

Background Note: Briefing to the Executive Board Annual Session 2025 “Update on the implementation efforts on the repositioning of the United Nations development system”

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](#)), within the context of the quadrennial comprehensive policy review (QCPR) 2020 of operational activities for the development of the United Nations system ([A/RES/75/233](#)) and the QCPR 2024 ([A/RES/79/226](#)), as well as the review of the functioning of the reinvigorated Resident Coordinator (RC) system ([A/RES/76/4](#)).

UN-Women continues to strengthen the collective efforts of the UNDS to deliver on gender equality and address the empowerment and rights of women and girls, in line with its triple coordination, normative, and operational mandate. As highlighted in the third annual report of the UN-Women Executive Director on the implementation of the Strategic Plan 2022–2025, the Entity has expanded and deepened its partnerships and enhanced coordination, thus extending its global impact and advancing tangible progress that benefit women, girls and societies at large. The note is complemented by the annexed UNSDG checklist on the repositioning of the UNDS, in accordance with Executive Board decision 2023/6 (paragraph 6) and covers the period from 2024 and up to April 2025 as relevant.

1. Supporting the consolidation of UN development system reforms

1.1 The Management and Accountability Framework

The UN Development System and the enhanced Resident Coordinator system are critical to delivering on gender equality and the empowerment of women and girls (GEWE) ([A/RES/75/233](#), paragraph 12). UN-Women continues to be strongly aligned with the Management and Accountability Framework (MAF) (see details in the annexed checklist) in terms of its national and/or regional leadership, acknowledging and reinforcing the role of the UN Resident Coordinators (RC), from planning, implementation and resource mobilization of the United Nations Sustainable Development Cooperation Framework (CF) to communication around sensitive issues and high-level dialogue with the government. This allows an integrated and clear implementation of the MAF in support of the CF. At the regional level, colleagues engage in the regional Collaborative Platforms and Issue-Based Collaboration in support of the RCs and UNCTs. They also maintain regular dialogue with RCs in their region, sharing information and updates about upcoming missions or interventions. At the global level, UN-Women’s Executive Director and Deputy Executive Directors engage in key interagency spaces like the Executive Committee, helping shape UN accountability and bringing a gender lens to risk discussions, including in humanitarian settings where decision making and operations are often male dominated.

Regarding the Entity’s efforts to support the implementation of the MAF as a critical provision on the Prevention of Sexual Exploitation and Abuse (PSEA), UN-Women actively engages in PSEA programming at global, regional and country levels. UN-Women Country Representatives support RCs within the United Nations Country Teams (UNCTs) in the development and implementation of country-level PSEA strategies. UN-Women PSEA Focal Points participate in in-country inter-agency PSEA networks, under the leadership of RCs and with the support of PSEA Coordinators, thereby contributing to the operationalization of the country PSEA Action Plan. UN-Women takes part in UN system-wide working groups on PSEA and remains an active member of the UN Executive Group to Prevent and Respond to Sexual Harassment.

1.2 Country level strategic planning and UN Sustainable Development Cooperation Frameworks

UN-Women’s country level strategic planning continues to reflect a robust commitment to coherence with national

priorities under the umbrella of the Cooperation Framework per General Assembly resolution A/RES/72/279, the QCPR, and the MAF (see details in the annexed checklist). In 2024, UN-Women finalized four new country programme strategic notes,¹ fully aligned with the respective UN Cooperation Framework and with previous clearance of the UN Resident Coordinator.

In addition, the Entity has institutionalized a strategic dialogue process within its internal strategic note development processes to further reinforce alignment with and integration of gender equality across UN system planning processes. In particular, the entity's internal approval process entails precise alignment with the UN Cooperation Framework and its derivation from it. This ensures a more institutional and upstream alignment of UN-Women's country programmes with the UN Cooperation Framework. At the same time, under its coordination mandate, UN-Women provides strategic leadership and guidance to system-wide efforts to prioritize GEWE in the UN Cooperation Frameworks, through its leadership of Gender Theme Groups and the implementation of accountability frameworks such as the UNCT SWAP Gender Scorecard and UNCT Gender Equality Marker. This process strengthens the embedding of gender equality across standard country analyses, joint planning, and implementation efforts. It also enhances collective UN System accountability mechanisms and bolsters cross-sectoral integration of gender equality within broader sustainable development efforts. In 2024, 50% of UNCTs with a new CF integrated GEWE across the CF, and 40% included a GEWE outcome in the CF.²

1.3 Improved and harmonized business practices and efficiency gains

As a resource-constrained, field-based organization, UN-Women aims to achieve greater efficiency and better business practices. The UNDS reforms have strengthened the Entity's commitment to harmonizing business operations and lowering transaction costs (see further information in the annexed checklist). The Entity is actively engaged in multiple interagency business mechanisms, working to incorporate a gender perspective in business practices such as in procurement and human resources.

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

2.1 Active engagement in the United Nations Sustainable Development Group

UN-Women was established under the same General Assembly resolution ([A/RES/64/289](#)) that set to strengthen the UN system for enhanced system-wide coherence and shares that commitment to harmonization and coordination to bring about changes in the lives of women, men, boys, and girls. It participates in the UN Sustainable Development Group (UNSDG) with its triple mandate, focusing on ensuring the UN system delivers on gender equality and women's empowerment through operations, normative, and coordination roles. In this regard, it plays the role of *leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women*" ([A/RES/64/289](#), paragraph 53). It actively participates in all the various coordination spaces and themes of the UNSDG, providing expertise and coordinating with the UN Development Coordination Office (UNDCO) and the entities, ensuring coordination and alignment.

2.2 Supporting joint capacity-building initiatives and knowledge management

The Entity continues to provide technical support, lead gender equality system-wide capacity development and knowledge management and set norms and standards across the UN system. Under the UN-Women's Training Center Campus, 74,195 UN personnel have enrolled in UN-Women's [I Know Gender](#) online course. The Entity led

¹ Colombia, Ukraine, Democratic Republic of Congo and Sierra Leone.

² As per indicator 1.4.16 monitored under the QCPR ([A/RES/75/233](#)).

the interagency development and dissemination of the [UNSDG Gender Theme Group Good Practice Compendium](#) to complement the [Gender Theme Groups: Standards and Procedures](#) and support gender equality mainstreaming across UNCTs. The compendium features good practices to enhance the effectiveness, impact, and coordination of Gender Theme Groups (GTGs) currently active in over 100 UNCTs globally.

UN-Women has played a leading role in coordinating, alongside OHCHR, UNICEF, UNFPA, ILO, DCO, and the UN System Staff College, an [online moderated course](#) for UN staff on how to integrate the guiding principles of gender equality, a human rights-based approach, and the commitment to “leave no one behind” in the full cycle of the UN Common Country Assessments and Cooperation Frameworks. In 2024, the course was offered for the second year, with 157 UN staff from 52 countries representing 21 UN agencies participating.

As the secretariat of the [Secretary-General’s System-wide Strategy on Gender Parity](#), UN-Women provided guidance, advice, and technical support regarding the implementation of the strategy to 140 UN entities, departments, and offices, including their entity-specific implementation plans to achieve parity by 2028. To ensure that working environments remain inclusive and respectful of diverse personnel, UN-Women continues to support the implementation of the [Field-specific Enabling Environment Guidelines](#) by leading and coordinating a system-wide network of over 600 Gender Focal Points and offering 30 capacity-building sessions annually.

Through its intersectional and gender advocacy, UN-Women enhanced [the UN System-wide Knowledge Hub on Addressing Sexual Harassment](#) by making it more accessible for individuals with disabilities and translating the Hub into all six official UN languages. This Hub consolidates UN system-wide resources, best practices, and tools for preventing and addressing sexual harassment, making it publicly accessible to key stakeholders such as UN Member States and representatives from civil society. As the first of its kind, the Hub aims to promote transparency to external stakeholders and the UN System. It averages over 6000 clicks per month. Under its coordination mandate, leading and coordinating the UN system to deliver on gender equality, and through collaboration with the Office of the Controller and other UN Secretariat departments, UN-Women and partners launched an e-learning platform on gender mainstreaming and the GEM. As a result, 8,450 Secretariat personnel completed this training in 2024. Additionally, 3,794 projects in Umoja applied the GEM.

UN-Women’s stewardship of the Interagency Network on Women and Gender Equality (IANWGE) continued to enhance thought leadership in gender mainstreaming. Under the direction of the IANWGE Working Group on Beijing+30/CSW 69, co-chaired by UNRISD, WHO, and UN-Women, the Network published the compendium [“30 Years After Beijing: Promising Practices on Gender Mainstreaming in Support of the Beijing Platform for Action’s 12 Critical Areas of Concern,”](#) showcasing 54 promising practices from 24 UN entities.

2.3 Strengthening joint programmatic impact for the SDGs

As an operational entity, UN-Women continues to leverage Joint Programmes and inter-agency pooled funds to guide and strengthen the UN system’s delivery on gender equality and the achievement of the SDGs. Inter-agency joint programming and pooled funds are a strategic financial tool to promote collaboration across the UN system and align interagency work around GEWE action. By utilizing combined resources, these funds enhance efficiency, align efforts with common priorities, and advance more effective, gender-sensitive programmes. In addition, the inclusion of the Gender Equality Marker (GEM) in pooled funding mechanisms elevates accountability, allowing for clearer evaluation of financial commitments to gender equality and enhancing collaborative initiatives to address resource shortages. In 2024, 77% of Multi-Partner Trust Funds (MPTFs) and Joint Programmes utilized GEM, thereby increasing transparency and accountability. Significantly, 47% of MPTFs and 45% of Joint Programmes earmarked at least 15% of their resources for initiatives focused on gender equality. To further embed gender-responsive financing, the UNSDG Fiduciary Management and Oversight Group (FMOG) enhanced GEM implementation by issuing mandatory guidance in September 2024 under UN-Women’s leadership.

UN-Women's administration of the **UN Trust Fund to End Violence against Women** continues to exemplify effective inter-agency collaboration and responsive grant-making on gender equality within the UN system. As the only global multilateral grant-making mechanism dedicated exclusively to ending violence against women and girls, the Fund is administered by UN-Women and governed by a Programme Advisory Committee composed of UN entities, civil society, and technical experts. UN-Women's stewardship of the Fund also advances key priorities of the Funding Compact and system-wide financing coherence. The Fund continues to expand core, flexible, and long-term funding to women's rights organizations, aligned with localization and resilience objectives.

The **Women Peace and Humanitarian Fund (WPHF)**, a Multi-Partner Trust Fund established in 2016 with its Secretariat based at UN-Women, has proven to be an innovative force as the only global funding mechanism that prioritizes the support of grassroots women's civil society organizations working in conflict and humanitarian settings. The Fund has raised over USD200 million since its establishment and the majority of its funding is transferred to UN managing entities to engage with local, primarily women-led civil society organizations.

Established in 2019 and hosted by UN-Women, the **Elsie Initiative Fund for Uniformed Women in Peace Operations (EIF)** draws on UN-Women's recognized expertise and leadership on gender equality, peace and security to support national security institutions and UN peace operations in identifying and addressing barriers to women's meaningful deployment in UN peacekeeping. Since its inception, the EIF has raised nearly US\$41 million, including an initial catalytic contribution from Canada, and has funded 21 projects across 22 security institutions in 14 countries and two UN peace operations.

Building on its achievements, the **Spotlight Initiative** continued to amplify global efforts to end violence against women and girls throughout 2024 by securing a financial pipeline of USD 100 million to date and laying the foundation to scale comprehensive EAWG programming within the UN system and beyond through the launch of a [Compendium of Innovative and Good Practices and Lessons Learned](#). UN-Women supports Spotlight 2.0 by playing a leadership role at the management level, with the Executive Director serving as the vice-chair of the Advisory Board, and at the technical level by supporting the finalization of five regional and country programs, of which UN-Women will implement 25% of the total budget.

In 2024, **Generation Equality** significantly advanced the UN reform agenda through inclusive multi-stakeholder partnerships, robust accountability, and gender-focused policy integration. Over 3,500 new or expanded partnerships were formed, with strong participation from civil society and governments across local, regional, and global levels. Initiatives like Kenya's #MyDearBody campaign and Germany's \$3.7 billion pledge to the Global Alliance for Care exemplified the initiative's reach. The initiative also strengthened transparency and results-based monitoring, with 71% of commitments reported and \$1.5 billion spent in 2023 alone. These efforts supported over 12,000 new or scaled-up policies and programs, reaching nearly 25 million women and girls.

Under the Six Transitions, the investment pathways to deliver the SDGs, the Gender Equality Marker was applied to 107 Joint Programmes, focusing on Digital Transformation, Food Systems, the Global Accelerator on Jobs and Social Protection, and Localization. UN-Women provided guidance and technical assistance for the quality review of the proposals and applying the GEM. This enhanced the gender responsiveness of the joint programme proposals and secured financing for gender-related actions.

2.4. Implementing the reform at the regional and country level

UN-Women is headquartered in New York, and in 2025, the Entity started expanding its HQ presence across its new hubs of Nairobi and Bonn. The Entity's regional architecture currently comprises **six regional offices and 62 country offices and serves 59 additional countries** through UN reform presences.³

³ Including non-resident forms of programme delivery and coordination for gender equality and women's empowerment.

At the **county level**, where UN-Women is present, the representation of the entity and its programming is fully integrated and aligned with the rest of the UNCTs under the RC's leadership and in support of it. In addition to representing the Entity and its country programming, the coordination offer involves supporting the RCs and UNCTs in integrating gender equality and increasing accountability. This is achieved by leading the Gender Theme Groups and enhancing the gender responsiveness and accountability of UN Cooperation Frameworks in alignment with the normative agenda on GEWE. At the same time, it facilitates meaningful engagement with civil society and women's organizations, particularly those that are women-led and include women's human rights defenders, throughout the programming cycle, its implementation, and monitoring, among other areas. In 14 countries, UN-Women provides a gender advisor to the RC and UNCTs focused on enhancing delivery on gender equality and integration in the programming cycle, accountability frameworks, dialogue with women's organizations, and women's human rights defenders.

Through its **regional offices**, UN-Women provided targeted technical support, quality assurance, and capacity-building worldwide in 2024 to strengthen the integration of gender equality in the CCAs/CFs and the implementation of accountability tools such as the UNCT-SWAP and UNCT-GEM, as part of the regional gender Issue-Based Coalitions (IBC) and regional Peer Support Groups (PSG). In **West and Central Africa**, its involvement in 18 CCA/CF reviews impacted 24 UNCTs, increasing full UNCT-SWAP submissions from 60% to 79%. In **East and Southern Africa**, the capacity for gender mainstreaming among 24 UNCTs was enhanced through a training programme, and six countries received tailored support on gender integration and scorecard implementation. Six UNCTs in the **Arab States region**, covering the Middle East and North Africa, benefited from targeted GEWE training or technical assistance. In **Asia and the Pacific**, seven UNCTs received advisory and quality support through interagency mechanisms, including training on rights-based and inclusive approaches. In **Europe and Central Asia**, over 220 UN staff were trained, and 12 CFs were reviewed for GEWE alignment. In **Latin America and the Caribbean**, the Entity provided dedicated support to seven UNCTs and trained nearly 800 personnel on gender mainstreaming and accountability frameworks.

Further system-wide regional support for Member States included backing for the Beijing+30 review across regions, coordinated with the Regional Economic Commissions. In West and Central Africa, the Entity supported the region's articulation of Beijing+30 in relation to the African Union's Convention on EVAW and engaged with ECOWAS, the African Union, ECCAS, UNOWAS, and other stakeholders in the Sahel to reinforce the integration of gender into regional peace, security, and humanitarian efforts. In East and Southern Africa, UN-Women's regional office partnered with UNON to conduct a Status of Women survey for UN offices based in Nairobi. In the Arab States, UN-Women continued to co-convene the IBC on Gender Equality, focusing in 2024 on the care economy, leveraging increased commitment from Member States to address this issue, informed by programmatic investments from UN-Women, ILO, and key national stakeholders. Building on this momentum, the care economy in the Arab States region is emerging as a promising policy entry point, with public discourse in the region that reflects an increased awareness on the importance of redistributing the unpaid care work through higher involvement of men, the states and private sector. Thanks to UN-Women's advocacy work, longer and more meaningful paternity leave provisions have been established in five Arab countries in the last years -namely Morocco, Egypt, Palestine, Tunisia and Oman, contributing to shift discriminatory gender norms and challenge traditional expectations around unpaid care work. This momentum is helping to create a more enabling environment for gender equality and women's empowerment, and particularly for women's access to paid employment. Eleven UN entities collaborated with the Government of Morocco, the League of Arab States, and other UN Member States and partners to organize the First International Conference on Care Economy and Social Protection in Rabat in June 2024, featuring more than 400 representatives from governments, UN agencies, the private sector, CSOs, academia, and IFIs. In Asia-Pacific, UN-Women's regional office participated in five IBCs, including the IBC on Promoting Human Rights, Gender Equality, Women's Empowerment, and Disability Inclusion, co-chaired with UNFPA and OHCHR. Through the IBC, the entity co-facilitated the engagement of the Regional Collaborative Platform (RCP) in the Beijing+30 process, including through sub-regional multi-stakeholder initiatives, a regional synthesis report on national review reports, and a High-Ministerial regional review conference under the leadership

of ESCAP. In Europe and Central Asia, as co-chairs of the IBC, UN-Women and UNFPA collaborated with DCO to design an innovative regional joint programme on SDG 5 data—approved by the Joint SDG Fund in late 2024—and updated the RCP on developments and trends related to gender equality and SDG 5. In Latin America and the Caribbean, the regional GTG led the first Regional Gender Equality Profile with 15 UN partners, an evidence-based tool guiding policy, planning, and advocacy. It also updated a key report countering anti-gender narratives, equipping UN teams to promote inclusive, rights-based approaches and messaging. To raise awareness, UN-Women, through this interagency group, coordinated two major regional advocacy campaigns that mobilized public support and reinforced the call for stronger policies, investments, and protections to advance gender equality across the region.

2.5 Multi-Country Offices and Small Island Developing States

The UN-Women **MCO Caribbean** encompasses 22 countries and territories of the English and Dutch-speaking Caribbean, with staff present in seven countries. The entity co-chairs the Regional Steering Committee that oversees the coordinated implementation of the UN Multi-Country CF for the English and Dutch-speaking Caribbean, as well as the development of a new one currently underway. This provides a strong basis for effective engagement with UN programming frameworks and implementation modalities, as well as leading involvement with national women’s machineries and women’s organizations. A sub-regional GTG was established under the guidance of the RC in Barbados and the Eastern Caribbean to enhance gender coordination across the UN system. This group was created as a direct follow-up to the UNCT-SWAP, aiming to address identified gaps and build on existing strengths. Co-led by UN-Women, it supports the implementation of the current and upcoming CFs and serves as a platform for joint planning, technical support, and advocacy on gender equality.

The UN-Women **Fiji MCO** covers 14 Pacific Island Countries and Territories and maintains a fully operational country office in Papua New Guinea. The MCO is present in 6 UNCTs, actively participating in the UN Cooperation Frameworks while coordinating with the RC and the rest of the UN system. Simultaneously, it is working to establish a presence under the UN Micronesia MCO. For its coordination mandate, UN-Women co-chairs a Pacific-wide GTG with UNFPA and an expanded Gender Coordination Group alongside the Secretariat of the Pacific Community.

