepare for the visits;		Executive Board Secretariat	The Secretariat is consulting with the Secretariats of UNDP/UNOPS/UNFPA, UNICEF and WFP on the way forward in this regard, mindful of travel restrictions during the COVID-19 pandemic.	
20	<i>Requests</i> the Bureau, assisted by the secretariat, to consult with the Bureaux of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP, to coordinate for the selection of joint field visits and to propose harmonized criteria for individual field visits, for evaluation by the Board at the first regular session 2020;		Executive Board Secretariat	Presented at the First Regular Session 2020. UN-Women,	

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	21 . <i>Requests</i> the secretariat to circulate proposed draft decisions to the wider membership at least four weeks prior to each session, at the discretion of the Bureau, and reiterates its strong encouragement to Member States to provide their comments on draft decisions, to the extent possible, prior to the start of the session, with a view to starting substantive consultations on the draft decisions on the first day of negotiations, without pre-empting bringing in additional proposals during negotiations;		Executive Board Secretariat	Implemented.	
	22 . <i>Requests</i> the secretariat in collaboration with the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP, to track the implementation of Executive Board decisions using the matrix of common use as attached to the written account of the core group;		Executive Board Secretariat	Implemented.	
	23 . <i>Requests</i> the secretariat to distribute the minutes of Bureau meetings to members and observers of the Executive Board once these minutes have been approved by the Bureau;		Executive Board Secretariat	Implemented.	
	24 . <i>Reiterates</i> the request that the secretariat of the Executive Board of UN-Women regularly updates the joint online calendar of all Board meetings in real time so as to avoid overlap of schedules with other funds and programmes as well as major official meetings including the Economic and Social Council operational activities segment.		Executive Board Secretariat	Implemented.	
<b>Decision <a href="#">2019/9</a> – UN-Women Procedures and Policies to tackle Sexual Exploitation and Abuse and</b>	1. <i>Takes note with appreciation of</i> the independent victim-centered review of UN-Women policies and procedures to tackle sexual exploitation and abuse, and sexual harassment, as requested in the decision 2018/3, para 11, and the related UN-Women management response; and requests UN-Women to provide an update on implementation of recommendations in the independent review and as noted in the related management response, within existing reporting, to the Executive Board at its annual session in 2020;		HR, Legal, IEAS	Implemented.	

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
<b>Sexual Harassment</b>	2. <i>Requests</i> UN-Women to lead by example in ensuring all its policies and procedures on matters related to sexual exploitation and abuse, and sexual harassment, including policies on protection from any form of retaliation, apply to all UN-Women’s personnel, including consultants, volunteers, fellows and interns; and requests UN-Women to reinforce to its implementing partners of the need to have appropriate policies in place and to make them aware of UN-Women’s policies and reporting mechanisms;		HR (lead policy) PPID (lead IP)	Implemented.	
	3. Supports the ongoing strong commitment to ‘zero tolerance’ for sexual exploitation and abuse, and sexual harassment, by the head of UN-Women, and appreciates the actions UN-Women has taken so far, including efforts to implement further institutional and cultural changes, including mechanisms for victim support, reporting, accountability and partnerships, and stresses the need for adequate resources;				
	4. <i>Encourages</i> UN-Women to continue to take action to ensure a joined-up system-wide coherent approach to tackle sexual exploitation and abuse, and sexual harassment, while leveraging its mandate.		PPID HR	UN-Women, as a technical lead on violence against women (through its policy and norms and standards work) within the UN System, is ensuring that all evidence-based policy and programming knowledge and guidance generated for global consumption is dually brought into internal processes, including, for example, as co-chairs of the policy sub-working group of the CEB Task Force on Sexual Harassment and as participants in the investigations working group. In 2019 UN-Women together with ILO launched an evidence-based <u><a href="#">Handbook: Addressing Violence and Harassment in the World of Work</a></u> produced over a 15-month period with wide consultation of women’s rights and worker’s organizations, GBV and labour experts and government representatives.  The Office of the Focal Point for Women in the United Nations System at UN-Women leads and coordinates the system-wide Gender Focal Point Network on addressing and preventing sexual harassment.	

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
				<p>UN-Women’s Executive Coordinator and Spokesperson on Addressing Sexual Harassment and Other Forms of Discrimination placed women’s experiences at the heart of UN-Women’s work to address sexual harassment. The office brought survivor-focused approaches to the fore, in order to coordinate UN-Women’s efforts towards decisive action and cultural change. In 2019 UN-Women organised the 1st regional training of trainers (ToT) on sexual harassment, and linkages on SEA. This office continues to elucidate and advocate for grater connections and coherence across work against SEA and SH including trough training.</p> <p>The Office of the Focal Point for Women in the UN System at UN-Women created the Enabling Environment Guidelines for the UN System which were launched by the Secretary-General in 2019. One of the key pillars of the Enabling Environment Guidelines refers to ‘Standards of Conduct’, including prevention of sexual harassment. The Guidelines provide recommendations for UN entities, managers and personnel, and feature good practice examples and recommendations in addressing and prohibiting sexual harassment. Furthermore, the SG’s report on the Improvement in the Status of Women, prepared also by the Office of the Focal Point for Women in 2019, featured recommendations in eliminating discrimination and abuse of power, incl. addressing sexual harassment. In 2019, through a collaborative and participatory approach and in line with its coordination mandate, UN-Women actively engaged, led and coordinated the network of over 200 Gender Focal Points and Focal Points for Women within the UN System through several capacity-building sessions, some of them specifically focused on how to appropriately respond to the allegations of harassment, including sexual harassment, discrimination and abuse of authority. These included a Special Briefing on Addressing Sexual Harassment in the context of the Annual Global Gender Focal Point Meeting in September 2019. In 2020, the Office has continued with a series of capacity-</p>	

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
				<p>building sessions for the constantly growing Gender Focal Point network of now over 350 members. The series has included an Exclusive Dialogue with the Chair of the CEB Task Force on addressing sexual harassment within the Organizations of the UN System, ASG Kelly T. Clements and USG Catherine Pollard. Furthermore, Senior Advisor and the Focal Point for Women in the UN-system has continued to represent the Gender Focal Points since 2018 in the High-Level CEB Task Force on Addressing Sexual Harassment within the Organizations of the UN System, which amongst others developed the first ever UN Model Policy on Sexual Harassment. The Senior Advisor and the Focal Point for Women is also a member of the SG’s Emergency Working Group to enhance parity in the field and provide technical support to create an enabling environment in peace operations.</p> <p>The Office works closely with DED Bhatia to support her leadership role in the CEB Task Force on Addressing Sexual Harassment within the Organizations of the UN System on <i>Outreach and Knowledge Sharing as well as enhanced collaboration</i>. In this regard, the Office has coordinated a work plan as a roadmap to deliver on DED Bhatia’s co-lead. This includes concrete deliverables of 1) a concept note for an easily accessible knowledge/resource sharing platform to host information and communication products. 2) Member State dialogues to strengthen peer-to-peer learning and outreach of the CEB Task Force; 3) a collaboration plan for the UN-system to strengthen a cohesive and system-wide response to sexual harassment.</p> <p>UN-Women also actively participates in the UN system-wide SEA working group, coordinated by the Office of the Special Coordinator on the Improving the UN Response to SEA. Through its network of regional and in-country PSEA focal points, UN Women engages in the inter-agency PSEA networks in their respective UNCTs, inter-alia as co-chair in 8 countries.</p>	

<i>Executive Board Decisions<sup>1</sup></i>	<i>Request</i>	<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>

Legend: Implemented In-progress

<i>Executive Board Decisions</i>	<i>Request</i>		<i>Deadline</i>	<i>Responsible Division</i>	<i>Progress and follow-up action</i>	<i>Status</i>
<b>Decision <a href="#">2019/10</a> – Integrated budget estimates for the United Nations Entity for Gender Equality and the Empowerment of Women for the biennium 2020-2021</b>	1.	Takes note of the UN-Women integrated budget estimates for 2020–2021 which covers all cost categories and funding sources (both regular and other resources) within a single, consolidated proposal, to support the implementation of the Strategic Plan 2018–2021;				
	2.	Notes with appreciation the inclusion of separate budget lines for the independent internal audit and the evaluation office;				
	3.	Recalls resolution 72/279 which recognizes the need to address the imbalance between core and non-core resources (regular and other resources), and notes in this regard the declining proportion of UN-Women’s regular resources;				
	4.	<i>Requests</i> UN-Women to set realistic targets for resource mobilization;		Strategic Partnership Division	UN-Women has set realistic targets for resource mobilization. The Regular Resources (Core) revenue forecast for 2020-2021 reflected zero growth while the Other Resources (Non-Core) revenue forecast showed a slight increase from \$480 million in 2018-2019 to \$570 million in 2020-2021 i.e. \$285 million per annum which is aligned with the recent trend.	

Legend: **Implemented** **In-progress**

	5.	Approves institutional budget resources in the amount of \$204.4 million to support organizational effectiveness and efficiency, and notes that these estimates include an amount of \$37.3 million for cost recovery from other resources;				
	6.	Notes that in the event that actual cost recovery is higher than the estimates included in the budget proposal, the additional amount may be used for management activities to allow more regular resources to be used for programme activities, requests the Under-Secretary-General/Executive Director to report to the Executive Board on its utilization in the context of the next budget proposal, and asks UN-Women to further strive for an overall reduction of the ratio of its management costs;		<b>SPRED</b> (Budget)	Implemented.	



Legend: **Implemented** **In-progress**

	7.	Takes note of the related Report of the Advisory Committee on Administrative and Budgetary Questions (UNW/2019/7) and the recommendations contained therein, as well as the related response of UN-Women to the ACABQ report;				
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	<p>8.</p>	<p><i>Requests</i> UN-Women in this regard to include information in the integrated budget estimates for 2022–2023 on the following recommendations:</p> <ul style="list-style-type: none"> <li><b>a)</b> continue to review its overall staffing structure and ensure that its staff levels are commensurate with the mandated tasks entrusted to the entity; and prioritize addressing the current trend regarding the increase in UN-Women non-staff personnel both in headquarters and in the field;</li> <li><b>b)</b> keep under review the distribution of posts between headquarters and field locations and adjust those as necessary to ensure that the distribution is on the basis of a thorough analysis of UN-Women’s mandate and functions, and also requests UN-Women to provide information on the roles of UN-Women</li> </ul>	<p>SPRED (Budget); HR; Change Management SMT for (c)</p>	<p>On-going.</p> <p>UN-Women has a set of Standard Job Profiles that offices are encouraged to use during the recruitment processes. These Standard Job Profiles are classified in line with the ICSC. Offices are guided in using the non-staff service contract only in cases where they are working on programmes or are doing a job that can be outsourced, in line with the Service Contract Guidance</p> <p>UN-Women is regularly monitoring the workforce demographics, gender and geo distribution of its personnel. The ratio of affiliate workforce vs. staff categories has not increased since 2017 (60-61%).</p> <p>CM Update: In the OEE of the UN-Women SP 2021-2025, UN-Women will continue to review its ratio of HQ to Field posts and expects that as part of the ongoing Business Transformation efforts, further decentralization of functions to field locations will be implemented over the coming years based on a continued and thorough analysis of the Entity’s mandate, and to address the most vulnerable in need of support.</p> <p>Update CM (Aug-2022): UN-Women is ensuring that this is continuously monitored, as part of the regular quarterly business review (QBR).</p>	
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		<p>personnel at headquarters and in field locations;</p> <p>c) continue to improve gender balance and work towards equitable geographical distribution of UN-Women’s staff members</p>				
	9.	<p>Recalls the General Assembly Resolution A/RES/64/289 whereby Member States agreed “that the resources required to service the normative intergovernmental processes shall be funded from the regular budget and approved by the General Assembly; the resources required to service the operational intergovernmental processes and operational activities at all levels shall be funded from voluntary contributions and approved by the Executive Board”;</p>				

Legend: **Implemented** **In-progress**

<p><b>Decision <a href="#">2019/11</a> – Structured Dialogue on Financing the gender equality and women’s empowerment results of the UN-Women Strategic Plan, 2018-2021</b></p>	10.	<p><i>Requests</i> the Under-Secretary-General/Executive Director to present a comprehensive update of change management initiatives under way, including related resource implications aimed at increasing effectiveness and efficiency, in the integrated budget estimates for 2022–2023.</p>		SPRED (Budget), EDO	Implemented as part of the 2022-2023 Integrated Budget.	
	1.	<p>Takes note of the report UNW/2019/8 and encourages UN-Women to continue engaging in a structured dialogue with all Member States throughout the year, with a view to tracking, assessing and following up on the level of funding it receives in comparison to the approved integrated budget, as well as the predictability, flexibility and alignment of the financial resources provided for the implementation of the Strategic Plan, 2018–2021;</p>				

Legend: Implemented In-progress

	2.	<p><i>Requests</i> UN-Women to continue its efforts to improve its efficiency, effectiveness, transparency and accountability and in this regard to continue to provide information on its programme activities, within the proceedings of the Executive Board;</p>		Strategic Partnership Division	<p>UN-Women is continuing to improve efficiency, effectiveness, transparency and accountability, in line with its Funding Compact commitments. This includes submitting financial data to the Chief Executives Board, reporting to and improving International Aid Transparency Initiative compliance as well as improving understanding of the data throughout the Entity, so it can be put to better use, and demonstrating results-based budgeting (RBB). Examples of UN-Women’s corporate application of RBB include the 2018 <u>interim Strategic Plan results portal</u> and the more interactive and comprehensive Results Transparency Gateway, which is under development for release in early 2020. In addition, recently instituted annual financial reporting – such as the <i>Compendium of Financial Partner Contributions 2018</i> and the <i>Core Resources Report 2017</i> – enables UN-Women to improve transparency and accountability to align resources with Strategic Plan outcome and output results. Benchmarking other UN funds and programmes, UN-Women intends to institute thematic window briefings on an annual basis, a year after the windows have been established, accompanied by <u>annual reports</u> that document results per outcome area.</p>	
	3.	<p>Encourages all Member States in a position to do so, to increase their voluntary contributions to UN-Women, especially to its regular resources, and to prioritize flexible and timely resources aligned with the Strategic Plan, 2018–2021, and, if possible, through multi-year commitments;</p>		Strategic Partnership Division	<p>UN-Women has developed differentiated approaches to various types of resource partners, including improved communication on and recognition of regular resource contributions. For example, UN-Women produces annual Regular Resources Reports with the aim of increasing transparency on the allocation and expenditure of regular resources, advocating for an increase of unrestricted funding and providing recognition of top and upgraded Regular Resource partners as an incentive for increased funding. Furthermore in 2020, the Entity provided periodic updates to its partners on its use of regular resources in response to the COVID-19 pandemic, highlighting regional and country office interventions and results. In 2021, UN-Women launched a donor visibility campaign featuring one top contributor a week on social media. This was intended to recognize the top donors’ contributions and generate awareness of the tangible change and concrete results around the world, that UN-Women and its partners are able to achieve thanks to the core and non-core contributions, highlighting the donor as both a champion of gender equality and an enabler of UN-Women.</p>	

	<p>4.</p>	<p>Recalls decision 2016/4, paragraph 10, and encourages UN-Women to continue to strengthen its efforts to diversify its funding base, including with the private sector and other stakeholders, to contribute to the implementation of the Strategic Plan, 2018–2021;</p>		<p>Strategic Partnership Division</p>	<p>UN-Women continued to strengthen its efforts to diversify its funding base, including from Individual Giving which – as largely demonstrated by UNICEF and UNHCR – remains a proven successful means of generating regular resources in the UN system. As the critical driver of success in individual giving is the continued investment in National Committees’ campaigns to acquire new individual donors, UN-Women kept piloting small-scale investments in Iceland, Sweden, The Netherlands and France for a total \$329,000 in 2019, which yielded important results. The investment in Iceland alone, for example, resulted in 1,130 new monthly donors (\$15,540/month), 631 new one-offs (\$28,856) and 32 upgrades (\$245/month). In 2020, funds were not available to allow National Committees to implement fundraising campaigns and acquire new individual givers to UN-Women’s core resources. \$25,000 were made available to the Dutch National Committee at the end of 2020, with an estimated return on investment (ROI) in the first year of 1.9 and a 3-year ROI of 2.65. UN-Women encourages Member States to support UN-Women in further investing in individual giving. In 2020-2021, through strong collaboration with UN-Women field offices, in partnership with the private sector and by utilizing its lead initiatives (HeforShe, Unstereotype Alliance, WEA, WEPs and harnessing the power of its twelve global National Committees) – the Multi-stakeholder Partnerships and Advisory Services team (MPAS) raised more than \$18 million for UN-Women. For instance, through the work of the HeForShe initiative, MPAS secured \$3.925 million in resources to roll out solutions, advocacy, and masculinities initiatives. Specifically in 2021, UN-Women National Committees raised more than \$3 million from individuals and the private sector, of which \$550,000 was designated to the emergency Afghanistan appeal. A further USD8.8 million were raised from other private sector partnership activities in 2021.</p> <p>With a focus on maintaining and growing strategic and outward facing partnerships, in 2021 UN-Women engaged with 109 corporate partners, of which 43 were brought on as net new partners during the year. 36 of these new partners reflect new corporate members of the Unstereotype Alliance, managed by MPAS – over 2021, the Unstereotype Alliance’s membership grew by 45% to 217 members and allies worldwide.</p> <p>During 2021 MPAS also collectively focused on providing support for UN-Women engagement in and delivery of the Generation Equality Forum while continuing to provide a range of services to all its other stakeholders. For example, MPAS successfully provided due diligence and partner intelligence support to 291 requests from field and HQ teams, and supported the negotiation of regional and country-based partnerships with the private sector, including for financial contributions – for instance, between the Japan Liaison Office and Fast Retailing or between the GCC Liaison Office and Etihad Airways. MPAS also piloted a</p>	
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Legend: **Implemented** **In-progress**

					partnership with Viasat and five of its partner airlines to promote UN-Women's Generation Equality Forum messaging during March 2021 and encourage individual donations to UN-Women; the campaign reached passengers on over 150 flights across 20 countries.	
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Legend: Implemented In-progress

