



United Nations Entity for Gender Equality  
and the Empowerment of Women

# General Assembly resolution 72/279 and UN Women's Change Management Presentation to the Executive Board

26 August 2019

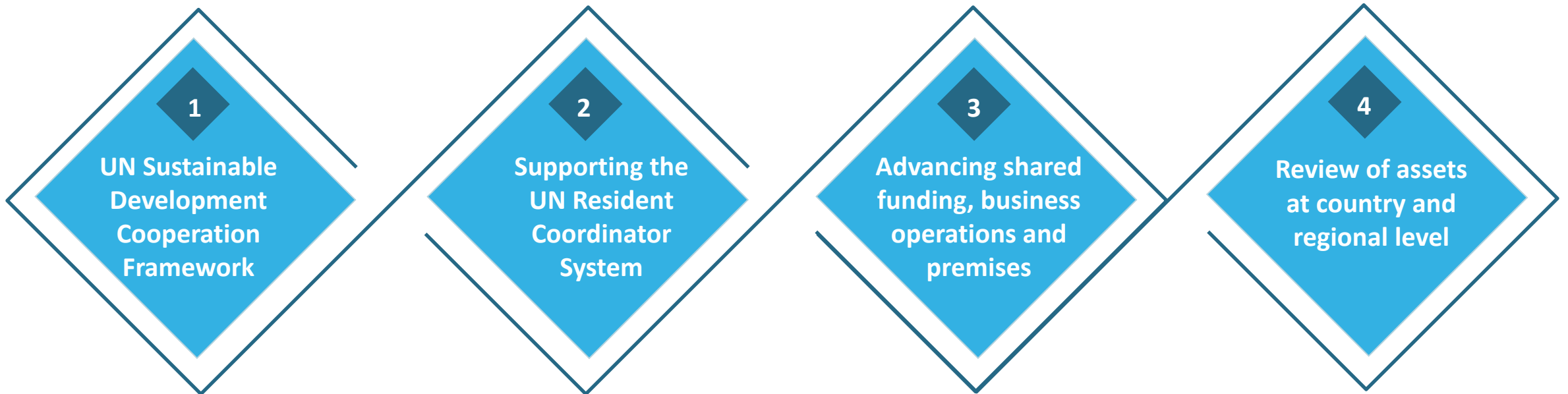
# Contents

1. Update on UN-Women's implementation of General Assembly Resolution 72/279
2. Update on the ongoing change management process

# UN-Women's approach to GA Resolution 72/279

- UN-Women has actively engaged in the UNDS process to put GEWE at the heart of the UN reform and has been a strong advocate for bold changes;
- A strong, coherent and coordinated UNDS will be better equipped to support member states achieve better GEWE results, Agenda 2030;
- Coherent and well coordinated UNDS will facilitate implementation of UN-Women's coordination mandate;
- UN-Women is updating its policies, procedures and guidance to align with the outcomes of the UNDS reform and building staff capacity for implementation;
- The UN-Women change management exercise is aligned with UNDS reform and will strengthen UN-Women's capability to deliver results for women and girls.

# This presentation focuses on four key areas of engagement in the repositioning of the UN Development System



# Progress on mainstreaming gender equality in the UNSDCF

- **Review and update of UN-Women internal guidance for the development of Strategic Notes to align with the United Nations Sustainable Development Cooperation Framework (UNSDCF):**
  - Building on strong Government ownership and consultations with key national stakeholders
  - UNSDCF outcomes to which UN-Women is contributing will be copied verbatim as Strategic Note outcomes
  - Reaffirmed that the duration of a Strategic Note must be harmonized with UNSDCF cycle in the country
  - Draft Strategic Note will be submitted to the Resident Coordinator (and/or the Humanitarian Coordinator in humanitarian contexts) for their review
- **Strengthening of UN-Women capacities to support RCs/UNCTs in mainstreaming gender equality in UNSDCF:**
  - Established of a dedicated surge capacity composed of a network of resource persons from Headquarters, Regional Offices, and Country Offices that will deliver a menu of services in a rapid and flexible manner throughout the lifecycle of the Cooperation Framework depending on the needs in the country
  - Strong investment in ensuring robust gender analysis in the CCA including developing country gender profiles
  - Investing in training of staff e.g. participating in Trainings for Trainers on the Cooperation Framework organized by UNDCO and UNSSC and a series of internal workshops and training activities on the Cooperation Framework

