

Information Note: Briefing to the Executive Board

Annual Session 2024

“Update on the implementation of General Assembly Resolution 72/279”

Introduction

This information note provides an update on UN-Women’s contribution to the implementation of the General Assembly’s Resolution on the repositioning of the United Nations Development System (UNDS) (A/RES/72/279). This is within the context of the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system (2020 QCPR) (A/RES/75/233) and the review of the functioning of the reinvigorated Resident Coordinator system (A/RES/76/4).

UN-Women continues its efforts to enhance the joint efforts of the UNDS to address the specific needs of women and girls through its triple coordination, normative, and operational mandate. As the second annual report of the UN-Women Executive Director on the implementation of the Strategic Plan 2022-2025 demonstrates, the Entity has expanded and deepened partnerships and enhanced coordination to increase its global reach, driving concrete contributions to gender equality and women's empowerment (GEWE).

The note is informed by the annual report of the UN-Women Executive Director on the implementation of the Strategic Plan 2022-2025 and the results of the first corporate country office survey conducted in 2023 on UNDS repositioning. The information is complemented by information provided in the annexed UNSDG checklist on UNDS repositioning, as per Executive Board’s decision 2023/06 (paragraphs 6). The note covers the period 2023 or latest up to April 2024.

1. Survey of UN-Women country offices

In 2023, UN-Women carried out a corporate country survey on UNDS repositioning to assess perception regarding the implementation of the UNDS reform. The response rate was of 91% (59 out of 65 offices). Offices reported overall positive benefits resulting from the UNDS reform though areas of concern exist. Highlights from reporting offices are summarized below and included in the annexed UNSDG checklist as relevant.

Overall positive benefits from the new independent Resident Coordinator system

Most offices have benefited from the new independent Resident Coordinator (RC) system (83%) and acknowledged that the RC is accountable to UNCT members (82%). Offices reported that their RC supports all three UN-Women mandates in their countries and consider that the RC supports the coordination mandate (85%), the normative mandate (83%), and the operational mandate (75%).

UN-Women has been able to do more in the context of UNDS reform

More than one-half to three quarters of offices reported that there has been an overall increase in the ability of UN-Women to do more, namely: overall increase in the ability of UN-Women to support UNCT-System Wide Action Plan on Gender Equality Scorecard and Gender Equality Marker (76%); support gender mainstreaming in UN’s work (75%); participate in UN joint programmes (68%); join inter-agency thematic results groups (61%); join inter-agency Gender Theme Groups (GTGs) (56%); support gender mainstreaming across national policies and programmes (53%); engage in GEWE normative and policy work (53%).

The Cooperation Framework has been a useful tool to achieve results

Offices consider the UN System Development Cooperation Framework as a useful tool for the achievement of results reflected in the UN-Women's Strategic Plan (2022-2025) under the impact areas of women's economic empowerment (95%); ending violence against women and girls (95%); governance and participation in public life (92%); women, peace and security (82%); and humanitarian action and disaster risk reduction (79%).

Integrated SDG policy support and effective collaboration under the humanitarian-development-peace nexus

67% of offices consider that the UNDS reform has led to more coordinated and integrated SDG policy support to the host government in the area of gender equality and 76% that the humanitarian-development continuum is incorporated into the Cooperation Framework. 89% of relevant offices reported that the RC and Humanitarian Coordinator work together effectively on the nexus and, in countries with a political mission, 92% of offices reported the same view regarding the Special Representative of the Secretary-General and RC.

Access to pooled UN funding though competition for resources remains a challenge at the country level

64% of offices received funding from a Multi Partner Trust Fund and 55% from the Peace Building Fund, 82% of which used it to scale up UN-Women programmes. Competition for resources remains a concern.

Overall efficiency gains and savings have been realized though areas of concern exist

Most offices experienced efficiency gains from Common Business Operations (50 offices, 85%) but these have not led to a decrease in the number of administrative or operations staff. The quality and timeliness of services have generally remained unchanged and transaction costs have not necessarily decreased.

Multi-Country Offices face unique challenges

MCOs highlighted the complexity of implementing the UNDS reforms across their unique diverse geographic and operational contexts.

2. Supporting the consolidation of UN development system reforms

2.1 New Management and Accountability Framework

UN-Women continues to be aligned with the new Management and Accountability Framework (MAF). Updates are provided in the annexed checklist. Regarding the Entity's endeavors to contribute to the operationalization of the MAF Prevention of Sexual Exploitation and Abuse (PSEA) provisions. UN-Women actively engages in regional and country-level PSEA programs and collaborates with inter-agency PSEA networks, under the leadership of RCs and with the support of PSEA Coordinators, and through the UN system-wide working groups on PSEA and sexual harassment.