	<p>5.</p>	<p>Encourages UN-Women to continue playing a central role in promoting gender equality and empowerment of women, including in funding mechanisms, such as pooled funding;</p>		<p>Strategic Partnership Division, PPID and UN Coordination Division</p>	<p>UN-Women continued to support the mainstreaming of gender perspectives into UN system’s work, including by embedding UNCT-SWAP gender mainstreaming standards in UNSDCF guidance. The number of UNDAFs or UNSDCFs featuring gender-specific results at the outcome level stood at 10 out of 27 (70%) of the Cooperation Frameworks developed in 2021. Gender equality remained the most common joint programming area.</p> <p>UN-Women is actively engaged in several interagency working groups including the UNSDG high-level results groups on Strategic Financing Results Group (SFRG), currently chaired at Under-Secretary-General (USG) level by the United Nations Population Fund (UNFPA). This group supports the UNSDG in the transition from funding to financing and to facilitate quality integrated technical support to countries and UN-Women has continuously advocated for gender considerations.</p> <p>UN-Women is making progress in mainstreaming gender equality in Cooperation Frameworks including through strengthening the Entities’ capacities to support RCs/UNCTs in mainstreaming gender equality in Cooperation Frameworks. For example, we have established a dedicated surge capacity and UNSDCF Support facility platform to guide offices with Cooperation Framework formulation and made strong investment in robust gender analysis in the Common Country Analysis (CCA) including the development of gender profiles. Furthermore, a training manual on gender responsive engagement in Cooperation Frameworks has been developed and is being applied by a few UNCTs at the start of the Cooperation Framework process.</p> <p>UN-Women is promoting Financing for Development (FFD) through its seat on the FFD Committee, participating in several workstreams to ensure gender equality in the Build Back Better agenda and collaborating with the MPTF. Additionally, UN-Women has convened a series of high-level virtual Ministerial roundtables with the International Financial Institutions, to highlight best practices, share experiences, and build concrete partnerships to amplify the importance of addressing gender equality and women’s empowerment in the multilateral system response, particularly in COVID-19 economic recovery efforts. The Entity has continued to advocate for support and investment in gender equality and women’s empowerment in order not to halt and/or reverse gains made.</p> <p>As part of the Advisory Committee on the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (MPTF), UN-Women is leveraging its UN coordination role to advocate for the integration of gender considerations – with the support the</p>	
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				<p>Inter-Agency Network on Women and Gender Equality (IANWGE) – in MPTFs to support low and middle-income programme countries to respond to the pandemic and recover from its socioeconomic shocks. Concretely, in the COVID-19 MPTF, UN-Women successfully advocated for the establishment of a 30 per cent financial target for projects whose principal objective is gender equality and the empowerment of women [categorized as Gender Equality Marker (GEM) 3]. Furthermore, as part of the implementation plan of the recommendations emanating from the High-Level Task Force on Financing for Gender Equality, UN-Women is working to ensure that a focus on gender equality and women’s empowerment is incorporated in a meaningful and measurable way in all UN pooled funding mechanisms, including the Joint SDG Fund. UN-Women will continue to advocate for the inclusion of gender markers and associated financial targets in the design of new MPTFs.</p> <p>AUGUST 2022 Update (UNSCD) In 2021, UN-Women and UNEP co-chaired the UNSDG SDG Financing Task Team. Its workplan included a focus on Financing for Gender Equality, to ensure the promotion of gender equality and the empowerment of women in SDG funding mechanisms. UN-Women is actively contributing to the inter-agency working group that is updating the guidance for joint programmes.</p> <p>JANUARY 2022: In the context of the High-Level Task Force on Financing for Gender Equality, UN-Women is working with the Multi-Partner Trust Fund Office in UNDP and the UNSDG Fiduciary Management and Oversight Group to establish gender mainstreaming standards for Pooled Funds.</p> <p>May 2022: The Gender Equality Marker has been proposed as a UN Financial Data Standard for reporting to IATI, OECD-DAC and the CED, at the entity and CT levels and in pooled funds. UN-Women continues working with the MPTF Office and OCHA for the integration of a unified gender equality marker and financial targets in development and humanitarian pooled funds respectively.</p> <p>UN-Women continues to promote and contribute to gender mainstreaming in Financing for Development (FFD). Through principal-level participation in the Inter-Agency Task Force on FFD, the Entity positioned financing for gender equality as a critical enabler of sustainable development. Additionally, UN-Women co-chaired (with UN-DESA) the gender group of the Inter-Agency Task Force on FFD, bringing together 20+ UN organizations and specialized agencies to mainstream gender analysis in the Financing for Sustainable Development Report, the substantive basis for FFD intergovernmental negotiations. Further, UN-Women</p>	
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				<p>has provided extensive technical support on joint UN publications, including the Secretary-General’s Policy Brief on Investing in Jobs and Social Protection, to ensure strong messages and policy recommendations on financing for gender equality. Also, UN-Women collaborates closely with UNDP to strengthen gender mainstreaming in integrated national financing frameworks, which have been initiated in more than 80 countries to date. In the context of COVID-19, the Entity has continued to advocate for and provide substantive analysis and guidance for targeting public resources and investments to gender responsive recovery measures.</p> <p>August 2022: UN-Women has also engaged with other pooled funding mechanisms managed by MPTFO such as the joint fund for the SDGs and the human rights mainstreaming trust fund to share the experience in the COVID-19 response trust fund and explore ways of replicating the work done on including a gender equality marker and a gender equality financial target.</p> <p>Through UN Women’s close partnership with the Peacebuilding Support Office (PBSO), including seconding the Gender Adviser, the Peacebuilding Fund (PBF) has taken significant steps to improve its gender-responsiveness. These actions, which include a dedicated call for proposals, stronger attention to gender mainstreaming in the entire portfolio, planning tools, templates and monitoring processes that mainstream gender and strong advocacy with UNCTs, have culminated in the PBF allocating 47 per cent of its funding to project that either have an exclusive or significant contribution to gender equality</p> <p>In 2019-2020 the PBF continuously exceeded allocations for gender-responsive projects, allocating 40%, and in 2021 the allocation increased to 47%. Also, in 2021 the Peacebuilding Fund increased its allocation for projects that had gender equality as a <u>principal objective</u>, from 13.5% in 2020 to 21.7% in 2021.</p> <p>It is important to note that UN Women is <u>not</u> only a PBF recipient organization, but also a strategic partner, in both the gender and youth work of PBSO: financing for gender-responsive peacebuilding, standards and capacity development, secondment of gender expertise, track and report progress.  <u>In 2021, UN Women mobilized \$18.7M from PBF.</u></p>	
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Legend: Implemented In-progress

				<p>UNWomen and the MPTF Office in UNDP ensured the inclusion of two specific Pooled Funding-GEM related indicators in the <u>QCPR monitoring framework</u>, thereby making annual reporting on them mandatory in the report of the Secretary-General on the QCPR presented to ECOSOC. UN Women supported the development and conduct of a survey on the Funding Compact commitment #14 (on common management features in inter-agency pooled funds) by the UNSDG FMOG (Fiduciary Management and Oversight Group). The survey served the purpose of gathering information on the two QCPR indicators on the implementation of the gender equality marker and the 15% financial target for programmes with gender equality as a principal objective. This survey is expected to be conducted annually henceforth. Survey results showed that over 65% of the Multi-Partner Trust Funds and standalone Joint Programmes (JPs) are applying gender equality markers. Yet, only 37% of the Funds and 48% of the JPs include financial targets related to gender equality. In terms of financial investments (with or without established targets) 51% of Funds and 71% of JPs, according to the survey, are allocating 15% or more of their resources to programmes with gender equality as their principal objective. More positively, over 80 per cent of the Funds and Joint Programmes reported having a Theory of Change addressing gender equality.</p> <p>In 2021, building on the 2020 experience with the COVID-19 Fund, the Gender Equality Marker (GEM) was embedded in the Special Trust Fund for Afghanistan (STFA) in combination with specific financial targets addressing women’s rights and gender equality. These targets include 30% of the cash transfers for people working in markets (Cash for Market) to be allocated to women, and 15% of the overall STFA to address women’s needs and gender equality issues, particularly through unconditional cash transfers to support widows and survival needs.</p> <p>UN Women has continued participating in the review of proposals submitted for funding to the Joint SDG Fund and providing a help-desk service on the gender equality marker, including for the Call for Proposals on Small Island Developing States (SIDS). The Call launched in 2021 for US\$ 30 million and finalized in 2022 yielded 26 proposals of which 21 were classified as GEM 2 (81%) and 5 as GEM 3 (19%). UN Women has also supported the Fund’s recent Development Emergency Modality activated with an envelope of US\$ 22.9 million, under the guidance of the GCRG (Global Crisis Response Group) to support 87 UN country teams</p>	
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Legend: Implemented In-progress

					covering over 100 countries and territories, in response to the global crisis of food, energy, and finance.	
	6.	<i>Takes note</i> of UN-Women’s intention to establish thematic funding windows, in alignment with the funding compact, the preferential cost-recovery inter-agency policy and a harmonized approach with other United Nations funds and programmes; and requests UN- Women to provide further analysis of and information on specific plans in this regard within the Structured Dialogue on Financing, taking into consideration lessons learned from other funds and programmes and UN-Women’s mandate as a composite entity;		Strategic Partnership Division	UN-Women is undertaking analysis on the establishment of thematic funding windows, in alignment with the Funding Compact, implementing the preferential cost-recovery inter-agency policy and a harmonized approach with other United Nations funds and programmes, integrating lessons learned. UN-Women will propose the establishment of thematic funds in its next Strategic Plan. As reported in the Structured Dialogue on Financing, the 2020 corporate evaluation of the FPIs is helping to inform the establishment of thematic funds and future programming modalities. It found that the flagship approach was successful in embedding a corporate shift towards consolidated and scalable programmatic approaches, but faced challenges, including in resource mobilization.	

Legend: Implemented In-progress

	<p>7.</p>	<p><i>Welcomes</i> steps taken by UN-Women, in collaboration with United Nations Development System (UNDS) entities and Member States, to follow up on commitments of the Funding Compact; and encourages UN-Women to continue dialogue with all UNDS entities and Member States to jointly make progress towards compliance with their mutual and interdependent Funding Compact commitments;</p>		<p>Strategic Partnership Division</p>	<p>UN-Women reported to the Executive Board on its progress on Funding Compact commitments, presenting its report as an annex to the 2021 and 2020 Structured Dialogue on Financing as was the case in 2019. In line with the decisions adopted by the Executive Board at its 2019 and 2020 Second Regular Session (UNW/2019/8 and UNW/2020/11), UN-Women is working with sister agencies (UNDP, UNICEF, UNFPA) on harmonizing Funding Compact reporting.</p> <p>Additionally, UN-Women has established an engagement plan for the Structured Dialogue on Financing process. This includes formal and informal meetings and briefings within and outside the Executive Board. In 2020, UN-Women convened four key sessions with its Executive Board which covered progress on its funding and against the Funding Compact: i) Joint briefing on the options to improve structured dialogue on financing, 23 January 2020; ii) the First regular session 2020 on 14 February 2020, where options for improving the quality of the Structured Dialogue on Financing were presented to the Board; iii) Pre-Session and informal briefing on structured dialogue on financing, on 25 August 2020 and iv) and a Structured Dialogue on Financing in September 2020, where an overview of UN-Women’s funding situation in comparison to the approved integrated budget was provided, underpinning the need for the right balance of regular resources and flexible and predictable other resources to maintain a balanced focus in the implementation of the Organization’s full mandate. UN-Women also shared its intention to establish thematic funding windows, in alignment with the funding compact.</p> <p>Furthermore, in February 2020, the Entity convened a Partner Roundtable with key donor governments where among other issues, UN-Women’s role within the Reformed UN System was discussed. Moreover in 2020, UN-Women held high-level strategic dialogues with Finland, Japan, Luxembourg, Norway, Sweden and the United Kingdom where the Funding Compact commitments was one of the primary issues discussed.</p> <p>In 2021, the Second Partner Roundtable hosted by Ireland was held virtually on 28-29 January. There were 22 financing partners, the meeting focused on taking stock of the impact of COVID-19 on advancing gender equality and women’s empowerment; strategies to strengthen UN-Women’s global footprint in its second decade, including in the context of the UN development system reform; UN-Women’s added value in the context of advancing gender equality and women’s empowerment and in preparation for the 2021 Generation Equality Forum. UN-Women also held high-level strategic dialogues with Australia, Denmark, Finland, Germany, Luxembourg, Norway and Sweden.</p>	
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					UN-Women plans to continue the practice of holding high-level strategic dialogues with partners and Partner Roundtables annually including the Third Donor Roundtable that is scheduled for 6-8 April 2022 to be co-hosted by Germany.	
	8.	<i>Requests</i> UN-Women, as part of its reports on Structured Dialogue on Financing, to present harmonized annual reporting on implementation of its entity-specific commitments and contribution to the collective commitments of the Funding Compact, including adding annual milestones, examples of country-level impact, and a forward-looking narrative outlining intended progress for those milestones not yet realized, ahead of the second regular session 2020 of the UN-Women Executive Board;		Strategic Partnership Division	UN-Women, UNDP, UNICEF, and UNFPA coordinated on the presentation of harmonized annual Funding Compact reporting to each entity’s Executive Board, via a results matrix tracker as an Annex to the official report of the Structured Dialogue on Financing (SDF) in 2019, 2020 and 2021 and will be similar practice in subsequent years. In 2020, the Funding Compact Annex included 2019 progress and 2020 milestones for all applicable indicators. In addition, a joint interagency Executive Boards informal session was held on the subject on 28 August 2019. Through the work of the inter-agency SDF working group (UN-Women, UNDP, UNICEF and UNFPA), a harmonized template to report on Funding Compact commitments has been produced that was included in the official report of the SDF in 2020 and circulated to the UN-Women Executive Board in line with official procedures, ahead of the second regular session.	

Legend: **Implemented** **In-progress**

<b>Decision <a href="#">2019/12</a> – Joint review of the existing cost definitions and classifications of activities and associated costs</b>	9.	<i>Requests</i> UN-Women to further review the format and content of the report on the Structured Dialogue on Financing with a view to aligning resources, including programmatic, with expected results as set out in the Strategic Plan 2018-2021, taking into account annual information on regular and other resources, financial gaps and projections as it relates to specific organizational or programmatic objectives and results, as well as proposed solutions, and to present by the first regular session of 2020, options on improving the quality of the Structured Dialogue on Financing.		Strategic Partnership Division	The format and content of the annual report are being reviewed by UN-Women internally, and as part of an interagency task force. An interagency joint informal session for the Executive Boards of UNFPA, UNDP, UNICEF, and UN-Women on options to improve the SDF was held on 23 January 2020. In addition, UN-Women presented a background paper on options to improve the SDF to the Executive Board in January 2020; the paper was further discussed during an informal session with UN-Women’s Executive Board in February 2020.	
	1.	<i>Takes note</i> of the analysis contained in the joint review of the existing cost definitions and classifications of activities and associated costs (DP/FPA-ICEFUNW/2019/1);				
	2.	Reiterates decision 2018/6 and paragraph 35 of resolution 71/243 on the Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system;				

Legend: **Implemented** **In-progress**

	3.	<i>Endorses</i> recommendations 1 and 2 for further alignment contained in the present report for application effective in their integrated budgets, beginning in 2022, and requests UN-Women, working with the UNDP, UNFPA, UNOPS and UNICEF, to implement standardized terminology and formatting of integrated budget proposals and financial information in the annual reports, recognizing that while all cost categories and functional clusters will be shown, not all will apply;		SPRED (Budget)	Implemented in the 2022-2023 Integrated Budget and in as Annex in the Annual Report of the Executive Director for presentation in the June 2021 Annual Session.	
<b>Decision 2019/13 – Working Methods of the Executive Board</b>	1.	<i>Welcomes</i> the joint response prepared by the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS, the United Nations Children’s Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women);				



	2.	<p><i>Requests</i> the secretariat of the Executive Board of UN-Women, in collaboration with the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS and UNICEF, to present to the Executive Board for deliberation and consideration at the first regular session 2020 an exemplary annual programme of work, including informal briefings, for each of the three options presented in the joint response, with corresponding explanatory narratives on the envisaged changes and their expected effect on Board oversight, effectiveness and efficiency, as well as further elaboration on the listed issues of joint relevance and interest to all Boards.</p>		Executive Board Secretariat	Presented.	
<b>Second Regular Session 2018</b>						
<p><b>Decisions</b> <b><a href="#">2018/1</a> - Annual Report of the Under-Secretary-General/Executive Director on the Strategic Plan 2014-2017</b></p>	5.	<p><i>Recognizes</i> the interagency efforts being made to advance the Common Chapter of their strategic plans and requests UN-Women to continue consultations with United Nations funds and programmes on the harmonized format for Common Chapter reporting and asks UN-Women to report on the status of the implementation of the</p>		PPID	A joint report on the implementation of common chapter in 2018 was prepared jointly by UN-Women, UNDP, UNFPA and UNICEF, and this was attached as annex to each agency’s 2018 Annual Report to the Executive Board.	

		Common Chapter, starting with the annual report for 2018, at the joint meeting of the Executive Boards and at its annual session;				
7.		<i>Requests</i> UN-Women to continue to engage with the Secretary-General, other United Nations development system (UNDS) entities and Member States with a view to support full implementation of General Assembly resolutions 71/243 and 72/279, including its contribution to a smooth transition and business continuity of the resident coordinator system;		UN Coordination  PPID	Regular updates are provided to the Executive Board on the implementation of 72/279 and 71/243, including as part of reports submitted for the UN Women Executive Board annual session in June 2022.  <b>January 2022 Update (UNSCD)</b> On December 21 2020, the General Assembly adopted the 2020 QCPR resolution [ <a href="#">A/RES/75/233</a> ]. UN-Women has continued to engage with the Secretary-General, other United Nations development system (UNDS) entities and Member States with a view to support the full implementation of A/RES/75/233. UN-Women is fully supportive of the new RC system and has continued to provide its financial contributions to the RC system in timely manner.	
8.		<i>Requests</i> UN-Women, as a UNDS entity, to engage with the Secretary-General and Member States to support preparation of a well-thought-out implementation plan for the inception of the reinvigorated resident coordinator system, including on the operationalization of its funding arrangements, to be presented to the General Assembly;		UNSCD	Completed. UN Women has supported planning related to funding the new RC system and has made its payments in full and in timely manner as required. The operationalization of the 1% levy is fully implemented in UN-Women.	
9.		<i>Also requests</i> UN-Women to present a preliminary analysis of the financial and other implications of resolution 72/279 for UN-Women to the Executive Board at the second regular session 2018;		UNSCD	Completed in 2018 (see <a href="#">here</a> ).	

	10.	<i>Further requests</i> UN-Women, in accordance with resolution 72/279, to provide its contribution to the adequate, predictable and sustainable funding of the resident coordinator system, in line with the forthcoming implementation plan for the inception of the reinvigorated resident coordinator system to be presented to the General Assembly, on an annual basis starting 1 January 2019;		Management and SPRED (Budget)	For 2019, UN-Women has already provided its share of the contribution which reflects the doubling of our share in accordance with resolution 72/279. The doubling of the cost share to the RC was also included in the 2020-2021 Integrated Budget.	
	11.	<i>Welcomes</i> the Executive Director’s commitment to implementing resolutions 71/243 and 72/279 and in this regard encourages the secretariat of the UN-Women Executive Board to work together with the secretariats of the UNDP/UNFPA/UNOPS, UNICEF and WFP Executive Boards to produce a joint response to the 2018 joint meeting of the Executive Boards segment on working methods by no later than four weeks before the second regular session 2018, allowing for a consultation process among Member States ahead of that session;		Executive Board Secretariat		
	12	<i>Requests</i> UN-Women to provide in advance of the second regular session 2018 an overview of funding gaps in relation to the		Strategic Partnership Division		

		implementation of the Strategic Plan, 2018-2021, taking into account both regular and other resources, and encourages countries in a position to do so, to increase their contributions, especially to regular resources, to ensure the full and effective implementation of the Strategic Plan 2018-2021, and requests UN-Women to be transparent in the use of resources to achieve programme results;				
<b>Decision <a href="#">2018/2</a> - Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2017</b>	3.	<i>Requests</i> UN-Women to ensure the adequate functional integrity and independence of the evaluation function within the Independent Evaluation and Audit Services and to report on how this has been done in its next report;		Independent Evaluation and Audit Services	Implemented.	
	4.	<i>Expresses</i> its support for the strengthening of the Independent Evaluation function, including building capacity of UN-Women’s evaluation specialists, and requests UN-Women to continue increasing the implementation rate, coverage and use of evaluations and to address the drop in the implementation of management responses in this regard;		Independent Evaluation	Superseded by a similar later decision	

	7.	<i>Requests</i> that the Independent Evaluation Service seeks out opportunities with respective evaluation bodies of the United Nations funds, programmes and agencies for joint evaluations of system-wide activities as well as the evaluation of the Common Chapter of the Strategic Plan 2018-2021, and calls upon the Independent Evaluation Service and UN-Women to brief the Executive Board at the second regular session 2018 on progress on these matters, including their contributions to the function of system-wide independent evaluation measures;		Independent Evaluation and Audit Services	
	8.	<i>Takes note</i> of the progress made on implementing decision 2016/2 which requested UN-Women to enhance the coverage of evaluations, the implementation rate of planned evaluations, financial resources invested in the evaluation function and the submission of management responses to the Global Accountability and Tracking of Evaluation system and use evaluation recommendations in its work; and <i>further requests</i> UN-Women to make progress in implementing the recommendations of the Global Evaluation Advisory		Independent Evaluation and Audit Services  With concerted supports provided by IES, UN-Women made a good progress both in terms of the implementation rate of planned evaluations and the evaluation of evaluations, as reported in details in the 2020 report on the evaluation function of UN-Women.  The revised Evaluation Policy (2020) recommends that UN-Women allocate between 2 and 3 per cent of its total programme expenditure to the evaluation function. The ratio of evaluation expenditure to UN-Women programme expenditure will continue to be tracked and reported in its annual reporting as well.	

