



**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, as relevant to the implementation of the QCPR.

In the 2016 operational activities segment of the Economic and Social Council, the Entity stressed the importance of resolution 67/226 in providing a strong mandate to the UN System to step up both its focus on gender equality and its investments in it. The 2012 QCPR has played a critical role in strategically positioning gender equality and women's empowerment as a system-wide operational issue, while recognizing UN-Women's coordination role.

The Entity provided substantive contributions to the annual report of the Secretary-General on the implementation of the QCPR. UN-Women has also played a proactive role - including within key interagency mechanisms such as the Chiefs Executives Board and its three pillars - in providing inputs for the new QCPR. The entity contributed substantively to the ECOSOC Dialogue on the longer-term positioning of the UN Development system, including by supporting the development of analyses and perspectives by the UN Development Group (UNDG) on key operational issues that are addressed in the new resolution. Throughout this engagement, UN-Women has consistently emphasized the importance of greater system-wide coherence, as well as the need to ensure gender mainstreaming across the work of the UN development system.

On the occasion of the first regular session of its Executive Board in 2017, UN-Women elaborated its position with regard to the implementation of the vision set out in the new QCPR, and in the context of its new Strategic Plan, along five key directions: a) greater coherence, coordination and synergies to drive the implementation of the 2030 Agenda for Sustainable Development; b) promoting coherence at the national level, including through a new generation of UNDAFs; c) further strengthening accountability of the UN System for gender equality and the empowerment of women; d) fostering fit-for-purpose funding and pooled financing mechanisms and; e) using innovation to leverage new opportunities and improve operational effectiveness.

This annex is divided into 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 addition, at the third structured dialogue on financing, held at the 2016 second regular session, UN-Women provided an overview of UN-Women's current funding situation, including information on sources, uses and quality of funding as well as update on the resource mobilization strategies presented in the Brief in 2015. The Dialogue presented the Entity's ongoing initiatives to strengthen its effort to raise regular (core) and other (non-core) resources and capacity to forecast annual financing requirements. Notably the discussion included the growing funding gap in regular resources and the impact that this will have on UN-Women's ability to effectively and efficiently implement its strategic plan in its integrity and to deliver on all three aspects of its mandate: normative support.

UN-Women continues to strengthen its effort to secure a critical mass of predictable resources. 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 out in the Strategic Plan. In 2016, UN-Women core contribution increased by 4 per cent from \$ 136 million in 2015 to \$ 142 million in 2016. Forty-four governments increased their contributions towards regular resources. Several non-OECD DAC countries provided substantial contributions above \$1 million in both regular and other resources (Cameroon, China, India, Turkey and United Arab Emirates). Productive engagement with key donors were prioritized through annual consultations, multilateral dialogues and multi-year partnership frameworks. Some Member States are much more engaged with core resources than others, with some significant outliers compared to their investments in sister agencies. After a 33 per cent increase of core contributions between 2012 and 2014, this support levelled off in 2015 and 2016 under the combined effect of currency erosion and the refugee crisis impact on development assistance from key European partners. An adequate level of core resources is 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 accordance 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. Donor roundtables were held for three Flagship Programming Initiatives (Climate-Resilient Agriculture, Gender Statistics and Gender-Responsive Procurement), generating nearly \$40 million in firm multi-year pledges. UN-Women is rapidly building its portfolio of FPIs and will be holding a number of additional roundtables in 2017. In addition, the two Trust Funds managed by UN-Women also support the mobilization of non-core resources. Non-core resources have almost doubled between 2012 and 2016, supporting an accelerated programme delivery (a 40per cent increase between 2015 and 2016) properly supported by management and oversight (100per cent unqualified audits throughout the period).

UN-Women implemented its cost-recovery policy to ensure recovery of direct and indirect costs, applying the harmonized framework approved by Executive Boards of Funds and Programmes. In addition to the approved cost recovery rate, the policy required that all direct costs arising from the implementation of projects funded from other resources be included in the proposals for donor funding.

#### Capacity Development and South-South Cooperation

In 2016 UN-Women continued to invest in strengthening national capacities in 92 countries, a step considered critical to enhancing national ownership, in order to deliver on gender equality and women's empowerment commitments. Funds dedicated to capacity-building in 2016 represented 57 per cent of programme funds, up from 45 per cent in 2015.

UN-Women continued to incorporate capacity development priorities and approaches into its programmes to build sustainable results through the empowerment and capacity-building of women and groups of rights holders and duty bearers, deployment of specific expertise, and South-South and triangular cooperation. For example, in Mozambique, UN-Women strengthened the capacities of 200 representatives of national institutions to assess the extent of gender integration in humanitarian action, data collection and analysis, programming and advocacy. This has resulted in the creation of a critical mass of gender-responsive humanitarian action capacity that can be readily deployed in case of emergency. In Sri Lanka, UN-Women helped build the capacities of 12 Line Ministries, officials from Provincial Councils and 20 District Secretariats who are now more aware of gender-responsive planning and budgeting principles and now have the skills to ensure that national, provincial and local-level plans and budgets take into consideration women's specific needs when formulating the National Budget. This resulted in the development and approval of the Cabinet Memorandum dated 9 March 2016 directing 10 specific Ministries, all Provincial Councils, District Secretariats and Divisional Secretariats to allocate 25 per cent of all funds in rural economic development projects to benefit women.

### Poverty Eradication

UN-Women's Strategic Plan for 2014-2017 focused on poverty reduction, in alignment with the QCPR. Impact Area 2 of the strategic plan was that, 'women, especially the poorest and most vulnerable, are empowered and benefit from development.' According to a 2014 corporate evaluation of UN-Women's contribution to women's economic empowerment, the Entity's work to increase the income of individual women through local-level income generation activities has contributed to lifting women above the poverty line and supporting them to gain confidence and a sense of control over their lives. UN-Women Country Offices have been well-placed to provide capacity development and convene fora for women to identify challenges and obstacles to their participation in the formal and informal economy, positioning them to participate and influence economic policies and laws and contribute to poverty reduction efforts at the national and local levels. To take leadership at the global level, UN-Women played a central role in the establishment of the UN Secretary-General's High-Level Panel on Women's Economic Empowerment (HLP WEE). UN-Women's Flagship Programmes on women's economic empowerment are vehicles for implementing recommendations of the HLP WEE. For example, the HLP WEE recommended increasing sourcing goods and services from companies owned by women to boost the growth of women-owned SMEs. UN-Women's flagship programme on affirmative procurement is active in advocacy: within the UN system, UN-Women successfully advocated for a commitment from the Chief Executives Board, which covers 31 UN organizations, to prioritize the access of women-owned businesses to procurement flows of more than \$17 billion annually.

### 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), the Entity supported 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). In 2016, 65 entities (constituting over 90 per cent of United Nations entities) reported under the Action Plan, including the Secretariat and its departments and offices. Participation in the Action Plan has increased each year: 64 entities reported in 2015, 62 in 2013 and in 2014, and 55 in 2012.

In anticipation of the deadline set for 2017, UN-Women coordinated an extensive, system-wide consultative process throughout 2016 to update and prepare for the roll-out of the next System-wide Action Plan (2.0) in

2018. UN-Women also adapted the Action Plan framework to assist countries in the region to track and measure progress on gender equality and build accountability for it in public institutions. Jordan became the first country to formally notify ESCWA of its commitment to roll out the adapted Action Plan framework at the national level.

UN-Women continued to chair 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. UN-Women also continued to provide support to UN entities for the development or strengthening of their gender policies or other related policies.

UN-Women co-chaired the UNDG Gender Equality Task Team. UN-Women, jointly with UNDP, led the UNDG Task Team in updating the UNCT performance indicators on gender equality (the gender scorecard). The updated gender scorecard aligns with both the corporate-level UN-SWAP and the 2030 Agenda, featuring indicators to capture contribution to transformative results for women and girls. It also enhances ownership by UNCTs through a self-assessment methodology aimed at fostering organizational learning. The updated framework was piloted in six UNCTs (Ukraine, Egypt, Vietnam, Uganda, Iraq and India). The pilot phase confirmed the validity of the updated tool which will be finalized in 2017. The gender scorecard remains a key tool for supporting improved performance by UNCTs, including in the context of the UNDAF.

### 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 continuum. Gender inequality and discrimination can result in women experiencing and being impacted by crises differently from men. 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. Women's engagement has the transformative potential of reducing the likelihood of humanitarian crisis, increasing the efficiency of humanitarian response, building community resilience, and accelerating 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 in the empowerment of all women and girls across the humanitarian-development continuum.

UN-Women is developing two 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 is aimed at restoring dignity and promoting resilience of female-headed households in crisis and providing durable solutions to refugees. The current LEAP model builds on the successes of UN-Women's work with Syrian refugees in Jordan, operational since 2012, that has since been adapted to 26 countries and humanitarian contexts across the world. In these countries, the programme has improved the lives of thousands of women and girls through creating the safe space for them to convene and access cash for work opportunities, effective services, protection mechanisms and empowerment support. These multipurpose centres are called safe spaces, Oasis, Empowerment Centers and Cohesion Spaces depending on the context. In 2016 alone, UN-Women served 120 000 women and girl refugees in complex humanitarian settings.

Under the Flagship Programme Initiative on the Gender Inequality of Risk, UN-Women has joined forces with UNISDR and IFRC on a Global Programme that will be launched during the Global Platform on Disaster Risk Reduction in Cancun, Mexico on 25 May 2017. The joint Global Programme is in support of a gender responsive implementation of the Sendai Framework, addressing the gender inequality of risk and promoting community resilience to natural hazards in a changing climate. In its first phase, the Global Programme will cover approximately 22 pilot countries in four regions: Africa, Asia and the Pacific, Europe and Central Asia, and Latin America and the Caribbean.

### UN Development Assistance Framework (UNDAF)

Ninety per cent of the 27 UNDAFs that were launched in 2016 feature at least one outcome level result to support gender equality and the empowerment of women.

UN-Women continued to co-chair the UNDG's Programme Working Group and its dedicated task team that led the finalization of the new UNDAF guidance, following a thoroughly consultative and participatory process at global, regional and country levels.

The new UNDAF guidance allows the implementation of shared analysis of gender equality and the empowerment of women. Featuring the concept of "leave no one behind" as its underlying and driving principle, it positions United Nations operational activities as being inherently about addressing inequalities, including gender inequality. Accordingly, promoting human rights and gender equality is one of the three core programming principles of the new UNDAF.

The UNDAF guidance aims to foster coherence and to better link humanitarian and development work on the ground, based on a shared theory of change (ToC) to support Member States in their efforts to achieve sustainable development. The UNDAF ToC and results framework provide an opportunity to implement a twin track approach to gender mainstreaming, through gender-specific outcomes and outputs as well as through the integration of gender perspectives across other results areas.

In 2016, all six regional UNDG were supported by working groups on gender equality and women's empowerment, co-chaired by UN-Women. In West and Central Africa for example, following the same experience in the regional UNDG ECA in 2015, the gender theme group trained 38 UN staff to support gender mainstreaming in UN common country programming in the context of the Sustainable Development Goals.

At country level, UN-Women continued to support and leverage the work of United Nations Country Teams, 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 first area of concentration of Joint Programmes. In 2016 UN-Women undertook a rapid mapping exercise that shows the entity's participation in 121 joint programmes, including global and regional joint initiatives. These joint programmes are implemented in 54 countries, including in countries where UN-Women is a non-resident agency or not a member of the United Nations country team. More than half are in the areas of women's economic empowerment and elimination of violence against women while about a quarter cut across thematic areas. Given the potential of the joint programme modality to strengthen normative and operational linkages, the exercise highlighted the need to centralize and regularly update programmatic and financial information *in real time* on the joint programmes in which it participates. UN-Women is looking into the feasibility of incorporating this as part of the Project and Portfolio Module being developed as an enhancement of its RMS.

### Resident Coordinator system

A functioning Resident Coordinator system is critical for UN-Women, especially given its UN system-wide coordination mandate. The Entity continued to honour its financial commitments, in full and in time, under the UNDG global cost-sharing modality for the RC system, and implemented the Management and Accountability Framework of the Resident Coordinator System.

UN-Women supported Resident Coordinators 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. UN-Women chairs or co-chairs Gender Theme Groups in all countries where it has a presence.

Within the UNDG Leadership Working Group, UN-Women chaired a task team which developed a working paper on increasing the diversity in appointments of Resident Coordinators. The task team provided an analysis and suggested possible actions to enhance diversity in the appointments of resident coordinators, on the basis of gender, entity representation and geographical distribution.

#### Simplification and harmonization of business practices

UN-Women is involved in 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 security and procurement. 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 the HLCM-Procurement Network (HLCM-PN) as well as a member of the Procurement Harmonization Working Group and the Sustainable Procurement 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 systems to promote organizational effectiveness to ensure value for money. In this process, over 90 Long-Term Agreements have been established/sourced and shared across the board.

UN-Women is a member of the Finance and Budget Network, a sub-working group of the HLCM. UN-Women chairs the sub-working group of the FBN promoting gender mainstreaming through the common use of a gender marker. UN-Women is also a member of the Inter-Agency Taskforce on Accounting Standards and the Finance Management Oversight Group. Each of these inter-agency groups aims to address efficiency, effectiveness and harmonization across the UN system.

UN-Women is a member of the Inter Agency Security Management Network (IASMN) reporting to the HLCM. Within this forum, UN-Women participates in 12 security focused working groups, whilst co-chairing the IASMN working group for 'Gender Considerations in Security Management;' which promotes ongoing gender mainstreaming through the development of policy and processes within the United Nations Security Management System.

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 three years, UN-Women has been implementing a ten-step strategy for strengthening results-based management (RBM).

In 2016, more evidence emerged showing that UN-Women is succeeding in its efforts to achieve a strong results culture in the organization. For example, the annual quality assessments of approved Strategic Notes (plans) and annual reports vis-a vis corporate RBM standards, initiated in 2014 and complemented by trends analysis in 2016, now serve as regular mechanisms for ensuring the effective application of RBM in key processes of the organization. These mechanisms provide a transparent and systematic basis for highlighting key strengths that can be replicated and weaknesses that need to be addressed, at the corporate level and at the level of individual offices. As the ratings are disseminated, due recognition is given to those who perform well from an RBM perspective, and this serves as an incentive for offices to do better.

UN-Women has been able to manage for results through the continued use of the results management system (RMS) for planning, monitoring and reporting purposes at the corporate and individual office levels. While the RMS was initially used by field offices for entering their Annual Work Plans, the practice was expanded to cover headquarters offices in 2016. The RMS has been used as a means through which planning is made more visible and transparent, efficiency in plan implementation is monitored, performance is analysed and understood, and programme and remedial actions are identified.

Integration of RMS and the Enterprise Resource Planning system (Atlas) was completed in 2016. Through this, UN-Women is now able to track budgets and expenditures against results on a real-time basis. Within the context of the ongoing structured dialogue on financing, the organization can see the evolution of budgets and funding gaps across the programme as a whole, or by region, country, Flagship Programme or Strategic Plan result area. The theory is that greater transparency in funding and performance challenges leads to greater partner confidence and improved financing of programmes, which in turn leads to an improved performance that is objectively and transparently observable.

The 10 RBM training modules developed under the project have been a useful resource for strengthening RBM capacity of UN-Women staff, other United Nations agencies and national partners, i.e., governments and civil society organizations. Over one thousand (1057) participants have participated in trainings, workshops and other processes using the training material as a resource. These trainings have been found to be relevant and useful to UN-Women in: a) conducting its internal planning and reporting processes following RBM standards; b) enabling the organization to perform its coordination function in the broader UN System effectively; and c) supporting national partners in strengthening their planning and programme management capacities through the application of RBM. The benefits have been far-reaching as several of the trainings have gone beyond UN-Women staff. Encouraged by this, UN-Women developed five additional RBM training modules in 2016 covering: joint programmes, Delivering as One, the monitoring framework, innovation in programming, and use of data and evidence in programming.

## Evaluation

Over the course of the current Strategic Plan (2014-2017), steady and sustained progress on all evaluation key performance indicators has been registered. In particular, evaluation coverage increased from 71 per cent in 2015 to 84 per cent in 2016, while implementation of planned evaluations increased from 76 per cent in 2015 to 84 per cent in 2016. Considerable progress was also made in the quality of evaluation reports, with 83 per cent (30 evaluations out of 36) assessed as ‘good’ or ‘very good’ quality. The submission of management responses reached 94 per cent, while 94 per cent of committed actions in management responses for evaluations completed the preceding year were being implemented.

As part of its core business, in 2016, UN-Women IEO presented to the Executive Board the reports of two corporate evaluations: a) evaluation of UN-Women’s contribution to the United Nations system coordination on gender equality and the empowerment of women and b) meta-analysis of evaluations managed by UN-Women in 2014 and 2015.

UN-Women IEO continued to lead efforts to strengthen demand, supply and use of evaluation across the UN system and beyond by chairing the United Nations Evaluation Group since March, 2015. Under UN-Women IEO leadership, important progress was made by ensuring human rights and gender-equality are front and central in evaluation in the UN system through the inclusion of a stand-alone norm in the updated UNEG Norms and Standards.

Within its national evaluation capacity development pillar, UN-Women continued to be a leader in EvalPartners, the global multi-stakeholder partnership for national evaluation capacity development. In 2016, UN-Women and EvalGender+ launched a series of initiatives in 11 countries focusing on evaluating the Sustainable Development Goals with a “No one left behind” lens.



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

| <i>QCPR operative paragraph</i>   | <i>Extract from QCPR resolution</i>   | <i>Relevant indicator from the QCPR monitoring and reporting framework</i>                                      | <i>Progress for UN-Women</i>  |
|---|---|---|---|
| <b>Section II – Funding of operational activities of the United Nations for development</b> |   |   |   |
| 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 2016, UN-Women conducted two sessions on the structured dialogue on financing. At the first regular session in February 2016 when a conference room paper “Briefing on financing UN-Women's Strategic Plan including its flagship programme initiatives” was presented; and at the second regular session in September 2016, UN-Women presented the report on Structured Dialogue on Financing: UN-Women’s funding overview, gaps and financing strategy.   |
| 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 <a href="#">annual report for the general public</a> 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 <a href="#">Top Donor Spotlight</a> section and a <a href="#">Top Contributions</a> section.<br><br>Through its network of 15 National Committees, UN-Women shares information about its work as well as the contributions made by these 15 governments to raise awareness in their respective countries. |
| 37  | [...] actively engage with Bretton Woods institutions, the regional   | N/A   | UN-Women has a long-standing relationship with civil society and has developed a proactive engagement with the  |

| <i>QCPR operative paragraph</i> | <i>Extract from QCPR resolution</i>   | <i>Relevant indicator from the QCPR monitoring and reporting framework</i> | <i>Progress for UN-Women</i>  |
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|                                 | <p>development banks, civil society, the private sector and foundations with a view to diversifying potential sources of funding, especially core funding [...]</p> |  | <p>private sector and foundations with growing success: non-governmental and non-UN sources of income represented 4 per cent of its total income in 2016, twice the proportion of 2015, signaling progress in the engagement of corporations, foundations, non-governmental institutions and other donors.</p> <p>UN-Women’s Private Sector Leadership Council helps support the strategic engagement of the business sector as both programme partners and core donors. While the ranks of the Private Sector Leadership Council expanded, contributions from corporate sector, foundations, high net-worth individuals, digital donors and National Committees, amounted to \$15 million. Of note was the contribution from Alibaba to UN-Women’s core resources in the amount of \$5 million over 5 years. With pro-bono support from the Boston Consulting Group, UN-Women developed a private sector go-to-market strategy to identify key opportunities in North America and Nordic countries. This was complemented by efforts to strengthen and streamline due diligence processes, and a strategic review of fundraising efforts by National Committees and strengthening their capacity to raise funds from individuals.</p> <p>UN-Women also 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. Collaboration is now taking place on the basis of an action plan derived from the MoU. In March</p> |

| <i>QCPR operative paragraph</i> | <i>Extract from QCPR resolution</i>  | <i>Relevant indicator from the QCPR monitoring and reporting framework</i>  | <i>Progress for UN-Women</i>  |
|---------------------------------|--|---|---|
|                                 |  |   | 2016, UN-Women and the African Development Bank (AfDB) signed a three-year MoU to formalize support provided by UN-Women and to tap into both parties' expertise. The partnership draws upon UN-Women's technical expertise in gender equality and the empowerment of women to strengthen gender work in AfDB Regional Member Countries. (RMCs).  |
| 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)                    | The success of UN-Women's resource mobilization is reliant upon the complementarity of regular and other resources, as well as securing a critical mass for each, including so that regular resources can serve as seed funding for other resource mobilization. To ensure that UN-Women secures a critical mass of predictable resources, it is working actively to increase the number of "double-digit" donors, i.e. donors contributing \$10 million and above to regular resources annually. |
| 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 | per cent of total core expenditure on development-related activities directed to programme (20.a)<br><br>per cent of total non- | 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.<br><br>The policy is in line with the harmonized funding framework   |

| <i>QCPR operative paragraph</i> | <i>Extract from QCPR resolution</i>   | <i>Relevant indicator from the QCPR monitoring and reporting framework</i>  | <i>Progress for UN-Women</i>   |
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|                                 | and their programme activities;   | core expenditure on development-related activities directed to programme (20.b)   | approved by the Executive Boards of UN-Women, UNDP/UNFPA and UNICEF which includes a harmonized conceptual framework for defining and attributing all costs ( <a href="#">DP-FPA/2012/1</a> and <a href="#">UN-Women EB document 2013/2</a> ). UN-Women monitors QCPR indicators through reporting on its OEEF (indicator 4.1D).   |
| 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. UN-Women conducted two additional sessions in 2016: at the first regular session in February 2016 when a conference room paper “Briefing on financing UN-Women's Strategic Plan including its flagship programme initiatives” was presented; and at the second regular session in September 2016, UN-Women presented the report on Structured Dialogue on Financing: UN-Women’s funding overview, gaps and financing strategy. |
| 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 reports on cost recovery amounts as part of its regular financial reporting.  |
| 56                              | [...] further pursue reductions in management costs in the effort to  | N/A   | UN-Women’s management ratio has declined in the current Integrated Budget 2016-17 (13per cent) as compared to the  |

| <i>QCPR operative paragraph</i>   | <i>Extract from QCPR resolution</i>  | <i>Relevant indicator from the QCPR monitoring and reporting framework</i>  | <i>Progress for UN-Women</i>  |
|---|--|---|---|
|   | minimize the necessary cost recovery rate within the existing budget framework;  |   | previous Integrated Budget 2014-15 (14per cent). It will further decline in the upcoming Integrated Budget 2018-19.   |
| <b>Section III – Contribution of United Nations operational activities to national capacity development and development effectiveness</b> |  |   |   |
| 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   | In 2016 UN-Women continued to invest in strengthening national capacities in 92 countries, a step considered critical to enhancing national ownership, to deliver on gender equality and women’s empowerment commitments. Funds dedicated to capacity-building in 2016 represented 57per cent of programme funds, up from 45per cent in 2015.             |
| 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)<br><br>Average per cent 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-  | # of UN entities that integrate south- south cooperation into their   | 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   |

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|                                 | <p>level programming of operational activities for development [...];</p> <p>[...] intensify its information-sharing, reporting and evaluation on support to and results achieved through South-South cooperation, including triangular cooperation</p>  | <p>strategic plan (32)</p> <p># of UN entities that actively report on south-south cooperation in their annual reports (33)</p>  | <p>cooperation as part of its annual report to the Executive Board. For 2016, see UNW/2017/2 paragraph 97.</p>   |
| 89                              | <p>[...] 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, [...];</p> | <p># of UN entities that track and report on allocations and expenditures using gender markers (37)</p>                          | <p>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. In 2016, 24 UN system entities reported having adopted a gender marker, up from 21 in 2015. This indicator is also included in UN-Women's OEEF (indicator OEE 1.1B).</p>  |
| 92                              | <p>[...] continue efforts to achieve gender balance in appointments within the United Nations system at the central, regional and country levels for positions that</p> <p>[...]</p>   | <p># of entities that have achieved gender balance among both General Service staff and high-level posts (P4 and above) (39)</p> | <p>Globally, 73.5 per cent of UN-Women's total staff members are women and 79.8 per cent of UN-Women senior staff (P5 and above) are women, as at 31 December 2015.</p> <p>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 2016, UN-Women continued supporting the UN Secretariat in its development of a comprehensive gender parity strategy to increase the attraction, selection and retention of female talents in the UN Secretariat. In 2017, UN-Women co-chaired the SG's Task Force on Gender Parity. UN-Women also facilitated trainings on organizational culture in nine UN</p> |

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|   |  |  | <p>entities. The sessions provided by UN-Women generated more than 27 entity-led unconscious bias/inclusive leadership sessions across in the UN system.</p> <p>In 2017, UN-Women will draft its biennial Secretary-General's Report on the Improvement of the Status of Women.</p>   |
| <b>Section IV – Improved functioning of the United Nations development system</b> |  |  |   |
| 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, challenges and needs and to reduce transaction costs for national Governments and other stakeholders [...] | # 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 continues to monitor this QCPR indicator in its OEEF (indicator OEE 3.3F).  |
| 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. In 2015, UN-Women 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. The practice continued in 2016. |
| 124   | (j) To ensure the appropriate decentralization of authority from   | N/A  | As part of the roll-out of the regional architecture, UN-Women has issued appropriate delegations of authority to all   |

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|                                 | headquarters to the country-level representatives of the funds, programmes and specialized agencies [...];  |  | 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 per cent of UN entities fully implementing the cost-sharing arrangement (65)<br><br>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 system. In 2014, it contributed \$1,038,522 to the RC system. In 2015 it contributed \$1,088,991. In 2016 it contributed \$1,275,744.<br><br>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 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; | per cent of UN entities that have revised the job description of their UNCT members to recognize the role of the RC (61a)<br><br>per cent of UN entities that have included RC's inputs in UNCT members performance appraisal system (61c) | 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 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. |



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|                                 |   | per cent of UN entities that have included UNCT results in agency representatives' performance appraisal system (61d)                              |   |
| 140                             | [...] 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”, [...]; | # of countries applying components of the SOPs (71)  | <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), which were adopted by the UNDG in August 2014, to support the second generation of Delivering as One. 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   | Plan for consolidated common support at country level submitted to governing bodies in 2014, including in the areas of financial management, human | 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   |

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|                                 | 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, [...]  | resources, procurement, ICT and other services (83)   | processes in joint service centers. For example, UN-Women is a member of the Joint Operating Facility in Brazil. UN-Women uses the common services of a larger UN entity for banking, treasury, payroll, ERP infrastructure, etc.   |
| 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 agreements without further approval requirements by the end of 2013; | # 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. UN-Women benefits from the existence of Joint Operations Facilities (JOF) in countries where such facilities are available e.g. JOF in Brazil. In other locations, for specialized procurement services, UN-Women capitalizes on the procurement capacity of other UN organizations e.g. UNOPS for procurement of construction work. In addition, UN-Women, as the chair of the procurement harmonization sub-working group, identified and/or led/participated in the establishment of over 90 long term agreements. |
| 159                             | Requests the Secretary-General to  | Proposal on common  | In June 2015, the HLCM Finance and Budget Network   |

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|                                 | 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, [...]  | definition of operating costs and a common and standardized system of cost control presented in 2014 (85) | 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)   | <p>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.</p> <p>The development of Flagship Programming Initiatives (FPIs) supported the strengthening of RBM in UN-Women, notably the development of Theories of Change for each of the FPIs</p> |

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|                                 |  |  | <p>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                             | [...] 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; | # of UN entities with clear and robust results frameworks (93)                                   | <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                        | