



**Implementation of General Assembly resolution 67/226
on the Quadrennial Comprehensive Policy Review of Operational Activities for Development
of the United Nations System (QCPR)**

Introduction

In accordance with ECOSOC resolution 2013/5 and with Executive Board decision 2014/1, UN-Women consolidated its annual reporting on the implementation of the quadrennial comprehensive policy review (QCPR) within its reporting on the implementation of the strategic plan. In decision 2015/2, the Executive Board requested UN-Women to address in more detail, in its annual reporting, the implementation of the QCPR. This annex responds to this request by providing information additional to that already contained in the report on progress made on the strategic plan, 2014-2017, including the midterm review of the strategic plan, as relevant to the implementation of the QCPR.

UN-Women actively participated in policy dialogues with Member States in the segment on operational activities of the Economic and Social Council. It also provided substantive contributions to annual reports of the Secretary-General on the implementation of the QCPR, including through the development of a comprehensive common indicator framework and by responding to relevant surveys and questionnaires.

This annex is divided in two parts. Part I provides some highlights of UN-Women's implementation of the QCPR. Part II provides a detailed overview of how UN-Women responded to specific operative paragraphs of the QCPR.

Part I – Highlights

Funding of operational activities of the United Nations for development

UN-Women's resource mobilization strategy and efforts are fully in line with the principles outlined in the QCPR on the predictability, effectiveness and efficiency of funding of operational activities of the UN development system.

In response to QCPR operative paragraph 46, UN-Women held two structured dialogues on financing with the Executive Board. As part of the first structured dialogue on financing, held at the 2015 second regular session, UN-Women prepared a strategic brief on resource mobilization, which provided an overview of UN-Women's resource mobilization strategy, including:

- The complementarity between regular (core) and other (non-core) resources towards implementation of UN-Women's Strategic Plan;
- UN-Women's programming approach to ensure mobilization of high quality other (non-core) resources on a full cost-recovery basis; and

- Strategies to strengthen the effectiveness and efficiency of UN-Women's resource mobilization efforts, including scaling up of existing modalities and introducing new approaches.

UN-Women's strategy responds to the guidance contained in the QCPR.

UN-Women further defined the concept of critical mass of resources needed for the implementation of the strategic plan, based on the common principles developed by UN funds and programmes. In this context, the brief presented to the Board also highlighted the risks of not securing the required resources to implement the strategic plan. UN-Women is in the process of putting in place adequate systems to better track and measure the funding gap and its impact on results delivery.

In line with the QCPR, UN-Women puts a strong emphasis on the mobilization of core resources. Core resources represent the highest quality funding and support the implementation of the full range of outcomes set in the Strategic Plan. They are also essential to ensure that UN-Women has the required institutional capacity to deliver high impact programmes with transformational results and an adequate institutional structure that will enable UN-Women to absorb greater funding. An adequate level of core resources is therefore essential to preserve the integrity of the Strategic Plan.

Non-core resources complement core resources towards achieving results in the Strategic Plan. In line with recommendations from the QCPR, such resources should be predictable, timely and flexible to minimize transaction costs and the risks of strategic distortions. In line with these principles, UN-Women focuses on attracting high-quality, soft-earmarked non-core resources, notably through its Flagship Programming Initiatives (FPIs) and by continuing to promote the successful experience in direct funding of strategic notes and annual work plans at the country level. The two Trust Funds managed by UN-Women also support the mobilization of non-core resources.

In December 2015, UN-Women adopted a cost recovery policy to ensure correct, transparent and consistent recovery of direct and indirect costs in compliance with cost classification. Implementation of the policy will facilitate proper use of different sources of funds and avoid cross-subsidization, such as using core funds to subsidize non-core projects, as mandated by the QCPR. The policy is in line with the harmonized funding framework approved by the Executive Boards of UN-Women, UNDP/UNFPA and UNICEF which includes a harmonized conceptual framework for defining and attributing all costs ([DP-FPA/2012/1](#) and [UN-Women EB document 2013/2](#)).

Capacity Development and South-South Cooperation

Capacity development is integral to UN-Women's work in fulfilling its triple mandate (normative, operational, coordination) and focuses on developing capacities of partners in governments, civil society, UN entities, and other development partners. Capacity development is embedded in the strategic plan, 2014-2017, in the Development Results Framework and as a general principle.

In 2015, UN-Women continued to support the development of national capacities to achieve gender equality and women's empowerment. UN-Women adopted a combination of capacity development approaches, including knowledge exchange, advocacy and dialogue, technical assistance, deployment of gender experts, development of tools and knowledge products, training/coaching/mentoring, and South-South and triangular cooperation. These have resulted in changes at different levels, in terms of increased gender awareness and enhanced skills of women, civil servants and other target groups; reformed laws,

policies and strategies and gender-responsive budgets to achieve gender equality and women's empowerment; and positive changes in the lives of women and girls.

Some of UN-Women's initial gains in building national capacities show signs of sustainability, with governments taking ownership of capacity development approaches, such as trainings being institutionalized by government institutions or participatory gender audits being used as a tool for capacity assessment to better inform policies and to institute organizational changes.

In 2015, UN-Women completed a review of its work on capacity development, including good practices, improvements, and lessons learned. The review, using United Nations Development Group (UNDG) guidance and QCPR as standards, analyzed the degree to which various approaches mentioned above have contributed to capacity-development. Building on the findings and recommendations of the review, UN-Women will articulate an overarching capacity development framework taking into account its normative, operational and coordination mandates to further support QCPR implementation. It will also develop guidance on planning, programming and related processes that operationalizes a common understanding of capacity development, which will contribute to the UNDG work on measuring capacities.

In line with QCPR paragraph 58 and as described in the midterm review of the strategic plan, UN-Women made significant strides in strengthening normative and operational linkages.

As described in the midterm review, UN-Women continued to deepen South-South and triangular cooperation in its programming, operational support, and advocacy, adopting a blended approach through experience exchange visits, best practice adaptation dialogues, peer-to-peer education and trainings-of-trainers. In 2015, UN-Women supported 64 countries to engage in knowledge exchange, including through South-South cooperation. In 2014, UN-Women offices supported more than 100 initiatives promoting South-South and triangular cooperation. The UN-Women Training Center played a key role in fostering South-South and triangular cooperation through targeted trainings and online courses.

Poverty Eradication

In line with QCPR paragraph 71, UN-Women places a strong emphasis on poverty eradication as part of implementing its strategic plan, 2014-2017. Several intergovernmental agreements, including the 2030 Agenda for Sustainable Development, have emphasized that the achievement of gender equality and women's empowerment is a prerequisite to and a driver of poverty eradication and sustainable development. The midterm review of the strategic plan specifically outlines how each strategic plan impact area contributes to sustainable development and the implementation of the 2030 Agenda.

Impact area 2, "women, especially the poorest and most excluded, are economically empowered and benefit from development", directly supports poverty reduction with a focus on the poorest and most excluded women. The [corporate evaluation on women's economic empowerment](#) conducted in 2014 found that UN-Women's work in this impact area makes an important contribution to poverty eradication.

Gender equality and women's empowerment

In line with its mandate, UN-Women plays a special role in supporting the implementation of gender-related commitments in the QCPR. Through the UN System-Wide Action Plan on gender equality and women's empowerment (UN-SWAP), UN-Women supports the monitoring of progress against relevant

QCPR indicators, such as the number of entities that track and report on allocations and expenditures using gender markers (QCPR paragraph 89). UN-Women chairs the Finance and Budget Network sub-working group on the UN-SWAP Gender Marker with a focus on supporting the acceleration of system-wide progress in this area. As described in the midterm review of the strategic plan, UN-Women also provides support to UN entities for the development or strengthening of their gender policies or other related policies.

The QCPR also recognized UN-Women's important role in promoting more effective and coherent gender mainstreaming across the United Nations. UN-Women worked through the UNDG to ensure more systematic gender mainstreaming in the context of the United Nations Development Assistance Framework (UNDAF). The UNDG Resource Book on Mainstreaming Gender in UN common programming at the country level was developed and made available to UNCTs in English, French and Spanish. The Resource Book constituted the knowledge base for the UNDG roster of UN gender experts that was set up in 2014 and further expanded in 2015.

UN-Women co-chairs the UNDG Gender Equality Task Team under the Working Group on Sustainable Development. UN-Women led the UNDG Task Team in a review of the implementation of UNCT performance indicators on gender equality (the gender scorecard). The review showed improvements in some aspects of UNCT performance on gender equality such as planning, programming, partnerships and decision making but also pointed to a lack of progress in some areas, such as budgeting and UNCT capacities. The gender scorecard remains a key tool for supporting improved performance by UNCTs in the context of the UNDAF. The UNDG task team is currently updating the performance indicators into a new UN-SWAP country level scorecard aligned to the corporate-level UN-SWAP and the SDGs.

Transition from relief to development

Women are often the first responders to a crisis, and they play a central role in the safety, survival, recovery and resilience of families and communities throughout the crisis-development contiguuum. Due to pre-existing gender inequalities and discrimination, crises also impact women differently. In line with its humanitarian strategy approved by the Executive Board, UN-Women fosters women's engagement and leadership in crisis prevention and preparedness, humanitarian action and early recovery as a transformative solution to reduce the likelihood of humanitarian crisis, increase the efficiency of humanitarian response, accelerate early recovery efforts and the transition to sustainable development.

Notably, UN-Women provides timely and high-quality gender analysis and contributes to coordination efforts in crisis and post-crisis contexts to ensure that humanitarian and recovery planning, programming and delivery are consistently gender responsive. Furthermore, UN-Women undertakes targeted programming with the UN System and other partners to address gaps to the empowerment of all women and girls across the humanitarian-development contiguuum.

UN-Women launched three FPIs to ensure gender-responsive humanitarian action in a way that strengthens linkages between relief, development and resilience. The FPI on Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response aims to improve the gender-responsiveness of humanitarian action and bridge the humanitarian/development divide by ensuring that UN-Women safe spaces can evolve into multi-dimensional empowerment hubs and promote sustainable livelihoods for marginalized women in protracted and slow onset crises. The FPI on "Addressing the Gender Inequality of Risk and Promoting Community Resilience to Natural Hazards in a Changing Climate" focuses on strengthening gender-responsive prevention, preparedness, recovery and resilience through

capacity-building efforts for women in all contexts. The FPI on “Women’s Engagement in Peace, Security, and Recovery” supports women’s leadership and participation at all stages of conflict prevention, conflict resolution, peacebuilding and recovery.

UN Development Assistance Framework (UNDAF)

At the global level, UN-Women co-chairs both the UNDG’s Programme Working Group and its dedicated task team that led the development of the new UNDAF guidance to ensure alignment with the 2030 agenda and the SDGs. The new guidance draws on core programming principles of human rights, gender equality and sustainability.

As a step towards a more integrated response and delivery of the 2030 Agenda, the UNDG developed a common approach known as MAPS (Mainstreaming, Acceleration and Policy Support) to guide engagement with national partners in implementing the SDGs. As part of its participation in the UNDG, UN-Women contributed to this initiative and integrated it in its programming guidance to field offices.

At country level, UN-Women is fully engaged in UNDAF formulation and implementation, including through leading and participating in UNDAF results groups and Gender Theme Groups. UNDAFs constitute an integral part of UN-Women’s programming process and are integrated in the development of country strategic notes and annual work plans. The timeline and results frameworks of strategic notes are aligned with the UNDAF.

In line with QCPR paragraph 118, UN-Women is committed to further strengthening the use of joint programmes in support of gender equality and women’s empowerment. According to UNDG data, gender equality is the second Sustainable Development Goal-related area of choice, with more than 90 joint programmes currently being implemented. The Flagship Programming Initiatives launched in 2015 will provide additional opportunities for joint programming.

Resident Coordinator system

The effective functioning of the Resident Coordinator system is critical for UN-Women, especially given its UN coordination mandate. The Entity endorsed and fully complied with the UNDG global cost-sharing modality for the RC system. In addition, UN-Women also supported the RC system in various ways, including through chairing interagency groups, supporting strategic analysis and planning, supporting joint external communications and advocacy, and having its country representatives serve as acting Resident Coordinator as required. For example, UN-Women chairs or co-chairs Gender Theme Groups in all countries where it has a presence. UN-Women funds gender advisors to UNCTs in RC offices in two countries.

UN-Women supported the work of the UNDG Leadership Working Group in a number of areas related to the functioning of the RC system, including: assessment of RC candidates and diversification of the RC pool; development of the new RC competency framework and the new assessment of results and competencies of RCs and UNCTs; leadership development, training and induction of new RCs.

UN-Women developed guidelines for UN-Women nomination process for the RC Assessment. Currently, three UN-Women staff serve as RCs.

With respect to the implementation of the Management and Accountability Framework of the functioning of the RC system, the Entity implemented the following measures: a) Leadership of the RCs is reflected in the Job Description of UN-Women country representatives; b) UN-Women introduced a dedicated result under the Performance Management and Development (PMD) of country representatives to account for their leadership responsibility to support UNCT results; c) Regional Directors have been requested to ensure that RCs are reflected as matrix supervisors for UN-Women country representatives.

Delivering as One

UN-Women is present in 32 out of 53 Delivering as One countries (60.3%).

UN-Women officially endorsed the Standard Operating Procedures (SOPs) to support the second generation of Delivering as One. The SOPs were shared with UN-Women field offices and reflected in internal programming guidance.

Preliminary analysis seems to indicate that Delivering as One and the roll-out of the Standard Operating Procedures (SOPs) have enabled UN-Women to leverage its mandate more effectively to play a greater catalytic role in this context. Based on anecdotal evidence reported by country representatives, UN-Women has been particularly successful at leveraging its presence in Delivering as One countries to influence the development of UNDAFs, joint work plans and results groups in support of its development results. UN-Women intends to further deepen its analysis in this area.

At global level, the Entity contributed to the implementation of the UNDG Headquarters Plan of Action on the implementation of the SOPs, including by leading the task team that developed the UN Joint Results Reporting Template, and contributing to learning and training efforts of the UNDG to support the roll out of the SOPs.

Simplification and harmonization of business practices

UN-Women is part of interagency efforts to simplify and harmonize business practices, including in the context of the UNDG and the High Level Committee on Management (HLCM) and its networks. UN-Women coordinates key interagency projects to promote organizational effectiveness in the areas of finance, human resources, ICT and procurement. UN-Women, as a member of the UNDG Business Operations Working Group, is implementing the business operations strategy in pilot countries as well as self-starter countries. UN-Women is fully supportive of joint efforts to consolidate select business processes in joint service centers. For example, UN-Women is a member of the Joint Operating Facility in Brazil.

UN-Women is an active member of HLCM-Procurement Network (HLCM-PN) as well as member of Procurement Harmonization Working Group under HLCM-PN. In addition, UN-Women chairs the procurement harmonization sub-working group for UN agencies headquartered in the United States, leading key interagency initiatives such as the consolidation of eligible procurement plans of participating agencies, leading joint procurement activities and facilitating tools and system to promote organizational effectiveness to ensure value for money.

A key aspect of UN-Women's strategy for Flagship Programming Initiatives is seeking efficiencies and leveraging economies of scale. UN-Women is committed to leveraging other agencies' presence and systems to avoid duplication of UN operational capacity, thereby also allowing UN-Women to calibrate its

operational presence depending on its programming engagement at the country level. UN-Women already relies on UNDP and other agencies for several of its business processes at country level, such as financial management services and human resources management.

As described in the 2015 annual report and midterm review of the strategic plan, UN-Women launched a business processes reengineering initiative, which aims to map and streamline business processes in order to achieve greater efficiency and effectiveness, strengthen accountability, and improve the stewardship of resources. As a start, UN-Women initiated three workstreams focusing on (i) donor reporting; (ii) project design; (iii) fast-track procedures for humanitarian response. UN-Women also leveraged ICTs in support of efficiency in business processes. UN-Women is the first entirely cloud-based UN entity and is in the process of developing ICT tools to support programming and managerial decision-making.

Results-based management

For the past two years, UN-Women has been implementing a ten-step strategy for strengthening results-based management (RBM). The Entity has adopted strengthened RBM standards and begun to use them to frame its own appraisal and approval processes, including through commissioning independent quality assessments of plans and reports. The Entity has also devised a new modular RBM training approach and already developed and rolled out ten modules on subjects such as planning, indicator development and results reporting. As an incentive, UN-Women has introduced a scorecard rating country offices against 8 RBM standards, and the top 10 country offices receive special recognition.

In addition, UN-Women has completed two phases of its new Results Management System (RMS), containing all the results and indicators from field programmes, linking them with corporate results from the Strategic Plan and FPIs, and identifying budgets, financial partners and accountable staff members. All programmes are monitored quarterly and the link with the real-time financial information in the Entity's Enterprise Resource Planning module is being finalized. Similarly, all annual results reports are contained in the RMS which is also the basis for the newly decentralized peer-review process for annual work plans.

The development of FPIs supported the strengthening of RBM in UN-Women. Notably, the development of Theories of Change for each FPI has laid the basis for stronger Theories of Change across country and regional level programmes and projects.

Evaluation

The UN-Women evaluation function underwent several separate and independent reviews and assessments in 2014-2015. All external assessments found that the evaluation function is well-developed, structured and resourced.

All evaluations are publicly available on the Global Accountability and Tracking of Evaluation (GATE) system along with their management responses. 100 percent of completed evaluation reports and their corresponding management response were made publicly available on the GATE system. 85 percent of total actions committed as part of management response for evaluations completed in 2014 have been implemented to date.

Significant progress in strengthening the evaluation function has been registered in the last two years. 75 percent of field offices reported usage of lessons and findings from evaluations to improve programme design, ensure thematic and geographic focus, upscale successful interventions, forge

strategic partnership, and improve the efficiency and effectiveness of projects and programmes. A peer-review group was instituted as a platform to ensure systematic integration of lessons from evaluations into new programming.

UN-Women's evaluation policy explicitly refers to the importance of strengthening national evaluation capacity. UN-Women developed the "Strategy for developing Gender-Responsive National Evaluation Capacity" to provide direction and guidance for initiatives in this area and help ensure a common understanding on key aspects and fundamental pillars of this important area of work. UN-Women co- led, on behalf of the United Nations EvalPartners, the multi-stakeholders partnership to strengthen national evaluation capacities, which declared 2015 as International Year of Evaluation and organized 94 events around the world to strengthen national evaluation capacities.

Part II – Detailed overview of UN-Women’s progress in implementing QCPR mandates

QCPR operative paragraph	Extract from QCPR resolution	Relevant indicator from the QCPR monitoring and reporting framework	Progress for UN-Women
Section II – Funding of operational activities of the United Nations for development			
35	[...] report to their governing bodies at the first regular session of 2014 on concrete measures taken to emphasize the importance of broadening the donor base [...]	# of UN entities reporting to their governing bodies in 2014 on concrete measure to broaden the donor base (12)	As part of its annual reporting, UN-Women reports to the Executive Board on its resource mobilization efforts. In 2015, in the context of the structured dialogue on financing, UN-Women presented a strategic brief on resource mobilization outlining UN-Women’s strategy in this regard.
36	[...] improve their communication to the general public on their mandates and development results, recognizing the important contribution made by those Governments in providing significant core contributions to regular resources of those organizations [...]	N/A	UN-Women produces an annual report for the general public to complement its annual reporting to the Executive Board which provides an overview of its development results. In addition, UN-Women also provides an online version of the annual report. Significant core contributions are highlighted on the UN-Women website in a special Top Donor Spotlight section and a Top Contributions section.
37	[...] actively engage with Bretton Woods institutions, the regional development banks, civil society, the private sector and foundations with a view to diversifying potential sources of funding, especially core funding [...]	N/A	UN-Women recognizes the importance of developing strong partnerships with Bretton Woods institutions and regional development banks. In December 2014, UN-Women and the World Bank Group signed a Memorandum of Understanding (MoU) to strengthen their collaboration with a focus on raising awareness of the costs of underinvesting in women, mobilize actors to close funding gaps and help make national budgets and ministries more effective in supporting gender equality results. Joint collaboration is now taking place on the basis of an action plan derived from the MoU. UN-Women signed an MoU

			with the African Development Bank and the Inter-American Development Bank to partner in a number of areas. It also strengthened its partnership with the Asian Development Bank to promote the gender-responsive implementation of the SDGs. UN-Women efforts to engage with civil society, the private sector and foundations to diversify potential sources of funding are described in the annual report to the Executive Board.
39	[...] define common principles for the concept of critical mass of core resources, [...], and to present specific proposals to their respective governing bodies by the end of 2013 with a view to a decision in 2014;	# of UN Fs/Ps that defined common principles for the concept of critical mass of core resources by 2014 (13)	UN-Women participated in discussions with UNDP, UNICEF and UNFPA on the development of a concept paper on the concept of critical mass of core resources. UN-Women's strategic brief on resource mobilization presented to the Executive Board at the 2015 Second Regular Session further elaborated in the concept.
41	[...] ensure that all available and projected core and non-core resources are consolidated within an integrated budgetary framework [...];	# of UN entities consolidating all projected core and non-core resources within an integrated budgetary framework. (41)	The Executive Board approved UN-Women's integrated budget, 2016-2017, at the 2015 Second Regular Session.
43	Stresses the need to avoid the use of core/regular resources to subsidize non-core/extrabudgetary financed activities, including the use of core/regular resources to cover costs related to the management and support of non-core/extrabudgetary funds and their programme activities;	% of total core expenditure on development-related activities directed to programme (20.a) % of total non-core expenditure on development-related	In 2015, UN-Women adopted a cost recovery policy to ensure correct, transparent and consistent recovery of direct and indirect costs in compliance with cost classification. Implementation of the policy will facilitate proper use of different sources of funds and avoid cross-subsidization, such as through using core funds to subsidize non-core projects. The policy is in line with the harmonized funding framework approved by the Executive Boards of UN-Women, UNDP/UNFPA and UNICEF which includes a harmonized conceptual framework for defining and attributing all costs (DP-FPA/2012/1 and UN-Women EB document 2013/2). UN-Women monitors QCPR indicators through reporting on its OEEF (indicator 4.1D).

		activities directed to programme (20.b)	
46	[...] organize structured dialogues during 2014 on how to finance the development results agreed in the new strategic planning cycle of their respective entities [...]	# of UN entities that held structured dialogues in their respective governing bodies during 2014 on how to finance the development results agreed in the new strategic planning cycle. (17)	UN-Women organized its first formal structured dialogue on financing at the 2015 Second Regular Session of the Executive Board. It will conduct two additional sessions in 2016 (First and Second Regular Sessions).
53	[...] to adopt cost recovery frameworks by 2013, with a view to their full implementation in 2014, [...]	# of UN entities that have adopted harmonized cost recovery frameworks by end of 2013. (19)	UN-Women harmonized its cost recovery practices and methodology to achieve 'full cost recovery' with UNDP, UNFPA and UNICEF as mandated.
54	[...] include estimated amounts to be recovered in their budgets and to report on actual cost recovery amounts as part of their regular financial reporting;	# of UN entities reporting on cost recovery amounts within their regular financial reporting. (22)	UN-Women will start reporting on cost recovery amounts as part of its regular financial reporting for 2016.
56	[...] further pursue reductions in management costs in the effort to minimize the necessary cost recovery rate within the existing budget framework;	N/A	UN-Women's management ratio was 14% in 2015, a reduction by 2% from 2014.
Section III – Contribution of United Nations operational activities to national capacity development and development effectiveness			