Legend: Implemented In-progress

		Committee (GEAC) and to update the Executive Board on progress by the annual session 2019;				
	10.	<i>Notes</i> the decrease in total spending on evaluations and strongly encourages UN-Women to reach the target of allocating 3% of the total UN-Women programme budget to the evaluation function by the end of the period of the Strategic Plan 2018-2021;		SPRED (Budget)	As included in the 2020-2021 Integrated Budget, there is no change in the resources allocated to Evaluation which meet the target of 3% of the total Institutional Budget. Under non-core funding, the evaluation allocation depends on individual donor agreements where considerations like size, scope, timeline and value play an important role.	
	11.	<i>Requests</i> UN-Women to present an oral update to the Executive Board on its new Global Evaluation Strategy, 2018-2021, at the first regular session of 2019;		Independent Evaluation and Audit Services		
<b>Decision <a href="#">2018/3</a> - Report on internal audit and investigation activities for the period from 1 January to 31 December 2017</b>	2.	<i>Notes</i> the increase in the implementation rate of audit recommendations and the number of audit reports issued in 2017 and encourages the Independent Evaluation and Audit Services to address the lack of audits completed at Headquarters level;		Independent Evaluation and Audit Services		
	4.	<i>Expresses</i> its continuing support for further strengthening of governance, risk management, internal controls and accountability at UN-Women and requests UN-Women to strengthen its analysis of the functioning of these key processes in its future reports to assist the Executive Board's understanding;		DMA IEAS Operations SPRED (ERM)	SPRED (ERM) October 2020 – actions completed. The ERM Policy and Procedure were revised and issued to all personnel. DMA: Given the need for UN-Women to align with the implementation of the new ERP, UN-Women will update its Delegation of Authority Framework and its Internal Control Framework during 2022.  As part of its efforts to strengthen the organization's risk management framework, a risk management assurance framework will be implemented to enhance accountability for embedding risk management and internal controls. It is anticipated that the related principles, processes, indicators and targets to implement this framework will be completed by the end of Q4 2020.	

Legend: Implemented In-progress

					<p>IEAS continues to provide internal audit services of UN-Women’s governance, risk management, internal controls, with a view to strengthen the organization’s key processes.</p> <p>May 2020 update: Work is ongoing to ensure that the first cycle risk management assurance reporting process is completed for the 2020 year as planned and is communicated early in 2021. This will subsequently continue to be an ongoing annual exercise.</p> <p>DMA: In January 2018, UN-Women revised the Internal Control Framework (ICF) to provide greater clarity and to align with the UN-Women Legislative Framework by separating the framework into procedures and guidance. Procedures were included to ensure proper separation of duties and to facilitate greater support and collaboration between smaller UN-Women offices.</p>	
5.	<p><i>Expresses</i> also its continuing support for the audit and evaluation functions at UN-Women, and urges UN-Women management to continue to leverage synergies between the Evaluation and Audit functions of the Independent Evaluation and Audit Services and <i>requests</i> UN-Women to provide information on the measures taken to ensure effective linkages between audit and the outsourced investigation function;</p>		IEAS	<p>The internal audit function was effectively brought in-house and linkages are assured through the role of the Director/IEAS also as Responsible Official for investigations conducted by OIOS.</p>		
6.	<p><i>Notes</i> that resource mobilization is a high organizational risk that may affect UN-Women’s ability to adequately resource key accountability functions and activities, and in this regard, acknowledges the importance</p>		Strategic Partnership Division	<p>The biannual integrated budgets, approved by the Executive Board, sets realistically ambitious targets, linked to financial needs under Institutional Budget, Core Programmable resources, Non-Core and XB; and its reflection as an integrated results and resources framework.</p> <p>A Resource Mobilization and Partnership policy, assigning responsibility and accountability, is being finalized. The delegation of authority and</p>		

Legend: **Implemented** **In-progress**

		of setting realistic targets and clear assignment of responsibility and accountability for resource mobilization for core and non-core resources;			responsibility for the development of policies, protocols and processes for resource mobilization across the organization will be outlined in the Policy.	
7.		<i>Recalls</i> decision 2016/3 in which the Executive Board noted several areas of recurring weaknesses, including the high number of audit recommendations that were corporate in nature, and underscored the importance of progressing with implementation of recurring high priority recommendations;		DMA, Audit Coordination	UN-Women implemented all 2015 recommendations for recurring issues.	
8.		<i>Reiterates</i> its concerns about the adequacy of audit coverage and urges UN-Women to follow up on the advice of the OAI and the Audit Advisory Committee to further intensify its efforts to address areas of recurring audit recommendations that pose significant risk, and assessing and implementing appropriate frameworks to support UN-Women’s Risk Management and Compliance Functions (“second line of defense”) at Headquarters and in the field;		Audit Coordination SMT	UN-Women has implemented all 2017 recurring recommendations. UN-Women has in place the corporate Three Lines of Defense Model and oversight framework. UN-Women has obtained the license for a data-analytic tool, i.e., ACL Analytics for improved oversight and monitoring.	
10.		<i>Requests</i> UN-Women management, as required under the Secretary General’s report on special measures for protection from sexual		HR, Legal, IEAS, PPID	Implemented. This is a recurring annual exercise.	



		<p>exploitation and abuse, to present its annual certification to the Executive Board at each annual session, to cover sexual exploitation and abuse, and sexual harassment, as appropriate, complementing and strengthening its existing reporting, and to provide updates on progress made in that regard, including working with the United Nations Office of the Victims' Rights Advocate; and further urges UN-Women to consider how to align reporting formats and content with agencies, where appropriate;</p>				
	<p>11.</p>	<p><i>Encourages</i> UN-Women management to undertake, using existing resources under the integrated budget 2018-2021, an independent victim-centered review of its policies and processes on tackling both sexual exploitation and abuse and sexual harassment, to review the current practices of UN-Women and provide recommendations on both issues, and requests UN-Women to present the review and associated management response to the Executive Board at its annual session 2019;</p>		<p>IEAS DMA-HR</p>	<p>Implemented.</p>	

	13.	<i>Requests</i> the audit and investigation functions to include in future annual reports an analysis of the channels by which allegations of fraud and other misconduct are detected or reported to the investigation function and to provide a more detailed analysis of workplace harassment cases, including sexual harassment, covering the falling number of cases, as well as investigations and actions taken, in its 2019 annual report to the Executive Board;		IEAS	This was reported on in the 2018 annual report on internal audit and investigation activity.	
Decision <a href="#">2018/4</a> - Cost Recovery	3.	<i>Requests</i> UN-Women to present the joint cost-recovery proposal report, prepared by UNDP, UNFPA, UNICEF and UN-Women, to the Executive Board, at its Second Regular Session in 2018.			Presented.	
<b>Second regular session 2018</b>						
<b>Decision <a href="#">2018/5</a> - Structured Dialogue on Financing: Investing in Gender Equality and Women’s Empowerment through Financing UN-Women’s Strategic Plan 2018-2021</b>	1.	<i>Takes note of</i> the 2018 report on Structured Dialogue on Financing: Investing in Gender Equality and Women’s Empowerment through Financing UN-Women’s Strategic Plan 2018-2021, and encourages UN-Women to continue engaging in a structured dialogue with Member States throughout the year, with a view of assessing the level of		Strategic Partnership Division	<p>The ongoing structured dialogue on financing supports organizational effectiveness and efficiency in the implementation of the strategic plan, 2018–2021.</p> <p>In 2018, several dialogues were held, including during the second regular meeting of the board 10-11 September 2018, and informal briefing held 5 July and an informal briefing held 27 August.</p> <p>In 2019, an Executive Board Informal consultation on operationalizing the UNSG Funding Compact was held on May 9 and an Executive Board Informal Regional Briefing was held on 21 June. An informal briefing on the structured dialogue on financing is scheduled for 26 August, a joint</p>	

Legend: Implemented In-progress

		funding it receives, and funding gaps, as well as the predictability, flexibility and alignment of financial resources provided for the implementation of the Strategic Plan, 2018-2021, without prejudging the outcomes of the Secretary-General’s funding compact;			informal briefing on the Funding Compact is scheduled for 28 August, an informal meeting hosted by the Permanent Mission of Sweden is proposed for 6 September and the second regular session of the Executive Board where the report on the structured dialogue on financing will be presented, is scheduled for 9-10 September.	
6.		<i>Requests</i> UN-Women to continue improving the format and content of the report on Structured Dialogue on Financing, in order to further improve the quality of the Structured Dialogue on Financing, including by providing an overview of the funding in relation to the implementation of the Strategic Plan 2018-2021, taking into account both regular and other resources;		Strategic Partnership Division	<p>UN-Women presented a background note for the Executive Board on “Options to Improve the Structured Dialogue on Financing” at the first regular session on 14 February 2020. In addition, UN-Women, UNDP, UNICEF and UNFPA organized a joint informal briefing for the Executive Boards on “options to improve structured financing dialogues” held on 23 January 2020.</p> <p>In 2019, the Structured Dialogue on Financing report provided an overview of the funding situations, the impact of the funding gap, the expenditure, growth and the relationship between regular and other resources as well as the strategy to adequately fund UN-Women. UN-Women also published a “Compendium of Financial Partner Contributions 2018,” published in August, that provides a comprehensive financial analysis of funding by sources and types and in relation to the implementation of the UN-Women Strategic Plan and a “Regular Resources Report,” published in January 2020, that analysed how UN-Women has used regular resources to fulfil its mandate.</p>	
7.		<i>Encourages</i> UN-Women to continue working jointly with UNDP, UNFPA and UNICEF to improve collaboration on structured funding dialogues;		Strategic Partnership Division	UN-Women, UNDP, UNICEF and UNFPA continued to work jointly to improve collaboration on the structured funding dialogues, including through the work of the inter-agency SDF working group, which is supporting harmonized reporting on Funding Compact commitments; a common approach to SDF reporting; and the organization of joint informal briefings to the Executive Boards, including joint sessions held on the Funding Compact in August 2019 and on options to improve structured dialogues held in January 2020.	