# Progress on support to the UN Resident Coordinator System

- **Implementation of Management and Accountability Framework (MAF):**
  - Revising UN-Women’s Country Representatives job description in consultation with other agencies to use common language and approaches to the extent possible.
  - Regional Directors will seek input from the respective Resident Coordinator on the performance assessment of UN Women Country Representatives
  - UN-Women Country Representatives will add in the performance plans a goal that focuses on leading effectively on the achievement of UNCT results (specifically those for which UN-Women is responsible for)
  - UN-Women has written to UNDCO to seek approval for UN-Women Regional Directors to be able to input into the performance of Resident Coordinators, as is the case for other entities
  - UN Women has requested to be granted full membership in the Inter Agency Advisory Panel (IAAP) for the selection and appointment of RCs
- **Enhancing the operationalization of the levy and cost sharing funding:**
  - Guidance and training materials on the 1 percent levy funding provided and amended to Donor Agreement Management System
- **Supporting the Resident Coordinators pool by:**
  - Nominating qualified candidates for the RC assessment: two candidates nominated in 2018 and one candidate in 2019. In 2019, UN Women successfully nominated a staff member from the RC pool for RC position

## Progress on advancing shared business operations and premises

- **Contribution to the current work of the Business Innovation Group (BIG)** that is leading the system-wide efforts to enhance efficiency gains and quality of services:
  - UN-Women is part of the 14 Entities that signed the **Mutual recognition** statement
  - Participating in the revision of the **Business Operations Strategy (BOS)** and the **Common Back Offices (CBO)** workstream to strengthen efficiency gains and enhanced quality of service at the country level
  - Participating in the inter-agency selected pilots at country level to understand costs by each function and activity across all entities within a country in order to identify potential consolidation opportunities
  - Active participation in the **inter-agency Task Team on Common Premises**
  - Engaging in eight pilot countries through participation in the UN Country Team (84 per cent of UN-Women's Country Offices are already co-located with one or more agencies)

# Mapping of its regional assets and capacities

- **UN-Women role at the regional level:**

- Providing technical support to the RCs/UNCTs on gender mainstreaming in the development of CCA/Cooperation Frameworks including through different regional mechanisms, including the Peer Support Group and quality assurance of draft Cooperation Frameworks
- Leveraging its coordination mandate, UN-Women promotes gender mainstreaming in the regional United Nations Sustainable Development Group (UNSDG) and in the Regional Coordination Mechanisms
- Establishing strategic partnerships with key regional partners and networks (e.g. African Union (AU), the Association of Southeast Asian Nations (ASEAN), the Caribbean Community (CARICOM), the Council of Europe, the Organization for Security and Co-operation in Europe (OSCE)) to promote GEWE across regional and national policy development
- Providing policy advice, partnership, programmatic and operational support, oversight and UN coordination support to Country Offices

- **Resources**

- On average, Other Resources represented 40% of 2018 expenditures by Regional Offices.
- Regional Offices are involved in supporting Resource Mobilization efforts by Country Offices

- **Capacity gaps exist** - uneven policy advisory capacity, lack of focus on results in Programme design, lack of dedicated capacity on UN coordination and normative work, etc.



*Position UN Women to be even more effective over the next decade by ensuring we have the staff, processes and structure to partner with UN entities, governments and other organizations to drive GEWE.*

Outcome	Areas of Focus	Impact
Optimize Field Architecture	<ul style="list-style-type: none"> <li>Criteria for determining UN Women presence in each country</li> <li>Office location and type of presence</li> <li>Minimum staffing model for country offices and regional offices</li> </ul>	<ul style="list-style-type: none"> <li>More strategic UN Women footprint: reduced # of offices</li> <li>Greater capacity in country and regional offices, with expertise needed for that region</li> <li>Greater sharing of resources with other UN entities</li> <li>Greater integration of knowledge and expertise across offices</li> </ul>
Optimize HQ Structure	<ul style="list-style-type: none"> <li>Staffing levels in HQ vs Field</li> <li>Integrated Executive Office</li> <li>Policy &amp; Programme Merger</li> <li>Regional Directors Reporting Line</li> </ul>	<ul style="list-style-type: none"> <li>People, function, and activities are in the right place</li> <li>Better integration between HQ and field through networked approach</li> <li>Improved coordination, collaboration and information sharing</li> <li>Greater clarity around roles and responsibilities</li> </ul>
Enhance Processes	<ul style="list-style-type: none"> <li>Internal Governance &amp; decision making</li> <li>Program and Project Cycle</li> <li>Knowledge Management</li> <li>Resource Mobilization &amp; Partnerships</li> <li>Strategic Planning</li> <li>Analysis and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Improve decision making, accountability and clarity on roles and responsibilities</li> <li>Increased project performance</li> <li>Increase collaboration across UN</li> <li>Support UN SD Cooperation Frameworks</li> <li>Improved systems and tools</li> </ul>

- **Right sizing Global Footprint of UN Women Field Offices and establishing Criteria for Country Selection**
  - MOPAN and Corporate Evaluations: need to optimize regional architecture to demonstrate results at scale
  - Under-resourced presences put undue pressure on over-stressed staff
  - UNDS and UN Reform is clear: need to operate more collaboratively and coherently under a well-focused, partnership- and evidence-based UNSDCF (previously UNDAF) and UN Mission support. Regional/cross-border initiatives will grow.
  - Clear Criteria developed to ensure countries with greatest inequality, the most vulnerable, unable to finance themselves but financially viable presence developed into three scenarios
- **What will Change or be Enhanced**
  - Strengthen regional approaches: Support to UNSDCF development, integrated policy /normative support from regions (RCM/regional UNSDG) and to regional bodies (ASEAN/SADC/ECOWAS will grow – we have a comparative advantage here, but not always measured in SP (country level indicators)
  - Capacitating UN: UN Women has an accountability role for GEEW in UNDS, but development results of UN coordination are not always easy to define and require greater investments both at country and regional level
  - Capacitating UN : UN Women has a clear comparative advantage in relation to UNSCR 1325, but partnerships with DPPA and DPKO (UN Missions) need strengthening
- **Minimum staffing model for country offices and regional offices**

- **Review Staffing levels in HQ vs Field**

- To ensure People, Function, and Activities are in the right place to ensure HQ Functions are not diluted but that Field staff are augmented with the support necessary to deliver at the highest level and in a networked manner as part of a truly global organization

- **Integrated Executive Office**

- To achieve improved Coordination, Collaboration, Coherence and Information Sharing among the Executive Team

- **Policy & Programme Merger**

- To reduce Duplication and increase Coherence and Quality Translation of Policy in the Programming in the Field

- **Regional Directors Reporting Line**

- To raise the level of Authority and Accountability through direct reporting to an ASG Policy and Programmes with dotted Line to ASG Resources

Issue	Expected Results
Resource Mobilization - Non-Core increasing but core stagnant	<ul style="list-style-type: none"> <li>• Creating a more integrated global management of fundraising &amp; partnerships, including coordination across geographies and functions.</li> </ul>
Strategic Planning, Analysis, Budgeting and Reporting de-linked	<ul style="list-style-type: none"> <li>• Planning and Performance Unit to be established at Corporate level not Programme level &amp; will define reporting and analytics to deliver Priorities to field and HQ via a dashboard that contains key information for management decision making, Budget aligned to plan and reporting tracking progress.</li> </ul>
Internal Governance and Decision Making	<ul style="list-style-type: none"> <li>• UN Women decision-making will be quick, clear and aligned</li> <li>• Increase capacity in field and HQ by enabling UN Women to align and focus on a larger scale projects, based on need and what UN Women does well vs areas that can be supported by or even done better by others</li> </ul>

Issue	Expected Result
Coordination of Efforts Across Functions and Between Offices	<ul style="list-style-type: none"> <li>• UN Women efforts are coordinated and enhanced</li> <li>• Field receives increased support from HQ, other offices in the region, and from other regions</li> </ul>
Policy and Program Integration	<ul style="list-style-type: none"> <li>• Products and Services for HQ, ROs and COs across UN Women priorities reflected in design to deliver results for women and girls</li> </ul>
Knowledge Management	<p>A KM culture established via:</p> <ul style="list-style-type: none"> <li>• Knowledge production &amp; sharing processes</li> <li>• Matrix Staffing, roles &amp; responsibilities (HQ, RO, CO) established</li> <li>• Global delivery of Systems and Tools established</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• Secure compliance with all relevant rules</li> <li>• Ensure decisions in harmony with agreed policies, Maintain accurate records &amp; Decisions, Tracking progress &amp; communicating</li> </ul>

# Change Team Focus on HR Actions

- Develop and Publish new SOPs and revise policies consistent with UN Women's fully integrated environment
  - Formulation of new job descriptions to ensure collaboration
  - Training Plan
  - Organizational Culture Coaching
- Assurance for consistency, uniformity, transparency and quality in the services provided
  - Avenue to minimize opportunities for miscommunication
  - Useful checklists for auditing procedures
  - To ensure that UNWs job descriptions are consistent and in harmony with the new coordinated environment, a matrix structure will be supported with reporting lines between field and HQ in some strategic functions
  - Deliver the training required to meet the identified skills, capabilities needs and fill existing gaps such as project cycle, new governance processes and surge capacity for UNSDCF,
  - Organizational Culture to address Leadership, Managerial, Functional and Communication on Change