2.6 UN System’s gender equality accountability

In line with its coordination mandate and following the ECOSOC resolution on gender mainstreaming and QCPR resolutions, the Entity continues to uphold system-wide gender accountability at all levels, leading the implementation of the UN-SWAP and UNCT-SWAP Gender Scorecard and ensuring a structured and measurable approach to gender mainstreaming. In 2024, the Entity supported 116 UNCTs in their reporting on UNCT-SWAP (97 in 2023), 75 entities on UN-SWAP 2.0, and 17 entities on the newly launched UN-SWAP 3.0.

2.7 Funding Compact and Structured Dialogue on Financing

UN-Women conducts structured dialogues within the framework of system-wide funding and collaboration, harmonizing, as relevant, its official reporting with UNICEF, UNDP and UNFPA. This includes the approach to Funding Compact reporting. In 2023, the most recent year for which UN-Women has reported on Funding Compact implementation, the Entity continued to meet all assessable indicator targets across the eight commitments that required entity-specific reporting. During 2024, UN-Women actively engaged in and supported the revitalization and adoption of a new Funding Compact, and, with UNICEF, UNDP, and UNFPA, is developing a harmonized entity-specific monitoring framework aligned with the new Funding Compact global monitoring framework. At the country level, UN-Women actively participates in mechanisms for donor aid effectiveness, leading gender donor groups and enhancing accountability for funding and financing related to gender equality. Additionally, it engages

in dialogue with development partners concerning resource mobilization under the leadership of the UN Resident Coordinator, both for resource mobilization and funding compact implementation. This also aligns with the implementation of the Management Accountability Framework.

2.8 System-wide reporting, evaluation and research

In line with the UN-Women Planning, Monitoring and Reporting (PMR) Policy and Country Office PMR procedures, country offices are required to include indicators from UNSDG’s Output Indicator Framework to which UN-Women contributes through the CF and reports via UN-INFO. To support this effort, UN-Women conducted global webinars with country teams, focused on integrating UNSDG output indicators into strategic notes and the broader CF process. A detailed mapping was also developed between UN-Women’s Strategic Plan indicators and the UNSDG output indicators, enabling country teams to systematically align their outputs and reporting with organizational priorities and system-wide commitments. These efforts reinforce UN-Women’s role in promoting harmonized and results-based reporting across the UN development system, while also contributing to more coherent evaluations and evidence-informed research to advance gender equality at the global, regional, and country levels.

In 2024, UN-Women participated in 42 joint evaluation initiatives, representing 35% of all evaluations conducted during the year. These included 29 independent system-wide evaluations and syntheses, such as two global SDG evaluation syntheses, inter-agency humanitarian evaluations in Somalia and Türkiye/Syria, the evaluation of the Spotlight Initiative, and 24 CF evaluations at the country level.

Example of system-wide research include the [Progress on the Sustainable Development Goals: The Gender Snapshot 2024](#), conducted in collaboration with UNDESA as a key resource for gender equality advocates to ensure accountability for the achievement of the SDGs, and [World Survey on the Role of Women in Development on “Harnessing social protection for gender equality, resilience and transformation”](#), as a key resource for the integration of a gender perspective into social protection from design to delivery, coordination and financing.

2.9 The Gender Equality Acceleration Plan

Launched in March 2024, the [United Nations System-Wide Gender Equality Acceleration Plan](#) (GEAP) sets out the commitment to accelerate ongoing efforts to achieve internal United Nations transformation, focusing on five key accelerators: Developing a norms-based policy stance to drive progress in gender equality; Promoting gender-transformative leadership across the UN; Enhancing accountability for gender equality results; Increasing resources, including setting system-wide targets. Building partnerships and engaging stakeholders for a system-wide pivot on gender equality. Hosted by the UN-Women Executive Director’s Office, the GEAP secretariat has provided technical guidance and support for establishing the GEAP Governance structure. The governance comprises a DSG-led Advisory Group and a Task Team with representatives from 16 UN entities and six working groups.

The implementation of the UN System-Wide GEAP is directly linked to UN-Women’s coordination mandate and its capacity to enhance systems and frameworks for gender-transformative delivery and accountability continually. In this regard, UN-Women has updated the theory of change for its coordination mandate, focusing on its triple mandate and coordination offerings at the country, regional, and global levels. This is done through country gender equality profiles, dialogues with women’s organizations and national women’s machineries, engagement with civil society and women’s organizations, and advocacy for women’s human rights defenders, among others. A key milestone in 2024 was UN-Women’s monitoring of the progress achieved by UN entities in implementing the first phase of GEAP by December 2024. The [SG’s Progress report](#) highlights UN strategic priorities and key achievements, including the formation of the Secretary General’s Gender Steering Group with principals from 43 UN entities, 75% of UN entities having senior-level gender committees, technical assistance to intergovernmental forums on gender equality, and 86% of UN entities engaging civil society organizations

representing women and girls. The report also discusses challenges and areas needing improvement to honor the commitment to women and girls fully.

3. Conclusion

This note demonstrates the Entity’s sustained focus on strengthening coordination, transparency, accountability, and efficiency—reflecting its integrated contribution to UN reform processes and strong collaboration across UN Country Teams, regional platforms, and global inter-agency mechanisms. These efforts are directly aligned with the evolving vision of the UN80 reform, the priorities of the QCPR (2024), and the implementation of the United Nations System-wide Gender Equality Acceleration Plan (GEAP).

In 2025, UN-Women continues to drive progress through its leadership of the GEAP Secretariat, support to inter-agency task teams and advisory bodies, and advocacy for transformative, norms-based approaches to gender equality. The Entity’s contributions have also reinforced system-wide coherence in gender-responsive programming and financing and strengthened institutional accountability. These efforts are foundational to a repositioned UN development system that supports Member States in advancing the rights and empowerment of women and girls, and in promoting gender equality.

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

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 Frameworks⁴</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>UN-Women has formalized guidance and procedures to ensure compliance with the MAF requirement to consult with the RC at key stages of country strategic planning. As outlined in UN-Women Country Programme Planning, Monitoring and Reporting Procedure:</p> <ul style="list-style-type: none"> RC engagement is a mandatory step during the Strategic Note (SN) development process. Country Offices are required to formally solicit the RC’s feedback on the alignment of the SN with the UN Sustainable Development Cooperation Framework. The RC’s written confirmation (via letter or email) is a required component of the final SN submission package and a prerequisite for approval by UN-Women’s Deputy Executive Directors. <p>UN-Women monitors adherence through several layers of quality assurance and compliance embedded in the strategic planning process:</p> <ul style="list-style-type: none"> Regional Offices review the SN packages and ensure that the RC consultation step has been completed before endorsing the SN. The Strategic Note Review Checklist includes a section to confirm RC feedback has been obtained. The HQ Compliance Review Team performs a final compliance check before the SN is approved, verifying the inclusion of the RC’s proof of agreement.

⁴ Source: Management and Accountability Framework and UN Sustainable Development Cooperation Framework guidance.

		<ul style="list-style-type: none"> • Only SNs that include this documentation are eligible for approval and publication via the Results Management System and the Transparency Portal. <p>This multi-tiered verification process ensures that MAF compliance is both institutionalized and traceable across all Country Offices.</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’s guidance and procedures explicitly require that all country-level development activities and Strategic Notes derive directly from the United Nations Sustainable Development Cooperation Framework. This is a core requirement outlined in both the Planning, Monitoring and Reporting policy and the Country Programme Planning, Monitoring and Reporting Procedure.</p> <p>Key Points from the UN-Women Country Office Procedures:</p> <ul style="list-style-type: none"> • Strategic Note Development Follows CF Priorities: <ul style="list-style-type: none"> ○ UN-Women Country Offices are required to initiate their strategic planning only after draft CF outcomes are available. ○ SN Outcomes must be adopted verbatim from the CF, ensuring full alignment with the Cooperation Framework agreed with the government. • Harmonized Timing and Alignment: <ul style="list-style-type: none"> ○ The SN must be developed concurrently with or after the CF to maintain alignment in both priorities and timelines ○ In cases where CF timelines are delayed, exceptions must be formally requested, and approval of the SN cannot proceed without proof that it derives from the CF • RC Validation: <ul style="list-style-type: none"> ○ Country Offices are required to obtain formal written confirmation from the RC that the SN derives from and aligns with the CF. This is a mandatory condition for final approval of the SN by UN-Women HQ • Institutionalized Compliance Mechanisms: <ul style="list-style-type: none"> ○ These requirements are embedded in the SN approval workflow, verified at both regional and HQ levels, and reinforced through the use of standard tools (e.g., Review Checklist).

<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? 	Yes	<p>UN-Women ensures that all development activities (SN outputs) at the country level are aligned with the Joint Workplan (JWP) of the Cooperation Framework. Given UN-Women’s triple mandate—normative support, UN system coordination, and operational activities—the Entity requires that all development activities are reflected in the Joint Workplan, under its triple mandate.</p> <ul style="list-style-type: none"> In line with corporate procedures, Strategic Note (SN) outputs are aligned with Joint Workplan sub-outputs, ensuring coherence between UN-Women programming and the broader UN Sustainable Development Cooperation Framework. In contexts where all three mandates may not be fully captured in the Joint Workplan, UN-Women ensures that the full scope of its operational development work is reflected and aligned with the Cooperation Framework. <p>This approach reinforces system-wide coherence, collective accountability, and strategic alignment with national development priorities.</p>
<p><i>UN Country Team Configuration⁵⁶</i></p>		
<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 	100%	<p>100% of UN-Women country offices undertaking a Strategic Note (SN) process engage in a country configuration exercise that aligns with the Cooperation Framework and national development priorities.</p> <p>This is a mandatory step embedded in UN-Women’s Country Programme Planning, Monitoring and Reporting (PMR) Procedure, which requires each country office to:</p>

⁵ Source: UN Sustainable Development Cooperation Framework Guidance.

⁶ 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.

<p>in consultation with the host government?</p> <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? • In how many countries did this exercise lead to an increase in the relative share of policy advice vis-à-vis project implementation, including large-scale procurement support? 		<ul style="list-style-type: none"> • Develop its Strategic Note (SN) in alignment with national development priorities and the UN Sustainable Development Cooperation Framework (CF); • Adopt relevant CF outcomes verbatim; • Conduct internal strategic dialogues and external consultations with the UN Country Team and host government, including presentation of draft SNs and receipt of formal written agreement from the RC; • Undertake a gender analysis of national priorities to inform country positioning and configuration. <p>UN-Women ensures compliance with this requirement through multi-tiered quality assurance and mandatory documentation—including a roadmap, context analysis, and proof of RC endorsement—prior to final SN approval.</p> <p>UN-Women’s country-level programming is built upon the United Nations Sustainable Development Cooperation Framework, ensuring that our business model is fully aligned with national priorities and in compliance with system-wide reform principles. As a result, each Strategic Note reflects tailored programming and operational arrangements grounded in the country context.</p> <p>UN-Women’s engagement under the CF promotes a balanced delivery of its triple mandate. While the emphasis varies by context, the Strategic Note process enables country offices to calibrate the mix of policy advisory support and programmatic interventions based on national priorities. This ensures a responsive and context-driven approach, rather than a one-size-fits-all shift in programming focus.</p>
<p><i>Multi-Country Office Review⁷</i></p>		
<ul style="list-style-type: none"> • Has your entity reviewed and adjusted its programme responses and resource allocations in support of the 	<p>Yes</p>	<p>UN-Women reviews and adjusts its country presence and programme responses through the Strategic Note process, in alignment with the Cooperation Framework. This includes adapting resource allocations as necessary to respond to country-specific priorities, including in Small Island Developing States (SIDS), within the framework of Multi-Country Office (MCO) settings</p>

⁷ Source: UN General Assembly resolution 74/297.

priorities of Small Island Developing States?		
<ul style="list-style-type: none"> 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	As above.
<i>Efficiencies⁸</i>		
<ul style="list-style-type: none"> What % of your entity’s country offices participate in the country’s Business Operations Strategy (BOS)? 	90%	As of the 2024 BOS Annual Certification, 90% of UNW country offices participated in the Business Operations Strategy.
<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? 	Yes	<p>UN-Women tracks efficiency gains through its Organizational Effectiveness and Efficiency (OEE) indicators, particularly those related to business transformation, joint operations. These are used to monitor both internal improvements and joint gains achieved in collaboration with other UN entities and UN system.</p> <p>While internal systems and OEE indicators form the core of current measurement, UN-Women participates in inter-agency mechanisms coordinated by DCO to further harmonize its reporting with the system-wide methodology. This includes capturing gains from common services, BOS participation, and shared operational initiatives.</p>
<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	Yes, UN-Women reports annually to its governing body on both entity-specific efficiency gains and contributions to system-wide efficiency gains through its Executive Director Annual Report (EDAR). UN-Women also publishes progress on its Strategic Plan indicators—including those related to operational efficiency—on an annual basis through its Transparency Portal , ensuring accountability and visibility of results to Member States and the public.

⁸ Source: UN General Assembly Resolution 72/279 and UN General Assembly Resolution 76/4.

<ul style="list-style-type: none"> • What % of your entity’s premises are common premises? 	72.48%	<p>UN-Women participation in UN Common Premises is monitored through Indicator OEE 3.7 of its Strategic Plan, which measures the percentage of country offices located in UN common premises,</p> <p>As of 2024, 72.48% of UN-Women offices were co-located in UN common premises—up from a baseline of 69% in 2021. The organization is on track to meet its target of 77% by 2025, reflecting its ongoing commitment to operational coherence, efficiency, and the principles of the UN development system repositioning.</p>
<ul style="list-style-type: none"> • What % of your entity’s country offices participate in a Common Back Office? 	6 countries	<p>In line with the Common Back Office agreement, in 2024, where 6 countries were identified for CBO, UNW participates in these 6 countries (Kenya, Tanzania, Vietnam, Brazil, Jordan and Senegal)</p>
<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.</p> <p>UN-Women receives several services through global shared services, including for Human Resources management services and in Treasury services.</p> <p>UN-Women has not had to front load investments in order to support joint efficiency gains.</p>
REINVIGORATING THE ROLE OF THE RC SYSTEM⁹	Yes/No	Please elaborate

⁹ Source: Management and Accountability Framework.

<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? 	<ul style="list-style-type: none"> (a) Yes (b) Yes (c) 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 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 UNCT</p> <ul style="list-style-type: none"> • Serve as member of the UNCT under the strategic guidance and coordination of the UN RC (RC)/Humanitarian Coordinator (HC), collaborate on and lead as 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 (CF) planning, budgeting, resource mobilization, implementation, monitoring and evaluation through UN results groups and respective joint workplans, and in an enhanced response to national partners. • 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 CF 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 	<p>Yes</p>	<p>As far as possible, the Entity seeks inputs from the RC on UN-Women’s Representative positions. While not required, the Entity encourages RCs to be part of assessment(s).</p>

<p>the skillsets and leadership profile that would be relevant in a given country context ahead of the selection and deployment of new country representatives?</p> <ul style="list-style-type: none"> If yes, please briefly describe how your entity monitors adherence to this requirement? 		
<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? 	<ul style="list-style-type: none"> (a) No (b) Yes 	<ul style="list-style-type: none"> (a) 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. (b) Yes, all Country Representatives have one results area dedicated to contribution to collective UNCT results.
<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 have 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>69%</p>	<p>In the 2024 RC Feedback exercise 69% of UN-Women UNCT members provided feedback on the leadership behaviors of 125 RCs in 2024. Slightly above the global average of 64%.</p>

3. REVAMPING THE REGIONAL APPROACH ¹⁰	Yes/No	Please elaborate
<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? 	Yes	<p>UN-Women has clearly defined roles at the regional level to ensure active participation in RCP initiatives. Regional Coordination Specialists and Regional Strategic Planning Specialists are responsible for providing strategic and technical support to UNCTs and Country Offices to integrate gender equality into Common Country Analyses (CCAs), UN Sustainable Development Cooperation Frameworks (CFs), and Gender Theme Groups (GTGs). These roles are carried out in coordination with other relevant regional functions and inter-agency mechanisms, allowing countries to easily access UN-Women's gender expertise, strategic policy support, and available tools in a unified regional system.</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 (RCPs), include in their individual performance compacts: <ol style="list-style-type: none"> their role in ensuring implementation of the Management and Accountability Framework 	Yes	

¹⁰ Source: Management and Accountability Framework.

<p>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? 	Yes	Country Representatives and Heads of Offices contribute directly through the DCO feedback tool and Regional Directors participates in the Regional Meetings on RC Performance.
<p>STRATEGIC DIRECTION, OVERSIGHT AND ACCOUNTABILITY FOR SYSTEM WIDE RESULTS⁸</p>	Yes/No	Please elaborate
<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? 	Yes	UN-Women’s Strategic Plan 2022–2025 clearly articulates how the Entity is working as part of the repositioned UN development system at global, regional, and country levels. It outlines the Entity’s commitment to supporting CF processes , working under the leadership of the RC system , and strengthening UN system coherence, accountability, and joint results for gender equality and women’s empowerment, in alignment with the QCPR and Management and Accountability Framework (MAF) .

<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. 	Yes	<p>UN-Women systematically communicates new working methods to all staff through internal guidance, corporate procedures, global webinars, and capacity-building initiatives related to the UN development system reform. This includes integrating CF processes into UN-Women internal planning, monitoring and reporting processes, use of tools such as UNCT-SWAP Scorecard, and alignment with joint planning and reporting platforms like UN INFO.</p>
<p><i>Results Reporting</i></p>		
<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	<p>UN-Women systematically contributes to the annual UN Country Results Reports through its active engagement in UN Country Teams (UNCTs) and participation in CF implementation and monitoring processes. Country Offices align their Strategic Notes with CF outcomes and report progress through platforms such as UN INFO, which feeds directly into the Country Results Reports. Contributions are also coordinated through Gender Theme Groups (GTGs) and inter-agency results groups, ensuring that gender equality results are integrated across joint reporting efforts</p>
<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	<p>UN-Women ensures the systematic reporting of its country-level results on the UN INFO platform, in line with its Planning, Monitoring and Reporting (PMR) Policy. In 2024, 42 UN-Women Country Offices reported through UN INFO, reflecting strong alignment with the UN Sustainable Development Cooperation Framework (CF) and system-wide accountability efforts.</p> <p>UN-Women also participated in the UN INFO interoperability pilot, led by DCO, to support future integration between UN INFO and its internal results platform, further streamlining reporting and ensuring greater visibility of gender equality contributions across the UN system.</p>
<p>FUNDING THE RC SYSTEM AND DELIVERING ON FUNDING COMPACT</p>		

COMMITMENTS ¹¹		
<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	<p>UN-Women regularly collects and transmits to DCO the UN coordination-levy from qualifying contributions received from donors that chose the agency-administered option of levy-management. Total amount collected and paid by UN-Women to DCO in relation to contributions received in 2024 amounted to \$895,180. UN-Women is unable to confirm whether this amount tallies with the latest available CEB estimates. USD 5.2 million have been transferred to the Special Purpose Trust Fund for the RC System for the period 2025-2026.</p> <p>N/A</p>
<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 	Yes	As an annex to the Structured Dialogue on Financing report presented annually as part of the second regular Executive Board's session

¹¹ Source: General Assembly resolution 72/279, 76/4 and Funding Compact.

<p>Peacebuilding Fund) by country representatives?</p>		<p>guide, an FAQ, a decision tree, and presentations, along with an internal report on UN-Women’s results in Spotlight (2017-2023) and a paper on UN-Women’s work with women’s rights organizations.</p> <p>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.</p>
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