	8.	<p><i>Welcomes</i> the commitment of UN-Women, in close collaboration with the Secretary-General’s transition team and other programmes, funds and specialized agencies, to implement General Assembly Resolution 72/279 of 31 May 2018 on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; also welcomes the updates provided with preliminary analysis of the financial and other implications of the resolution and requests UN-Women to continue to engage with the Executive Board in this regard, providing regular updates as from 2019;</p>		UN Coordination PPID	<p>UN-Women provides updates on these processes frequently as requested by the Executive Board.</p> <p><b>May 2022 Update (UNSCD).</b> On December 21 2020, the General Assembly adopted the new QCPR resolution [A/RES/75/233] UN-Women has continued to engage with the Secretary-General, other United Nations development system (UNDS) entities and Member States with a view to support the full implementation of the 2020 QCPR. UN-Women also continues to update the Executive Board on RES 72/279 and will engage with its Executive Board throughout its formal and informal meetings in 2022.</p>	
	9.	<p><i>Recalls</i> Executive Board Decision 2018/1 on the Annual Report of the Under Secretary-General / Executive Director on the Strategic Plan, 2014-2017, and requests UN-Women to double its contribution to the existing United Nations Sustainable Development Group (UNSDG) cost-sharing arrangement, in accordance with General Assembly Resolution 72/279, to deposit</p>		SPRED (Budget)	<p>For 2019, UN-Women has already provided its share of the contribution which reflects the doubling of our share in accordance with resolution 72/279.</p>	

Legend: Implemented In-progress

		its 2019 contribution as soon as possible, taking into account the Secretary-General's implementation plan, in order to operationalize the new resident coordinator system from 1 January 2019, and to report on progress in this regard to the Executive Board at the annual session 2019				
10.		<i>Requests</i> that UN-Women, as part of the UNSDG, collaborate with the Secretary-General's transition team to support the establishment of a system-wide approach to implementing all the funding modalities set out in General Assembly Resolution 72/279, including the levy, and to report to the Executive Board at the first regular session 2019		Coordination Division, DMA, Finance PPID SPD	Update 2 June 2021 completed: UN-Women has been working closely with EOSG, UNSDG and DCO in roll out of the UNDS reform in all the agreed workstreams. The UNDS reform is now fully embedded in the 2020 QCPR. UN-Women is regularly preparing an information note on the progress of the implementation of UNDS reform and resolution 72/279 to the executive board.	
11.		<i>Requests</i> that UN-Women present clear, transparent information on its contribution to resident coordinator funding modalities to the Executive Board at the annual session 2019;		SPRED (Budget)	May 2021 update: Implemented Information on its contribution to the resident coordinator funding modalities is being presented in the context of updates on the implementation status of 72/279.	
12.		<i>Calls on</i> UN-Women to review its planning, financing and results reporting processes to ensure effective joint collaboration in the context of the revitalized UNDAF, and to provide an		PPID	The update was provided during the June session in 2019 to inform the Executive Board members that UN-Women is currently revising policies, procedures and guidance for programmes and projects to ensure the full alignment with the new requirements with UNSDCF.	

		update <b>at the next session</b> of the Executive Board on required adjustments				
	13.	<i>Request</i> UN-Women to regularly update the Executive Board on the ways it supports the work of the Resident Coordinators, and the United Nations Development Assistance Framework, on matters related to gender equality and the empowerment of women, in accordance with its mandate, as well as on the implications of the new generation of UN country teams, as mandated by General Assembly Resolution 72/279, on its regional architecture and country set up.		UN Coordination; PPID	Update 2 June 2022 completed: UN-Women is regularly preparing an information note on the progress of the implementation of UNDS reform and resolution 72/279 to the Executive Board, inclusive of its support to the RCs and to ensuring gender is mainstreamed into Cooperation Frameworks. The note is available on the UN-Women Executive Board website.	
<b>Decision <a href="#">2018/6</a> - Joint report on cost recovery</b>	4.	<i>Notes</i> paragraph 28 (d) of General Assembly Resolution 72/279, which calls for a further harmonization of cost recovery by individual United Nations development system entities, and in this regard, commends UNDP, UNFPA, UNICEF and UN-Women for their harmonized cost recovery framework and encourages them to work with other entities of the United Nations development system, after due consideration by their respective governing		SPRED (Budget)	A joint review of the existing cost classifications of activities and associated costs reflecting existing harmonization between the four entities with recommendations for further harmonization is being presented in the second resumed session 2019. A presentation on the same was also made in the Budget and Finance Network meeting in Geneva with representation from all agencies, reflecting consultation already initiated. Based on this, the EB has approved an updated Cost Recovery Policy (EB Decision 2020/8). Implemented.	

		bodies, to adopt a harmonized cost recovery framework;				
5.	<i>Requests</i>	UN-Women, together with UNDP, UNFPA and UNICEF, to jointly review existing cost definitions and classifications of activities and associated costs, with a view to further harmonize their approaches by determining common definitions of cost categories and corresponding activities and functions at a granular level, while taking into account the different business models of the individual entities, which allows for a full understanding of each categories' composition, options for possible alignment of similar functions to the same cost classifications across entities, and continues to provide a basis for comparisons among entities, as well as alignment with their strategic plans, to be presented to the Executive Board for decision at its second regular session in 2019		SPRED (Budget)	A Paper addressing this request was submitted to the Executive Board (Reference DP/FPA-ICEF-UNW/2019/1). Implemented (EB Decision 2020/8).	
6.	<i>Reaffirms</i>	in this regard the current harmonized cost recovery policy and requests UN-Women, together with UNDP, UNFPA and		SPRED (Budget)	Implemented (EB Decision 2020/8).	

Legend: **Implemented** **In-progress**

		UNICEF, to present a preliminary comprehensive proposal on the cost recovery policy for consideration by the Executive Board at its first regular session in 2020, with a view to present a final comprehensive proposal for decision of the Executive Board at its second regular session in 2020				
7.		<i>Requests</i> UN-Women, together with UNDP, UNFPA and UNICEF, to reduce the granting of waivers lowering the agreed cost recovery rates, and to provide an update on the steps taken in this regard, including on the application of waivers across their organizations, to the Executive Board at its annual session in 2019;		SPRED (Budget)	Update on the waivers was provided as part of the ED’s annual report.	
8.		<i>Requests</i> UN-Women, together with UNDP, UNFPA and UNICEF, to review in a comprehensive manner, cost recovery rates as part of the comprehensive proposal		SPRED (Budget)	Implemented (EB Decision 2020/8).	
9.		<i>Requests</i> UN-Women, together with UNDP, UNFPA and UNICEF, to present an assessment of the reasons why full cost recovery is not currently being achieved, as part of the comprehensive proposal;		SPRED (Budget)	Implemented (EB Decision 2020/8).	



Legend: **Implemented** **In-progress**

<b>Decision 2018/7 - Working methods of the Executive Boards</b>	3.	<i>Requests</i> the UN-Women Executive Board Secretariat to circulate draft decisions at least two weeks prior to the session so that the draft decisions are available at the pre-session, and strongly encourages the President to appoint, at that time, the facilitators for the respective draft decisions, in full respect to equitable regional representation, and in this regard strongly encourages Member States to provide their comments on draft decisions, if possible, prior to the first informal consultations, with a view to starting informal consultations on the draft decisions a working day in advance of the session;		Executive Board Secretariat	Implemented.	
	4.	<i>Requests</i> UN-Women and the Members of its Executive Board to make efforts to start all formal and informal meetings on time and to plan them during United Nations working hours and avoid parallel consultations to better facilitate the effective and constructive participation of all Member States in the work of the Executive Boards;		Executive Board Secretariat		

Legend: Implemented In-progress

	5.	<i>Also requests</i> the UN-Women Executive Board Secretariat to identify a set of common agenda items, together with UNDP, UNFPA, UNOPS, UNICEF, and WFP, with a view to harmonizing the consideration of those agenda items with these agencies, beginning from the first regular session 2019 onwards;		Executive Board Secretariat	Completed.	
	6.	<i>Further requests</i> the UN-Women Executive Board Secretariat to develop, in consultation with UNDP, UNFPA, UNOPS, and UNICEF, a joint online calendar of all Board meetings, to be updated in real time and made available to the Executive Board;		Executive Board Secretariat	Completed (January 2019).	
	7.	<i>Requests</i> UN-Women management to provide a written response to questions raised at informal consultations on the reports (informal briefings), upon request by Member States, before the start of the following formal session;		Executive Board Secretariat SMT	This practice has now been established, with an increase in the use of ‘Background Papers’.	
	8.	<i>Requests</i> UN-Women to continue to enhance documentation in order to make it more strategic and analytical, and to include best practices, actions being taken to address lessons learned, challenges and risks, building		Executive Board Secretariat SMT		

		on the interactions with the Board, as appropriate;				
9.		<i>Requests</i> UN-Women to further enhance accessibility and ensure that Executive Board documents' file names are clearly spelled out and indicate the documents' content, that these documents can be downloaded in their entirety by agency, and that they include full text searchability;		Executive Board Secretariat		
10.		<i>Requests</i> UN-Women to engage with the Executive Board, and with UNDP, UNFPA, UNOPS, UNICEF, and WFP, on the efficient and effective implementation of the guidelines for Executive Board field visits and reporting requirements;		Regional and Country Offices Executive Board Secretariat		
11.		<i>Requests</i> UN-Women and its Bureau to give due consideration to gender balance in panels for all meetings		Executive Board Secretariat		
12.		<i>Requests</i> the Bureau of UN-Women, in collaboration with the Bureaux of UNDP/UNFPA/UNOPS, UNICEF, and WFP, to launch a joint consultative process with Member States starting at the first regular session 2019, with a view to examining the efficiency and quality of its		Executive Board Secretariat	The Core Group was established, and co-facilitators selected. A zero draft on working methods was produced and adopted at the Annual Session. The core group process concluded in late May 2019.	

Legend: Implemented In-progress

		current sessions, as well as the functions of the joint meeting of the Boards, building on the joint response prepared by the secretariats.				
First Regular Session 2017						
<p><b>Decisions</b> <b><a href="#">2017/1</a> - Annual Report of the Under-Secretary-General/Executive Director on the Strategic Plan 2018-2021</b></p>	2.	Requests UN-Women to continue engaging constructively with UNDP, UNFPA and the United Nations Children’s Fund (UNICEF) to ensure a coherent approach of the four strategic plans (UNDP, UNFPA, UNICEF, UN-Women);		PPID	The coherent approach has culminated in the common chapter by the Executive Boards.	
	3.	<i>Also requests</i> , in line with General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, to elaborate in its strategic plan on how it plans to engage in coherent and integrated support, as called for in the 2030 Agenda for Sustainable Development, and in this regard, further requests UN-Women to work collaboratively with UNDP, UNFPA and UNICEF on the development of a specific chapter in its strategic plan, outlining a common approach in contributing to the implementation of the 2030		PPID	The coherent approach has culminated in the common chapter by the Executive Boards.	

		Agenda, in accordance with their respective mandates;				
	4.	<i>Encourages</i> UN-Women to collaborate with UNDP, UNFPA and UNICEF to continue to harmonize their approaches to results reporting on their strategic plans, which, inter alia, would identify their contributions to outcomes achieved collectively;		PPID	Continuous progress; three work streams, secretaries meeting as developed from the inter-agency task force.	
	5.	<i>Requests</i> UN-Women to provide all relevant documents at least 10 days prior to any informal meetings in relation to the preparation of the UN-Women Strategic Plan, 2018-2021.		Executive Board Secretariat		
<b>Annual Session 2017</b>						
<b>Decision <a href="#">2017/2</a> – Annual Report of the Under-Secretary – General/Executive Director on the Implementation of the Strategic Plan 2014-2017</b>	6.	Recalls decision 2016/1 in which the Executive Board requested UN-Women to improve its programmatic focus and strengthen its programme delivery and normative-operational linkages through multi-stakeholder partnerships, in particular within the Flagship Programming Initiatives and through synergies with the Fund for Gender Equality and the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women;		PPID	Completed. Flagship programme initiatives focused UN-Women’s programmatic work at country, regional and global level. Simultaneously, there has been an increase in joint programming, and multi stakeholder partnerships. Joint meeting of the normative and operational governing bodies bureau; CSW and EB was held in 2018 for the first time. UN-Women is currently weighing options for the future of its Fund for Gender Equality and will soon make a decision on whether it will continue to operate in 2020 and beyond. The UN Trust Fund to End Violence against Women commissioned a Mid Term Review of the Fund’s 2015-2020 Strategic Plan in 2018 which was concluded in June 2019 and presented at an Executive Board Informal on 21 June 2019. The MTR was conducted by an independent, external evaluator who concluded that “The UN Trust Fund is strategically aligned with the work of UN-Women. UN-Women provides a link with the field through its focal points, advice and resources. It also supports the UN Trust Fund’s visibility”. The MTR identified some challenges but also opportunities for improving synergies between sections	

				<p>working on EVAW in UN-Women, especially in light of The Spotlight Initiative, for which the UN Trust Fund has just launched a call focused on Latin America and Sub-Saharan Africa. Knowledge sharing (e.g. Virtual Knowledge Centre – endvawnow.org; webinars and newsletters to UN-Women EVAW focal points, UNTF grantees and government focal points) and regional joint capacity-building workshops (e.g. in Panama with 16 country offices in LAC) have also been strengthened.</p> <p>Update 1 June 2021: Synergies with the UN Trust Fund to End Violence against Women continue to be strengthened, including through greater programmatic collaboration and knowledge exchange at the global level on EVAW policy work as well as through increased coordination with UN Trust Fund supported organizations at the field level by UN-Women Country Offices. The UN Trust Fund also conducted extensive multi-stakeholders’ consultations during 2020 that informed its Strategic Plan 2021-2025 direction, that included close collaboration with and input from UN-Women’s programme staff at country, regional and global levels. In 2020 a corporate evaluation of the flagship programme initiative was carried out and presented at the ExBo first regular session in 2021 including the management response. The documents are on the ExBo website. The findings of the evaluation are used to inform the development of the next strategic plan.</p> <p>Update January 2022: UN-Women’s Strategic Plan 2022-2025 recognizes the interagency grant-making mechanism, the UN Trust Fund to End Violence against Women, as one of the key interventions managed by UN-Women to deliver its integrated approach to ending violence against women. The programmatic focus of the UN Trust Fund’s Strategic Plan 2021-2025 is informed by UN-Women’s programmatic lead on EVAW agenda within the UN system, and is consolidated under three programmatic areas that reflect the UN interagency programmes and initiatives: 1. prevention of violence against women, 2. support to specialist and essential service to survivors and 3. implementation of legislative and policy frameworks. The UN Trust Fund’s 25 years of experience and expertise in grant-making is recognized as agency’s asset in broadening multi-stakeholder partnerships, especially with the civil society organizations and women’s rights organizations that have proven to be on the forefront of response to survivors of violence during COVID-19 and beyond. Building on the Flagship Programme Initiative (FPI) evaluation, UN-Women is developing a second-generation initiative to further enhance programmatic focus for greater impact and results at scale. The FPI evaluation confirmed that while there were some weaknesses in relation to quality assurance mechanisms,</p>	
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					monitoring and reporting and resource mobilization, Flagship Programme Initiatives were successful as programming structures to guide UN-Women field programmes and were highly successful in embedding a corporate mind-shift towards programmatic approaches and also demonstrated the scalable impact of focused and standard approaches unified by clear theories of change, facilitated by global and regional policy support. The second-generation of programme frameworks that will drive UN-Women’s programmatic focus further that are currently being developed will also address the abovementioned gaps of the FPIs that were identified in the evaluation.	
7.	<i>Takes note</i> with appreciation of UN-Women’s efforts to work collaboratively and strengthen inter-agency cooperation and division of labor in line with the principles of the QCPR, and requests UN-Women to present its contributions in this regard in the Strategic Plan 2018- Decision 2017/2 2021; further requests UN-Women to include in its annual report on the implementation of the Strategic Plan 2018-2021, information on how the individual flagship programme initiatives contribute to the five outcome areas, identify their cooperating partners and indicate the role and contribution of these partners;			SPRED	Annual session, with the first annual report in June.	
9.	<i>Requests</i> UN-Women to take into account lessons learned from the implementation of the Strategic Plan 2014-2017, including tracking of the progress made towards the achievement of expected			PPID	Strategic Plan 2018-2021 was developed based on the lessons and key findings from the implementation of Strategic Plan 2014-2017.	

Legend: **Implemented** **In-progress**

		results, findings and recommendations of corporate and country-level evaluations and audits, in the development of the Strategic Plan 2018-2021;				
10.		Emphasizes the need for UN-Women to continue to improve transparency in the use of resources to achieve programme results and to enhance organizational effectiveness and efficiency and requests UN-Women to present in its future financial planning and reports a higher level of detail on the way regular (core) resources are attributed and used, inter alia with regard to staff costs, programming arrangements, programmatic budget lines, oversight functions, development effectiveness and the special purpose activities budget line;		DMA SPRED Budget	Continual process with DMA and SPRED  Ongoing; continual collaboration involving the Division for Management and Administration and the Strategy, Planning, Resources and Effectiveness Division  Budget/SPU: The attribution of resources is included in the 2022-2025 SP as reflected in the IRRF.	
11.		Recalls decision 2013/2 in which the Executive Board requested UN-Women to recommend adjustments to the approved cost-recovery rates, as required, to be presented at the 2016 annual session of the Executive Board, notes that this process has been delayed and requests UN-Women, together with UNDP, UNFPA and UNICEF, to continue the consultations with Member States with regard to the cost-		DMA; Budget	Report has been submitted to the board and considered, albeit a continuous discussion on cost-recovery rates.	



		recovery policy and to present evidence-based proposals for harmonized cost-recovery policies of UNDP, UNFPA, UN-Women and UNICEF, with adjustments if required, for consideration by the respective Executive Boards no later than their annual sessions in 2018;				
<b>Decision <a href="#">2017/3</a> - Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2016</b>	4.	Reiterates its request to UN-Women contained in decision 2016/3 to enhance the coverage of evaluations, the implementation rate of planned evaluations, financial resources invested in the evaluation function and the submission of management responses to Global Accountability and Tracking of Evaluation system and use evaluation recommendations in its work;		IEO; SPRED (Budget)		
	5.	Requests UN-Women to continue the gender-responsive evaluations of country programmes in order to improve programming at country level;		IEAS		
	7.	Requests UN-Women, in particular the Independent Evaluation Office, to continue leading United Nations system-wide gender-responsive evaluation efforts and innovative partnerships for national evaluation capacity development;		IEAS	Continuous process. (I.e. UN-Women assessments of national evaluation on GE)	

	8.	Requests UN-Women to further advance collaboration and joint evaluation work with other United Nations entities, especially United Nations funds and programmes;		Independent Evaluation and Audit Services (IEAS)		
	9.	Encourages UN-Women in particular the Independent Evaluation Office to continue its efforts to strengthen the quality and process of corporate and decentralized evaluations, while Decision 2017/3 respecting the independence of the Independent Evaluation Office of UN-Women, and to use the evaluations as learning and knowledge management tools to enhance future programmes;		IEAS, PPID	<a href="http://www.unwomen.org/en/executive-board/documents/2018/joint-briefing-on-common-chapter">http://www.unwomen.org/en/executive-board/documents/2018/joint-briefing-on-common-chapter</a>	
Decision <a href="#">2017/4</a> – Report on the internal audit and investigation activities for the period from 1 January to 31 December 2016	2.	<i>Takes note</i> of the inclusion, as requested by Executive Board decision 2016/3, of a list of investigated cases, including information on the cases and UN-Women follow up, and requests UN-Women to continue this practice in its annual reporting on the internal audit and investigation activities;		IEAS	The Annual Report on Internal Audit and Investigation presented to the Executive Board presents this information.	
	5.	<i>Requests</i> UN-Women to present options for the most appropriate model to deliver sufficiently resourced internal auditing, through outsourcing or in-house, including a comprehensive work plan and		DMA	In 2018, the internal audit function was in-housed to UN-Women, as also recognized by the Executive Board.	

Legend: **Implemented** **In-progress**

		budget proposal that sets out the resources required to manage the realization of a full transition to internal audit capacity with increasing audit coverage, the resources needed to establish and sustain the management and administrative infrastructure of the function, and in addition, a determination of the level of audit assurance required, at least four weeks before the second regular session of the Executive Board in 2017;				
	6.	<i>Recalls</i> decision 2016/3 in which the Executive Board noted several areas of recurring weakness, including the high number of audit recommendations that were corporate in nature, appreciates the efforts of UN-Women to address these; urges UN-Women to continue and intensify efforts in this regard, and provide information on the impact of measures taken;		DMA; Audit Coordination	UN-Women implemented all recurring recommendations and corporate recommendations issued in 2016.	
	8.	<i>Encourages</i> UN-Women to consider the Audit Advisory Committee's recommendations.		DMA	UN-Women welcomes the recommendations of the AAW & an overview of actions taken can be found in the UN-Women MR.	

**Second Regular Session 2017**

Legend: **Implemented** **In-progress**

<b>Decision 2017/5 - United Nations Entity and the Empowerment of Gender Equality and the Empowerment of Women, Strategic Plan 2018-2021</b>	2.	<i>Requests</i> UN-Women to implement its Strategic Plan in accordance with the Beijing Declaration and Platform for Action, the Programme of Action of the International Conference on Population and Development and the outcome documents of their reviews, and applicable United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment and the advancement of women, as well as with the 2030 Agenda for Sustainable Development, with the agreement and consent of the host country, taking into account the different national realities, capacities and levels of development and respecting national policy space, while remaining consistent with relevant international rules and commitments;		PPID	Completed. UN-Women implemented the Strategic Plan 2018-2021 taking into consideration these various factors and needs.	
	5.	<i>Requests</i> the Under-Secretary-General/Executive Director to submit to the Executive Board at its annual session in 2018, the final progress report on the implementation of the Strategic Plan, 2014–2017;		PPID	The final progress report on Strategic Plan 2014-2017 was presented to the Executive Board at its annual session in 2018.	
	6.	<i>Requests</i> the Under-Secretary-General/Executive Director to submit to the Executive Board, beginning at		PPID	2018 Executive Director’s Annual Report was presented to the Executive Board during its annual session in 2019 to inform the ExB members of the implementation status of Strategic Plan 2018-2021. This will be continued in 2020, 2021 and 2022.	

Legend: **Implemented** **In-progress**

		its annual session in 2019, an annual progress report on the implementation of the Strategic Plan 2018–2021, and to provide updates at its regular sessions in 2020, 2021 and 2022;				
	7.	<i>Requests</i> the Under-Secretary-General/Executive Director to undertake a midterm review of the UN-Women Strategic Plan 2018–2021 that includes an assessment of results achieved, cost effectiveness, evaluations, and progress made in achieving the vision of the Strategic Plan, taking into account decisions by Member States on the Secretary-General’s proposals responding to General Assembly resolution 71/243, and to present the findings in her annual report to the Executive Board in 2020;		PPID SPRED (SPU)	Update in May 2020: UN-Women conducted the Mid-Term Review of Strategic Plan 2018-2021, and the final key findings and results achieved so far will be presented to the Executive Board in the informal and formal sessions in June 2020. UN-Women organized informal sessions with the Executive Board in October 2019, January and April 2020, in addition to the formal session in February 2020, to keep the Executive Board informed of the status with the Mid-Term Review throughout the process.  The preparation for the Mid-Term Review of Strategic Plan is ongoing and the information session is scheduled in early October 2019 to inform the Executive Board member the plan and timeline of SP MTR.	
<b>Decision <a href="#">2017/6</a> - Integrated budget estimates for the United Nations Entity for Gender Equality and the Empowerment of Women for the biennium 2018-2019</b>	9.	<i>Requests also</i> UN-Women to revert to the original organizational arrangement as to the reporting line of the Human Resources Division as contained in the Integrated Budget estimates of UN-Women for the biennium 2014–2015, and to reflect this change in annex I of the Integrated Budget estimates of UN-Women for the biennium 2018–2019;			Implemented.	

	10.	<i>Requests</i> UN-Women to present for information the concrete steps it will have taken under the consolidated internal audit and evaluation function to ensure appropriate audit coverage, the continued independence of evaluation and oversight, as well as measures taken to ensure effective linkages between audit and the outsourced investigation services, at least four weeks in advance of the first regular session of the Executive Board in 2018;		IEAS IEO/Executive Board Secretariat	Informal briefing held on 1 Feb 2018 where UN-Women presented an update on establishment.	
	11.	<i>Requests</i> UN-Women to provide for information a transitional risk-based audit plan; a multi-year plan for the audit function; and, an internal audit and evaluation charter for UN-Women, at least four weeks in advance of the first regular session of the Executive Board in 2018.		IEAS/IAS	Work plans formulated and approved by the ED; the independent evaluation and audit charter approved by the Executive Board.	
<b>Decision <a href="#">2017/7</a>- Structured Dialogue on Financing: Financing the UN- Women Strategic Plan, 2018-2021</b>	3.	<i>Requests</i> UN-Women to continue to improve its efficiency, effectiveness, transparency and accountability and in this regard to continue to provide information on its programme activities, within the proceedings of the Executive Board;		Strategic Partnership Division/ Programme	Continuous practice.	

Legend: Implemented In-progress

	7.	<i>Calls</i> for resources to be distributed in a timely and predictable manner, to ensure efficient planning for the full implementation of the Strategic Plan 2018–2021, in line with UN-Women’s available resources;		SPRED (Budget) PPID	The 2020 IB and Core Programmable allocation was confirmed in October as part of AWP Guidance to allow enough time for Offices to plan accordingly. The UN-Women Compendium of Financial Partner Contributions 2018, being published in August, provides a comprehensive financial analysis of UN-Women’s 2018 revenue by partner, funding type. It provides an overview of the number of interorganizational arrangements, joint programmes, pooled funds and multi-year commitments and looks at the value of regular resources and quality earmarked resources. The report also speaks to results, effectiveness, transparency and value for money.	
	8.	<i>Requests</i> UN-Women to provide information on the impact of donor-specific agreements on transaction costs and efficiency of UN-Women, as part of the next report of UN-Women on structured dialogue on financing.		Strategic Partnership Division	In response to this request, UN-Women provided information on the impact of donor-specific agreements on transaction costs and efficiency of UN-Women, in the Structured Dialogue on Financing paper ( <a href="#">UNW/2018/6</a> ) presented at the Second Regular Session in September 2018.	
<b>Decision <a href="#">2017/8</a> UN-Women Executive Board field visit</b>	1.	<i>Encourages</i> UN-Women to organize an annual field visit, funded by voluntary contributions, of 5 members of the Executive Board representing each regional group, with priority given to the members of the Bureau and taking into account a rotational principle within each regional group, to a country identified in consultation with the host country and the UN-Women Bureau;		Executive Board Secretariat		
	2.	<i>Encourages</i> UN-Women to find the best arrangements to keep the costs of such field visits as low as possible, covering the cost of four regions, except for the		Executive Board Secretariat		

Legend: **Implemented** **In-progress**

		Western European and Others Group, by encouraging participating Member States, in a position to do so, to cover all or part of their costs, and by proposing visits coordinated with a joint field visit of the Executive Boards of UNDP/UNFPA/ UNOPS, UNICEF, UN-Women and WFP in the same country or neighboring countries and by keeping the length of the visits reasonable.				
<b>Decision <a href="#">2017/9</a> – UN-Women’s Management Response to the Report of the Board of Auditors</b>	6.	<i>Requests</i> UN-Women to present to the Executive Board the more detailed management response to the United Nations Board of Auditors report prepared for its contribution to the “Report of the Secretary General on the Implementation of the recommendations of the Board of Auditors on the financial statements of the United Nations funds and programmes for the financial period ended 31 December 2016”.		DMA; Audit	First Regular Session 12 <sup>th</sup> Feb.	