58	[...] direct particular efforts to supporting programme countries, at their request, in building national capacity for inclusive, equitable, participatory, transparent and accountable national development processes, in order to target and empower the poor and people in vulnerable situations;	N/A	The first principle of UN-Women’s strategic plan, 2014-2017, is “supporting capacity development as the foundation strategy for effective and sustainable development”. As described in the annual report and midterm review of the strategic plan, all UN-Women country presences report efforts on capacity-building. In 2015, funds dedicated to capacity-building represented 45 percent of programme funds (39 percent in 2014).
63	[...] develop, for the consideration of Member States, a common approach for measuring progress in capacity development, [...]	Common approach and framework to measure progress in capacity (27) Average % of agency country offices using the common UNDG capacity measurement approach (when fully developed)	The UNDG capacity measurement approach is being finalized. A task team has been created to develop an approach and framework to measure changes in capacities. In 2015, UN-Women completed a review of its work on capacity development, identifying good practices, necessary improvements and lessons learned that will feed into the work of the UNDG.
74, 75, 77	[...]mainstream support to South-South cooperation and triangular cooperation into the regular country-level programming of operational activities for development [...]; [...] intensify its information-sharing, reporting and evaluation on support to and results achieved through South-South cooperation, including triangular cooperation	# of UN entities that integrate south- south cooperation into their strategic plan (32) # of UN entities that actively report on south-south cooperation in their annual reports (33)	South-South and triangular cooperation is a specific approach outlined in UN-Women’s strategic plan, 2014-2017. UN-Women reports on its efforts on South-South and triangular cooperation as part of its annual report to the Executive Board. For 2015, see UNW/2016/6 paragraph 85.

89	[...] provide for more coherent, accurate and effective monitoring, evaluation and reporting on gender equality results and on the tracking of gender-related resource allocation and expenditure, including through the promotion of the use, where appropriate, of gender markers, [...];	# of UN entities that track and report on allocations and expenditures using gender markers (37)	Through the UN System-Wide Action Plan (UN-SWAP), UN-Women monitors and supports efforts by all UN entities to improve monitoring, evaluation and reporting on gender equality results, including the tracking of gender-related resource allocation and expenditure. This indicator is also included in UN-Women's OEEF (indicator OEE 1.1B).
92	[...] continue efforts to achieve gender balance in appointments within the United Nations system at the central, regional and country levels for positions that [...]	# of entities that have achieved gender balance among both General Service staff and high-level posts (P4 and above) (39)	Globally, 74 percent of UN-Women's staff members are women and 80 percent of UN-Women senior staff (P5 and above) are women. In its role of UN Focal Point for Women, UN-Women promotes gender parity across the UN system by providing technical assistance and support to other UN entities. In 2015, UN-Women started supporting the UN Secretariat for the development of a comprehensive gender parity strategy to increase the attraction, selection and retention of female talents in the UN Secretariat. The strategy will be finalised in 2016. UN-Women also facilitated trainings on organizational culture in 9 UN entities. Every two years, UN-Women assists in preparing the UN Secretary-General's Report on the Improvement of the Status of Women.
Section IV – Improved functioning of the United Nations development system			
119	[...] further simplify and harmonize agency-specific programming instruments and processes in alignment with the United Nations Development Assistance Framework in order to better respond to national priorities,	# of UN entities who have developed simplified and harmonized agency-specific programming instruments (56)	UN-Women took part in the discussions on the simplification and harmonization of programming instruments, together with UNDP, UNFPA, UNICEF and WFP. UN-Women monitors this QCPR indicator in its OEEF (indicator OEE 3.3F).

	challenges and needs and to reduce transaction costs for national Governments and other stakeholders [...]		
121	[...] carry out any changes required to align their planning and budgeting cycles with the quadrennial comprehensive policy review, including the implementation of midterm reviews, as necessary, [...]	# of UN agencies which have aligned planning and budgeting cycles to the QCPR timeframe (60)	UN-Women has aligned its planning and budgeting cycles with the QCPR. The Organizational Effectiveness and Efficiency Framework includes QCPR common indicators. From 2015, UN-Women has consolidated its annual reporting on the implementation of the QCPR within its annual reporting to the Executive Board in line with Economic and Social Council resolution 2013/5.
124	(j) To ensure the appropriate decentralization of authority from headquarters to the country-level representatives of the funds, programmes and specialized agencies [...];	N/A	As part of the roll-out of the regional architecture, UN-Women has issued appropriate delegations of authority to all country representatives.
128	[...] provide further financial, technical and organizational support for the resident coordinator system, and requests the Secretary-General [...] to submit, for the consideration of the Council and the General Assembly in 2013, concrete proposals on the modalities for the funding of the resident coordinator system [...]	# and % of UN entities fully implementing the cost-sharing arrangement (65) Contributions in cash provided to the RC system; Contributions in kind provided to the RC system (67)	UN-Women is part of the cost-sharing agreement for the Resident Coordinator's system. In 2014, it contributed \$1,038,522 to the RC system and in 2015 it contributed \$1,088,991. As the UNDG has not completed the development of a common methodology for the definition of in-kind contribution, this cannot be reported on.
130	[...] implement [...] that the resident coordinators provide formal input to the regular	% of UN entities that have revised the job description of their	The leadership of the RCs is reflected in the job description of UN-Women country representatives. UN-Women introduced a dedicated result under the Performance

	<p>performance appraisals of all entity representatives who are members of the country team on their contributions to its effective and efficient functioning, and in this regard reiterates the importance of the mutual appraisal between the resident coordinators and the members of the country teams in the performance assessment process;</p>	<p>UNCT members to recognize the role of the RC (61a)</p> <p>% of UN entities that have included RC's inputs in UNCT members performance appraisal system (61c)</p> <p>% of UN entities that have included UNCT results in agency representatives' performance appraisal system (61d)</p>	<p>Management and Development of country representatives to address their leadership responsibility to support UNCT results. UN-Women regional directors have been requested to reflect RCs as matrix supervisors for UN-Women country representatives.</p>
140	<p>[...] build on the best practices and lessons learned in implementing "Delivering as one" by a number of countries and to further consolidate the process by clearly outlining the core elements of each of the "ones", based on lessons learned, including by formulating standard operational procedures as guidelines for the successful work of the United Nations country teams in "Delivering as one" countries, as well as for other countries that consider joining "Delivering as one", [...];</p>	<p># of countries applying components of the SOPs (71)</p>	<p>UN-Women is present in 32 out of 53 Delivering as One countries.</p> <p>UN-Women officially endorsed the Standard Operating Procedures (SOPs) to support the second generation of Delivering as One, which were adopted by the UNDG in August 2014. The SOPs provide an integrated package of guidance on programming, leadership, business operations, funding and communications for country-level development operations.</p> <p>The SOPs were signed by the Executive Director of UN-Women jointly with other with the Executive Heads of other 17 entities. The SOPs were officially communicated to UN-Women field offices and are reflected in the internal programme guidance for the development of Strategic Notes in the context of the UNDAF.</p>

152	[...] further pursue higher-quality, more effective and cost-efficient support services in all programme countries by reducing the duplication of functions, and administrative and transaction costs, through the consolidation of support services at the country level, either by delegating common functions to a lead agency, establishing a common United Nations service centre or, where feasible, outsourcing support services without compromising quality of services, [...]	Plan for consolidated common support at country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, ICT and other services (83)	UN-Women, together with agencies, funds and programmes, is implementing the business operations strategy in the pilot countries as well as self-starter countries. UN-Women coordinates key interagency projects to promote organizational effectiveness in the areas of finance, human resources, ICT and procurement. UN-Women is also fully supportive of joint efforts to consolidate select business processes in joint service centers. For example, UN-Women is a member of the Joint Operating Facility in Brazil.
153	[...] further invest in intra-agency rationalization of business operations and to present plans in this regard to their governing bodies by the end of 2013;	# of UN entities that presented plans for intra-agency rationalization (90)	In 2015, UN-Women launched a business processes reengineering initiative, which aims to map and streamline business processes in order to achieve greater efficiency and effectiveness, strengthen accountability, and improve the stewardship of resources. The initiative is further described in the midterm review of the strategic plan.
154	[...] develop and conclude inter-agency framework agreements regarding the provision of support services regulating the mutual validity of agreements between United Nations entities and third parties at the country level and to delegate the authority to country teams to establish and manage common services and long-term agreements with third parties through standardized inter-agency	# of countries implementing common services, common LTAs, harmonized approach to procurement, common HR management, ICT services, financial management services (88a)	UN-Women reports on this indicator in its OEEF (indicator OEE 3.3G). UN-Women is committed to leveraging other agencies' presence and systems to avoid duplication of UN operational capacity and benefit from economies of scale. For example, all UN-Women field offices use UNDP for financial management services and human resources management.

	agreements without further approval requirements by the end of 2013;		
159	Requests the Secretary-General to present to the executive boards of the funds and programmes, by the beginning of 2014, a proposal on the common definition of operating costs and a common and standardized system of cost control, [...]	Proposal on common definition of operating costs and a common and standardized system of cost control presented in 2014 (85)	In June 2015, the HLCM Finance and Budget Network adopted a proposal on the common definition of operating costs. The exercise included the review of harmonized cost classifications that are currently in use by UNDP, UNFPA, UNICEF and UN-Women.
161	[...] to develop a strategy, in consultation with Member States, by the end of 2013, with concrete goals and targets, to support the establishment of common premises in programme countries that wish to adopt them, [...]	Strategy for establishment of common premises in programme countries adopted by 2013 (82)	The UNDG Strategy on Common Premises was finalized in February 2015.
166	[...] develop and sustain a results culture at all levels within the funds and programmes, the specialized agencies and other United Nations entities, including by identifying and implementing appropriate incentives for results-based management, removing disincentives for results-based management at all levels and periodically reviewing their results management systems, and to invest in developing capacities and competencies for results-based management;	# of UN entities using common RBM tools and principles (92)	UN-Women continued to implement its ten-step strategy for strengthening results-based management (RBM). The Entity has adopted strengthened RBM standards and begun to use them to frame its own appraisal and approval processes, including through commissioning independent quality assessments of plans and reports. The Entity has also devised a new modular RBM training approach and already developed and rolled out ten modules on subjects such as planning, indicator development and results reporting. As an incentive, UN-Women has introduced a scorecard rating country offices against 8 RBM standards, and the top 10 country offices receive recognition. The development of Flagship Programming Initiatives (FPIs) supported the strengthening of RBM in UN-Women, notably

			<p>the development of Theories of Change for each of the FPIs has laid the basis for stronger Theories of Change across country and regional level programmes and projects.</p> <p>The roll-out of a high performing results management system (RMS) as the corporate instrument through which planning, budgeting, monitoring and reporting takes place represented a major milestone in 2015. The RMS greatly improved UN-Women’s capacity to track progress, learn and take corrective action. All annual work plans and results are contained in the RMS, a key function of which will also be the linking with UN-Women’s enterprise resource and financial planning tool (Atlas)</p>
170	<p>[...] promote the development of clear and robust results frameworks that demonstrate complete results chains that establish expected results at the output, outcome and impact levels [...] and in this regard requests the United Nations funds and programmes, and encourages the specialized agencies, to consult Member States during the production of results frameworks of their respective strategic plans, and to report annually on implementation from 2014;</p>	<p># of UN entities with clear and robust results frameworks (93)</p>	<p>UN-Women has a results framework outlining development results and organizational effectiveness and efficiency results. The framework includes baselines and targets for all indicators. The midterm review of the strategic plan provided an opportunity to further refine results frameworks. As part of the development of Flagship Programming Initiatives, UN-Women developed clear theories of change that support the implementation of the strategic plan and are aligned with strategic plan outcomes.</p> <p>UN-Women submits an annual report on results achieved to the Executive Board. The report includes a detailed data companion and scorecard outlining progress towards targets.</p>
173, 174	<p>Emphasizes the importance for organization of the United Nations development system of having independent, credible and useful evaluation functions, with</p>	<p># of entities that have an evaluation tracking system that includes the status of implementation of</p>	<p>Several independent reviews and assessments in 2014-2015 found that UN-Women’s evaluation function is well-developed, structured and resourced. The Global Accountability and Tracking of Evaluation (GATE) system tracks management responses. 100 percent of completed</p>

	<p>sufficient resources, and promoting a culture of evaluation that ensures the active use of evaluation findings and recommendations in policy development and improving the functioning of organizations;</p> <p>[...] further increase institutional and organizational capacity for the evaluation of operational activities for development [...]and develop evaluation plans that are aligned with new strategic plans and are an integrated parts of monitoring systems;</p>	<p>evaluations and management responses</p>	<p>evaluation reports and their corresponding management response were made publicly available on the GATE system and 85 percent of actions committed as part of management responses have been implemented to date.</p> <p>75 percent of field offices report using evaluation lessons and findings to improve programming. A peer-review group was instituted as a platform to ensure systematic integration of lessons from evaluations into new programming.</p>
175	<p>[...] intensify efforts to assist programme countries to strengthen national evaluation capacity in programme countries [...] and develop and implement guidelines for further strengthening of national evaluation capacities [...]</p>	<p>% of programme countries that ‘strongly agree’that the UN has contributed to the strengthening of national evaluation capacities</p>	<p>UN-Women’s evaluation policy explicitly refers to the importance of strengthening national evaluation capacity. UN-Women developed the “Strategy for developing Gender-Responsive National Evaluation Capacity” to provide direction and guidance for initiatives in this area and help ensure a common understanding on key aspects and fundamental pillars of this important area of work.</p>