2.2 Alignment of Country Strategic Notes with United Nations Sustainable Development Cooperation Frameworks

UN-Women offices continue to assist UNCTs in prioritizing gender equality in the Country Common Analysis (CCA) and United Nations System Development Cooperation Frameworks (UNSDCFs), using Country Gender Equality Profiles (CGEP) as a key resource to support integration of gender equality in the CCA/UNSDCF development. During 2023, 5 new CGEPs were developed, adding to 28 since 2018. In a repositioned UN development system, United Nations Sustainable Development Cooperation Frameworks (Cooperation Frameworks) are the primary planning framework at the country level. With UN-Women's support, 80% of UNCTs that developed Cooperation Frameworks in 2023 prioritized gender equality (72% in 2022), including 8 out of 15 having a dedicated gender equality outcome.

2.3 Funding the Resident Coordinator system

UN-Women is up to date with its funding obligations to support the activities of the RC system with the transfer of USD5.2 million in 2022 for the period 2022-2023.

2.4 Inter-agency mobility

The Entity continues to promote the RC function as a career path for its staff, with several active RC members. UN-Women also continues to nominate and add to the RC/Humanitarian Coordinator Talent Pipeline. To date, UN Women is one of the top 5 organizations in terms of representation in the RC Pool. Additional information on contributions to the reinvigorated RC system is provided in the annexed checklist.

2.5 Improved and harmonized business practices and efficiency gains

UN-Women continues to participate in the work of the Business Innovation Group (BIG) and is an active participant in the rollout of Business Operations Strategy (BOS) 2.0. UN-Women co-chairs with UNDP the BOS at regional level in Europe and Central Asia. The Entity participates in the Common Back Office (CBO) roll-out and expects to continue its participation both in the BOS as well as the CBO roll-out where it makes financial sense as a service recipient. The Entity continues to benefit from services offered by larger UN Agencies as part of the establishment of a network of Global Shared Service Centers (GSSCs) and the gradual creation of a marketplace for a set of services with high potential for scaling and thereby greater efficiency gains, as envisaged in the UNDS reform agenda. More information is included in the annexed UNSDG checklist.

2.6 Reporting through UN-INFO

The inter-agency UNCT-Gender Equality Marker (UNCT-GEM) is a UNSDG tool to capture how UNCTs are allocating resources collectively towards GEWE. By 2023, 70% (91) of all UNCTs had applied the UNCT-GEM in their Joint Work Plan, up from 63 UNCTs in 2021 and 43 UNCTs in 2020. In 2023, 41% of UNCTs with a Joint Work Plan in UN-INFO reached or exceeded the target of 70%, this is less than what was reported in 2022 and 2021. An average of 58% of UNCT funding frameworks were dedicated to gender mainstreamed or gender targeted sub-outputs with UNCT-GEM 2 and UNCT-GEM 3, compared to 66% the previous year. This development might be a result of increased focus on quality assurance and the involvement of UN Gender Theme Groups at country level.

3. System-wide support to the 2030 Agenda for Sustainable Development

3.1 Active engagement in the United Nations Sustainable Development Group

UN-Women continued co-chair the UNSDG UN Gender Equality Network (UN GEN) with UNFPA and DCO to enhance the UN system's coherent response to GEWE. The Network provided guidance for the update of UNCT Gender Equality Marker and finalized the review of the updated UNCT-SWAP guidance.

UN-Women continued to support UN entities in their efforts to apply, vet and compile meaningful information on investments in gender equality at all levels, particularly with Secretariat entities. The Entity has continued working with FMOG and the MPTF Office, notably through the implementation of the Joint SDG Fund.

3.2 Support to joint capacity-building initiatives and knowledge management

UN-Women continues to provide technical guidance and capacity development support to UN entities and UN country teams for the implementation of the UN-SWAP, UNCT-SWAP and Gender Equality Markers, through its Coordination Division's technical helpdesks and its network of regional and country offices. The Entity manages the online SWAP reporting platform, providing direct support to 74 UN agencies and to a global network of UNCT-SWAP focal points representing 113 UNCTs. Between June 2023 and February 2024, three global UNCT-SWAP focal point webinars were held on different aspects of the UNCT-SWAP implementation, with the participation of an average of 70 countries, between 13 and 42 UN entities, and approximately 120 participants. These capacity-

building sessions were replicated across the regions. As illustrative examples, UN-Women East and Southern Regional Office held a training on UNCT-SWAP and UNCT-Gender Equality Marker in Mozambique, which was attended by 47 participants from 21 UNCTs. UN-Women Regional Office for Asia and the Pacific held a similar training in Bangkok together with UNFPA’s Regional Office, bringing together 85 participants from 23 UNCTs.

The [Gender Theme Groups: Standards and Procedures](#) were rolled out in 2023 with webinars and training reaching over 300 participants from 21 UN entities worldwide. The global rollout led to the development of a UNSDG Good Practice Compendium to strengthen these gender coordination mechanisms and the functional gender architecture in UN Country Teams to support the mainstreaming of gender equality across UN action at the country level.

In support of the [Secretary-General’s System-wide Strategy on Gender Parity](#), UN-Women provided guidance, advice and technical support related to gender parity to 130 UN entities, departments, and offices, including on their entity-specific implementation plans to reach parity by 2028. UN Women reported on the progress of gender parity, through the [Secretary-General’s Report on the Improvement in the Status of Women in the UN System \(2023\)](#). UN-Women continued to lead and coordinate a system-wide network of 500 Gender Focal Points. UN Women administered the [UN System-wide Dashboard on Gender Parity](#) that consolidates the representation of women and men by entity, grade, staff and non-staff category, duty station including UNCT level, age group, nationality as well as gender of Resident Coordinators. In 2023, UN-Women launched [the UN System-wide Knowledge Hub on Addressing Sexual Harassment](#), the first of its kind to bring together UN system-wide resources, best practices and tools on preventing and addressing sexual harassment in public, with intention to foster transparency towards external stakeholders and the UN System.

In 2023, 50,967 UN personnel enrolled in UN-Women’s flagship *I Know Gender* online course (24,756 via UN-Women’s Training Center Campus and 26,211 through other UN platforms). UN-Women’s Training Center adapted the new module on UNCT-SWAP Gender Equality Scorecard into French and Spanish, in addition to the module on Implementing Gender Equality Markers.

The Entity led, with OHCHR, UNICEF, UNFPA, DCO, and the UN System Staff College, the development of a six-week online moderated course in integrating human rights, gender equality and women’s empowerment and “leave no one behind” in the CCA/UNSDCFs. The course had 72 participants across 40 countries and 19 UN agencies.

4. Delivering results in the United Nations Development System

UN UN-Women is headquartered in New York and is expanding its presence at the regional and country levels. The Entity’s regional architecture currently comprises 6 regional offices and 62 country offices and serves 59 additional countries through UN reform presences (including non-resident forms of programme delivery and coordination for gender equality and women’s empowerment).

4.1 Multi-Country Offices and Small Island Developing States

The UN-Women Fiji Multi Country Office (MCO) covers 14 Pacific Island Countries and Territories (PICTs) with the exception of Papua New Guinea which has its own full-fledged Country Office. The Fiji MCO has presence in 6 PICTs and is in the process of establishing a presence under the UN Micronesia MCO. It aims to advance the operationalization of the MCO recommendations in the Pacific through the Entity’s normative, UN System Coordination and operational work across the 3 UN MCOs (Micronesia, Samoa and Fiji). UN-Women co-chairs a Pacific-wide Gender Theme Group with UNFPA, as well as an expanded Gender Coordination Group together with the Secretariat of the Pacific Community. The UN-Women MCO Caribbean covers the 22 countries and territories of the English and Dutch speaking Caribbean, with staff present in 7 countries, including planning and coordination

Specialists based in Barbados, Guyana, Jamaica and Trinidad and Tobago. UN Women co-chaired the Regional Steering Committee overseeing the coordinated implementation of the UN Multi-Country Sustainable Development Cooperation Framework for the English and Dutch speaking Caribbean.

4.2 Update on the regional review

UN-Women continues to enhance GEWE collaboration in the UN system as part of Regional Collaborative Platforms and their Issue-Based Coalitions (IBCs)¹ and regional Peer Support Groups (PSGs).

In **Africa**, the Entity has reinforced its positioning in Regional Collaborative Platforms bringing together 26 UN entities across the continent, working on the implementation of the 2030 Agenda and the Africa Union’s Agenda 2063. Since 2023, the two UN-Women regional offices are co-conveners of 3 out of 6 IBCs,² and members of 2 other IBCs.³ As lead on GEWE in the PSG/DCO, UN-Women participated in 15 prioritization exercises including training more than 300 Resident Coordinator Office staff.

In **Asia and the Pacific**, UN-Women’s regional office continues to engage in the 3 IBCs⁴, in addition to co-chairing an IBC on *Promoting Human Rights and GEWE*, together with UNFPA and OHCHR. In line with this, UN-Women has continued to co-facilitate both regional and UNCT-level interagency capacity-building sessions/trainings on advancing the guiding principles of Human Rights Based Approaches and GEWE in the development of CCAs and UNSDCF, as well as the full implementation of UN system-wide accountability frameworks on GEWE.

In the **Arab States**, UN-Women co-convened with UNFPA the IBC on Gender Justice and Equality, mobilizing inter-agency collaboration at regional level around women’s economic empowerment and implementation of normative commitments on GEWE. As a member of the PSG, the Entity strengthened gender considerations in the UNSDCF roadmaps for Bahrain and Iraq and supported the regional PSG proposed review of CCA/UNSCDF quality assurance criteria by enhancing alignment with gender coordination accountability standards contained in the UNCT-SWAP Gender Equality Scorecard. As co-chair of the Gender Theme Group (with UNFPA), UN Women led development of innovative tools and analysis to strengthen UNCT capacity to mainstream gender in UNCT processes; including GEM quality assurance, GTG planning GEWE RBM and coordination, and gender mainstreaming in the CCA.

In the **Americas and the Caribbean**, UN-Women continues to contribute to transformative changes for gender equality in the framework of the UN reform, including by maintaining leadership in the regional Gender Theme Group and assuming chairmanship in the new Thematic Group on Populations Left Behind and the Evaluation Working Group. As part of the PSG, UN-Women provided technical support on mainstreaming of gender in the UNSDCF/CCA for Colombia, Paraguay, Haiti, Cuba and Equatorial Guinea.

In **Europe and Central Asia**, UN Agencies and RCs accessed support to counteract the growing “anti-gender” movement in the region in line with international human-rights frameworks and through a unified strategy and joint messaging, produced by the IBC on Gender Equality consisting of 13 UN agencies, co-chaired by UNFPA and UN Women.

¹ Issue-Based Coalitions act as regional task forces to facilitate improved cooperation between different UN agencies and their partners.

² Strengthened Integrated Data and Statistical Systems for Sustainable Development and The Africa We Want; Innovation, Digitalization, Youth and Transforming Education; and Towards Peace, Security, Respect of Human Rights, and Forced Displacement.

³ Ensuring effective and efficient macroeconomic management and accelerated inclusive, economic transformation and diversification; and Fostering Climate Action, Resilience and Food Systems.

⁴ Building Resilience; Inclusive Economic Growth and Recovery, and Raising Ambition on Climate Action.

4.3 Strengthening joint programmatic impact for the SDGs

In 2023 there was a sustained emphasis on UN Joint Programmes with approximately 44% (38% in 2021) focusing on SDG 5 and gender equality.⁵ UN Women's commitment to joint programmes continued, constituting 30% of the Entity's expenditures.

In 2023, the five-year Spotlight Initiative concluded with the Initiative's midterm review affirming that it was a comprehensive, multistakeholder, evidence-based model for ending violence against women. UN-Women assumed the technical coherence agency role in over 70% of the initiative's country and regional programmes, and allocated over \$86 million to predominantly women-led, women's rights or feminist civil society organizations.

4.4 UN gender coordination and accountability

The United Nations Inter-Agency Network on Women and Gender Equality (IANWGE), led by UN-Women, continued to advocate, coordinate, and monitor progress on gender mainstreaming within the UN system. In 2023, the Network initiated the development of a toolkit focusing on an intersectional approach to gender analysis and mainstreaming, slated for release in 2024. At the regional and country level, the Entity continued to lead or co-lead the UN Gender Theme Groups in 98% of the countries where it is present.

The UN-SWAP 2.0 has significantly advanced accountability, coordination and gender mainstreaming across the UN, with 74 UN entities (73 in 2022) reported on their gender mainstreaming performance on the System-wide Action Plan (UN-SWAP 2.0) and 78% of ratings achieving or surpassing requirements in 2023. At the country level, 97 UNCTs reported on the UNCT-SWAP Gender Equality Scorecard (76 in 2022) with 61% of all ratings meeting or exceeding minimum requirements.

4.5 Funding Compact and Structured Dialogue on Financing

UN-Women, with UNICEF, UNDP and UNFPA, conducts structured dialogues within the framework of system-wide funding and collaboration. In 2023, a joint interagency structured funding dialogue on "the core issues about core funding" took place and official structured dialogue reporting was harmonized, including the approach to Funding Compact reporting. UN-Women continued to meet all assessable Funding Compact indicator targets across the eight commitments that required entity-specific reporting.

4.6 System-wide reporting, evaluation and research

UN-Women has been working to support uptake of the UNSDG's Output Indicator Framework by its Country Offices. The requirement is for at least a mandatory minimum of 15 of the 64 "menu" indicators to be incorporated in all Cooperation Frameworks. UN Women Country Offices have been engaging with UNCTs to advocate for adoption of as many of the gender-equality related "menu" indicators. These are then also included in the Strategic Notes of UN Women Country Offices and are helping to drive joint gender-responsive implementation of the SDGs by the UN system and make visible the concrete contributions of various UN agencies.

In 2023, UN-Women participated in 27 joint evaluation initiatives, representing 27% of all evaluations conducted during the year. These included eight Independent System-wide evaluations, including two global SDG evaluation syntheses, and various UNSDCF evaluations across regions.

UN-Women in collaboration with UNDESA continues to produce the "[Annual Progress on the Sustainable Development Goals: The Gender Snapshot Report](#)". The 2023 edition highlighted for the first time the importance of a gender-focused SDG stimulus package to deliver transformational results for women, girls and societies through a collaboration with UNCTAD. The data and insights are facilitated by the strong inter-agency collaboration with partner agencies including ILO, IPU, FAO, UNHCR and UNCTAD. UN-Women supports members of the Inter-Agency and Expert Group on SDG Indicators with SDG global monitoring, including coordinating inter-agency inputs on Goal 5 for the annual SDG Report.

⁵ This does not mean that the Joint Programmes solely focused on gender equality or contributed to SDG 5 only as they usually focus on and contribute to several SDGs.

4.7 Our Common Agenda

UN-Women leads or co-leads on 11 Our Common Agenda (OCA) workstreams central to its mandate. The Entity will utilize its coordination role in existing mechanisms, such as the Secretary-General's Call to Action for Human Rights, to accelerate work on gender equality. Building on two years of research and UN coordinated advocacy on Temporary Special Measures (TSMs) to implement the SG's Call to Action on Human Rights, UN-Women launched the United Nations Gender Quota Portal in 2023, the UN's first global information hub on electoral gender quotas worldwide. Compilation of global comparative information on TSMs and policy advice has informed country-level interventions.

5. Conclusion

UN-Women continues to progress in the implementation of General Assembly Resolution 72/279 on UNDS repositioning. It has utilized its position within the UN system to foster collaborative efforts to advance gender-sensitive policymaking and programming, strengthen its focus on work related to the 2030 Agenda and, enhance the leveraging of the Resident Coordinator system to integrate gender priorities into national developmental frameworks.

In addition, UN Women also conducted a survey to better understand the effect of the UNDS repositioning on the work related to gender equality and the empowerment of women. Its results shed light on both progress and challenges related to the reform. With regards to benefits, the survey results underscored the positive effects of the reformed Resident Coordinator system on accountability and support for UN-Women's triple mandate, highlighted the leveraging of the Cooperation Framework as a pivotal tool to integrate gender equality across UN action at the country level, in thematic areas and in support of national policies and, reinforced the criticality of the new Management and Accountability Framework. Regarding challenges that continue to require further attention, the survey results pointed to competition for resources and the need for continued improvement in business operations efficiency.

Regionally, UN-Women strengthened gender equality through its leadership in various thematic groups and collaborations with other UN entities, as evidenced by systematic capacity-building efforts and the establishment of comprehensive mechanisms and standards for gender mainstreaming across all regions.

In terms of funding and strategic collaborations, UN-Women continued to adhere to its funding obligation to the Resident Coordinator system and actively participated in structured dialogues to enhance funding transparency and effectiveness. It also contributed to system-wide evaluations, reporting and research, supporting and shaping a more gender-inclusive development agenda globally.

Overall, UN-Women's proactive approach in 2023 contributed to advancing gender equality within the UN system and in the context of the 2030 Agenda for Sustainable Development. This trend is expected to continue, manifesting UN Women's unwavering commitment to both accountability for and the systematic mainstreaming of gender equality perspectives into the Cooperation Frameworks and Country Common Analyses. As such, UN repositioning will only strengthen further, complemented also by the entity's focus on evidence-based policymaking, capacity-building initiatives, and the broadening scope of partnerships and collaborative platforms at the country, regional and global level.

Annex 1. UN DEVELOPMENT SYSTEM REFORM – CHECKLIST FOR UNSDG ENTITIES’ GOVERNING BODIES

In response to Member States request in General Assembly resolution 76/4 on the review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement, the Chair of the UN Sustainable Development Group has developed a checklist for the consideration of the governing bodies of the United Nations development system entities, to “facilitate their oversight role, including monitoring alignment and entity adherence to the dual reporting model.” The proposed checklist aims to inform the oversight of the Resident Coordinator system performed by Member States in the General Assembly and the Operational Activities Segment of the Economic and Social Council, including through the Resident Coordinator system results framework currently being finalized, as also requested by Member States in General Assembly resolution 76/4.

The checklist covers the elements of the repositioning of the UN development system, as set out in General Assembly resolution 72/279, and as such, applies to all entities of the UN development system⁶. **For each question, entities are requested to briefly explain how the entity is implementing the requirement, or, if it is not implemented, briefly set out the plans and timeline to do so. If a question does not apply to an entity, the last column offers the space for the entity to elaborate why, and provide any other relevant information relating to the implementation of the specific aspect of the reform.**

⁶ The present document focuses on the implementation of UN development system reform mandates. It is complementary to other oversight tools at the disposal of governing bodies to assess entities’ implementation of their mandates and legal obligations.

A NEW GENERATION OF UN COUNTRY TEAMS	Yes/No /Not Applicable	Please elaborate <i>(Explain how the entity is implementing the requirement, or, if not implemented, plans and timelines to do so; or, provide rationale if deemed non applicable)</i>
<i>Programmes at the country level/Strategies and UN Sustainable Development Cooperation Frameworks⁷</i>		
<ul style="list-style-type: none"> Does your entity have guidance or process in place to ensure implementation of the Management and Accountability Framework (MAF) requirement to “consult with the Resident Coordinator at key stages of entity-specific strategic planning”? If yes, please briefly describe how your entity monitors adherence to this requirement? 	Yes	<p>Our entity has guidance and processes in place to ensure the implementation of the MAF requirement to “consult with the RC at key stages of the entity-specific strategic planning” In line with UNSDCF, each UN-Women Country Office develops Strategic Note. As one of the mandatory supporting documents to Strategic Note, a proof of RC’s endorsement needs to be submitted to UN-Women HQ to facilitate approval of Strategic Note. Submission of RC endorsement is described in the Strategic Note guidance.</p> <p>UN-Women offices surveyed in 2023 provided an overall positive response to the RC providing inputs to their most recent Strategic Note development, and 78% of all offices either agreed or strongly agreed that the RC provided inputs to the office’s latest Strategic Note development</p>
<ul style="list-style-type: none"> Does your entity’s guidance or processes require that your country-level development activities/engagement derives from the Cooperation Framework, and, as a result, that it is developed after, or in parallel with Cooperation Framework priorities and outcomes that have been agreed with Government? 	Yes	<p>UN-Women offices surveyed in 2023 provided positive feedback on the usefulness of the Cooperation Framework in their countries as a tool for achieving results reflected in UN-Women’s Strategic Plan (2022-2025) regarding impact areas as follows: ending violence against women (95%), supporting women’s economic empowerment (95%), governance and participation in public life (92%), women peace and security (82%), and humanitarian action and disaster risk reduction (79%).</p> <p>As specified in the guidance and in the UN-Women’s planning, monitoring and reporting policy, Strategic Notes of UN-Women Country Offices needs to be developed after the</p>

⁷ Source: Management and Accountability Framework and UN Sustainable Development Cooperation Framework guidance.

		Cooperation Framework since UN-Women needs to take relevant outcomes of Cooperation Framework verbatim as outcomes of Strategic Notes.
<ul style="list-style-type: none"> Does your entity provide the governing body with the opportunity to review the derivation of country programmes from the Cooperation Frameworks? 	N/A	
<ul style="list-style-type: none"> Are all the development activities of your entity at the country level captured in the Joint Workplan of the Cooperation Framework? 	No	More than half of the UN-Women offices surveyed in 2023 reported that 51% or more of UN-Women's work at the country level is captured in the Joint Work-plan in the current/latest Cooperation Framework.
<i>UN Country Team Configuration⁸⁹</i>		
<ul style="list-style-type: none"> What proportion of your entities' country offices have engaged in a country configuration exercise in line with the agreed Cooperation Framework, in accordance with national development policies, plans, priorities and needs and in consultation with the host government? 	81% of offices surveyed in 2023	39 country offices including the Pacific Sub-Region MCO.
<ul style="list-style-type: none"> In how many countries did this exercise lead to a change in your business models, country-level footprint and/or programming? 	30% of offices surveyed in 2023	13 country offices.
<ul style="list-style-type: none"> In how many countries did this exercise lead to an increase in the relative share of policy advice 	43% of offices	18 country offices.

⁸ Source: UN Sustainable Development Cooperation Framework Guidance.

⁹ UNHCR's contribution is without prejudice to the responsibilities conferred on it by the General Assembly, including those outlined in the Statute of the Office and relevant legal instruments such as the international refugee and statelessness conventions.

vis-à-vis project implementation, including large-scale procurement support?	surveyed in 2023	
<i>Multi-Country Office Review¹⁰</i>		
• Has your entity reviewed and adjusted its programme responses and resource allocations in support of the priorities of Small Island Developing States ?	Yes	UN-Women through the Strategic Note process reviews and recalibrates its country presence according to country needs, in line with the Cooperation Framework, and adjusts its resource allocation accordingly, including in SIDS.
• In response to the Multi-Country Office review, has your entity taken concrete steps to review the appropriateness of expertise and organizational arrangements in MCO settings , where required?	Yes	Same as above.
<i>Efficiencies¹¹</i>		
• What % of your entity's country offices participate in the country's Business Operations Strategy (BOS) ?	80%	

¹⁰ Source: UN General Assembly resolution 74/297.

¹¹ Source: UN General Assembly Resolution 72/279 and UN General Assembly Resolution 76/4.

<ul style="list-style-type: none"> • Has your entity put in place a process to track efficiency gains, achieved individually, as well as jointly with other UN entities? • If yes, does the process use the agreed UNSDG common methodology for measuring the impact of efficiency initiatives? 	No	UN-Women does not have a separate tracking process but uses the DCO-led BOS platform along with other Agencies to track efficiency gains.
<ul style="list-style-type: none"> • Does your entity report annually to its governing body on (a) entity-specific efficiency gains and (b) contributions to system-wide efficiency gains? 	Yes	UN-Women reports annually on entity-specific efficiency gains, but not to system-wide efficiency gains.
<ul style="list-style-type: none"> • What % of your entity's premises are common premises? 	80%	
<ul style="list-style-type: none"> • What % of your entity's country offices participate in a Common Back Office? 		Common Back Offices are currently getting under way. UN-Women intends to partake in the first 6 Common Back Offices identified. UN-Women intends to do a cost-benefit analysis to better understand the costs related with participation in Common Back Offices.

<ul style="list-style-type: none"> Does your organization provide services to other entities through Global Shared Services? Does your organization obtain services through another entity's Global Shared Service Centers or through other global shared means? To what extent have you had to front load investment in order to support joint efficiency gains? 	<p>No</p> <p>Yes</p>	<p>UN-Women does not provide services to other entities through Global Shared Services. UN-Women is a recipient of services.</p> <p>UN-Women is already benefitting from services by other Agencies at a global level by having UNDP manage UN-Women's payroll, Treasury and the new ERP system Quantum as well as OIOS manage UN-Women's investigation function. Depending on the financial viability, UN-Women is committed to further reviewing towards enhancing its use of outsourced services including services from the GSSCs (Global Shared Services). UN-Women also often benefits from the UN Fleet booking system and UN Web Buy at the country level.</p> <p>UN-Women has in in some cases in the past had to front load investments, for example, under the "old" BOS it was more costly for UN-Women, as UN-Women had to retain staff because some services were still required to be performed by UN-Women.</p>
REINVIGORATING THE ROLE OF THE RC SYSTEM¹²	Yes/No	Please elaborate
<ul style="list-style-type: none"> Has the job description of your entity country representatives been revised as appropriate, following the reform, to: <ul style="list-style-type: none"> (a) Recognize the role and responsibility of the Resident Coordinator? (b) Reflect their accountability to the Resident Coordinator for their contribution to agreed results as defined in the Cooperation Framework and other inter-agency development agreements? (c) Reflect the responsibility for active engagement in UNCT? 	Yes	<p>Yes to (a), (b) and (c). UN-Women continues to be aligned with the new Management and Accountability Framework (MAF). The Performance Management approach is reflected in the job description of its Country Representatives who share their performance goal related to their United Nations Country Team (UNCT) work at the beginning of the year with their respective RC. The Regional Director seeks feedback on the performance on this goal from the RC at the end of the year. The generic, classified Country Representative Job Description includes the following language:</p> <p>Provide support to the Resident Coordination and serve as a member of UN Country Team</p> <ul style="list-style-type: none"> Serve as member of the UN Country Team (UNCT) under the strategic guidance and coordination of the UN Resident Coordinator (RC)/Humanitarian Coordinator (HC), collaborate on and lead as

¹² Source: Management and Accountability Framework.

		<p>needed UNCT programming and advocacy to ensure gender equality and women’s empowerment issues are fully integrated into UN programming processes, including the Common Country Assessment (CCA) and United Nations Sustainable Development Cooperation Framework (UNSDCF) planning, budgeting, resource mobilization, implementation, monitoring and evaluation through UN results groups and respective joint workplans, and in an enhanced response to national partners.</p> <ul style="list-style-type: none"> • Partner with RC and UN system partners to strengthen UN system interagency coherence, collaboration, planning, cooperation, and harmonization of programming, advocacy, common services, and operations; Facilitate joint programming and promote UN competencies to advance gender equality and women’s human rights; report to the UN RC on these issues as required. • Actively engage in regular UNCT consultations and decision-making processes. • Actively engage in and contribute to UNCT strategic communications that advance UN system efforts and collective results to promote Agenda 2030, including for national goals and priorities for sustainable development to generate positive public support and ownership. • Ensure UN-Women’s active participation in UN system thematic and other working groups to establish effective networks and keep abreast of ongoing debates and thinking on development. • Ensure organizational position, interests and priorities are fully considered and integrated in the UNSDCF development planning and agenda/priority setting for the achievement of the Sustainable Development Goals. • Ensure enhanced accountability of the UNCT on gender mainstreaming and works for with the RC and on the implement the UNCT SWAP Gender Equality Scorecard. • Participate in RC and UNCT members’ performance appraisal, as requested.
<ul style="list-style-type: none"> • Does your entity ensure that RCs have an opportunity to provide specific input to your entity’s regional directors on the skillsets and leadership profile that would be relevant in a given country context ahead of the selection and deployment of new country representatives? • If yes, please briefly describe how your entity monitors adherence to this requirement? 	Yes	<p>As far as possible, we seek inputs from the RC on UN-Women’s Representative positions. While not required, we encourage RCs to be part of assessment(s).</p>

<ul style="list-style-type: none"> Does the performance assessment system of your entity’s country representatives: <ul style="list-style-type: none"> (a) Embed characteristics of the UN leadership framework? (b) Have at least one key result area linked to contribution to collective UNCT results? 	<p>No (a) Yes (b)</p>	<p>The Performance Management Document template does not embed characteristics of the UN leadership framework, however in 2022, UN-Women embarked on a global 360 feedback exercise based on UN-Women’s leadership charter and the UN System leadership framework. A specific UNCT Responsibilities KPI has been developed and Representatives are encouraged to use it in their yearly performance documents.</p>
<p>1. In what % of countries has the RC provided input into the performance review of your entity representative?</p>		<p>UN-Women does not access to relevant information to conduct this calculation.</p>
<p>2. In what % of countries do your country representatives inform the performance assessment of Resident Coordinators by providing feedback on RC behaviors against the RC leadership profile?</p>	<p>83% of surveyed offices in 2023</p>	<p>Country Representatives are reminded each year to contribute to this exercise.</p>
<p>3. REVAMPING THE REGIONAL APPROACH¹³</p>	<p>Yes/No</p>	<p>Please elaborate</p>
<ul style="list-style-type: none"> Does your entity have guidance or a process in place to ensure your participation in RCP initiatives to allow countries and UNCTs to easily identify and access the expertise, experts, available assets, policy and strategy work, seated in a region in a unified system? Does your entity have guidance or a process in place to encourage the entity’s active engagement in regional rosters of experts? 	<p>No</p>	
<ul style="list-style-type: none"> Do your entity Regional Directors / Executive Secretaries of the Regional Commissions, as members of the Regional Collaborative Platforms 	<p>No</p>	

¹³ Source: Management and Accountability Framework.

<p>(RCPs), include in their individual performance compacts:</p> <p>(a) their role in ensuring implementation of the Management and Accountability Framework at the regional and country level</p> <p>(b) their responsibility in supporting UNCT members to drive joint results at the country level in line with the Cooperation Framework and other inter-agency agreements</p>		
<ul style="list-style-type: none"> Do your Regional Directors or equivalent representatives of entities that comprise the UNCT contribute to the performance appraisal of the RCs? 	<p>Generally, yes, when requested</p>	<p>89% of UN-Women surveyed country offices in 2023 confirmed having informed the performance assessment of the RC in their country by providing feedback on RC behavior against the RC leadership profile.</p>
<p>STRATEGIC DIRECTION, OVERSIGHT AND ACCOUNTABILITY FOR SYSTEM WIDE RESULTS⁸</p>	<p>Yes/No</p>	<p>Please elaborate</p>
<p><i>Strategic Plans</i></p>		
<ul style="list-style-type: none"> Do your entity's strategic planning documents set out how the entity is working as part of the repositioned UN development system at the global, regional and country level? 	<p>Yes</p>	<p>UN-Women Strategic Plan 2022-2025 has dedicated outputs and indicators in the Development and Organizational Results Frameworks to track the work under the different streams of UNDS reform. Strategic Notes of Regional Offices and Strategic Notes of Country Offices provide such information at the regional and country levels linking to the dedicated outcome and outputs of Strategic Plan.</p>
<ul style="list-style-type: none"> Does your entity systematically communicate to all staff and representatives the new working methods needed in line with the reform of the UN development system? If yes, please provide details in the comments section. 	<p>Yes</p>	<p>Regular communications to all staff.</p>

<i>Results Reporting</i>		
<ul style="list-style-type: none"> Does your entity systematically contribute to the annual UN Country Results Report on the implementation of the Cooperation Framework? 	Yes	95% of UN-Women country offices surveyed in 2023 responded positively.
<ul style="list-style-type: none"> Does your entity ensure the systematic reporting of its results at the country level on the system-wide UN INFO platform? 	Yes	88% of UN-Women country offices surveyed in 2023 responded positively.
FUNDING THE RC SYSTEM AND DELIVERING ON FUNDING COMPACT COMMITMENTS¹⁴	Yes/No	Please elaborate
<i>Special Purpose Trust Fund for the RC System</i>		
<ul style="list-style-type: none"> Does your entity adhere to the UNSDG guidance on the 1% levy? Do the amounts contributed by your entity as part of the 1% levy tally with the last available CEB estimates (also published as a funding annex at the ECOSOC OAS annually) of overall tightly earmarked contributions? If no, how do you explain the difference and what steps within the entity's remit have been taken to reduce the gap? 	Yes Yes N/A	

¹⁴ Source: General Assembly resolution 72/279, 76/4 and Funding Compact.

<i>Funding Compact</i>		
<ul style="list-style-type: none"> Does your entity hold a structured dialogue with its governing body on how to finance the development results in the current strategic planning cycle? 	Yes	As part of the second regular Executive Board’s session every year.
<ul style="list-style-type: none"> Does your entity report on its implementation of relevant entity and Member States Funding Compact commitments to its governing body? 	Yes	In the Executive Director’s annual report.
<ul style="list-style-type: none"> Recognizing the respective responsibilities of RCs and UNCTs in that regard¹⁵ do your entity’s have guidance or a process in place for your country representatives to work with the RC to promote a coherent approach to funding as per the principles, objectives and commitments of the Funding Compact (in particular, flexible and strategic-level funding and funding that supports and facilitates common results and joint activities? What % of your entity’s programming expenditures consists of Joint Programmes¹⁶? 	No 30% in 2023	
<ul style="list-style-type: none"> Does your entity have guidance or processes and instruments in place to facilitate use of relevant global pooled funding mechanisms (e.g., Joint SDG Fund, Spotlight Initiative, Peacebuilding Fund) by country representatives? 	Yes	In 2022-2023, UN-Women organized a series of webinars on peacebuilding programming for country offices, building their capacity on gender-responsive conflict analysis, programme development, monitoring and reporting.

¹⁵ Source: Management and Accountability Framework.

¹⁶ As set out in the Joint Programme Guidance, "joint activities" referred to in the Funding Compact should be understood as Joint Programmes.