## Implementing the KM Strategy

- Building the infrastructure to position UN Women as the global knowledge hub on GEWE

Knowledge Products

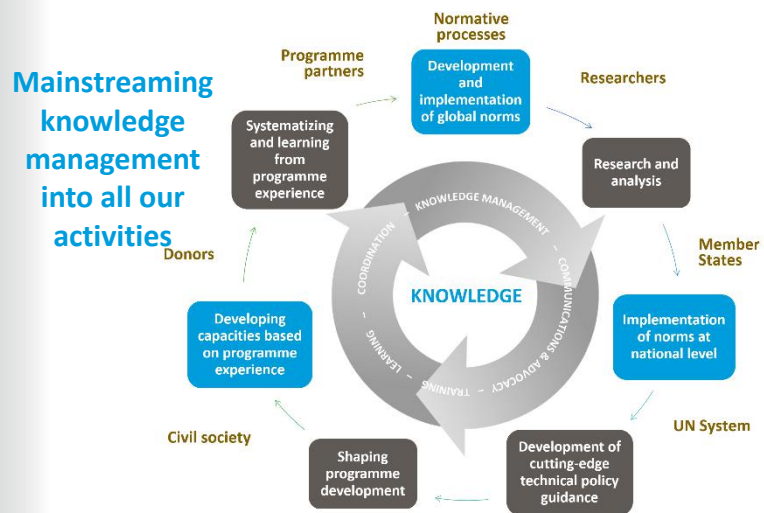
COUNTRY GENDER  
EQUALITY PROFILES

GUIDANCE NOTE



Knowledge Sharing

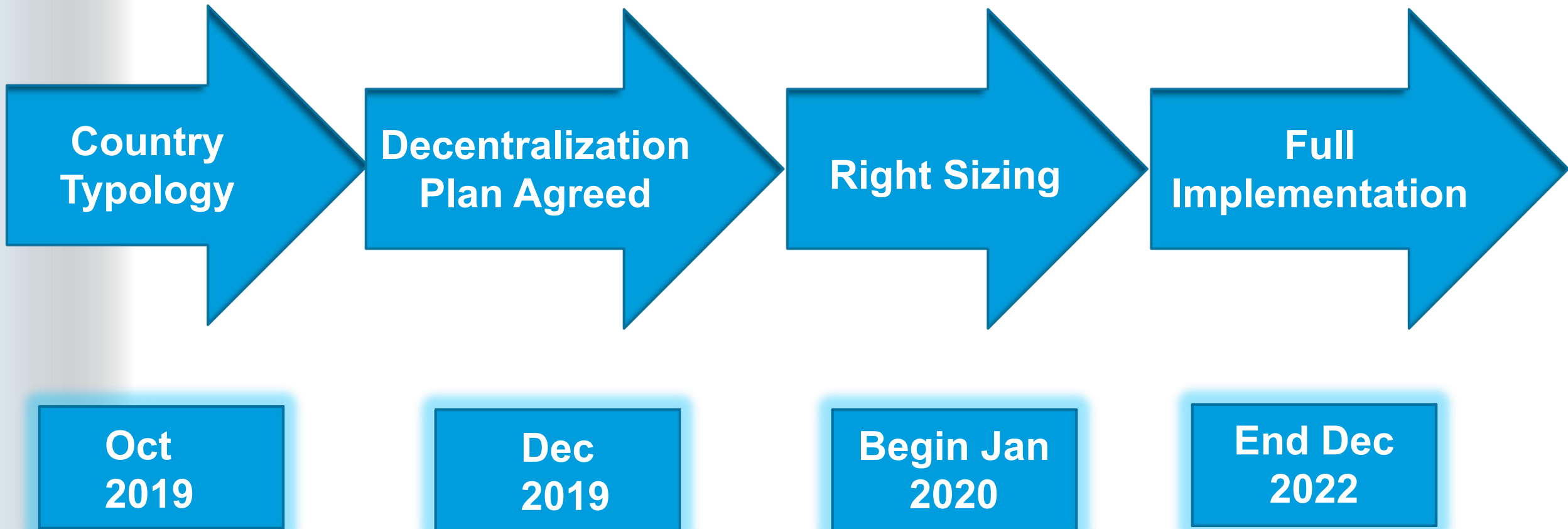
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## Building a Global KM Network

- Greater capacity for knowledge management across UN Women
- Policy and program advisors in the field will facilitate knowledge sharing across field offices and between the field and HQ.









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Thank you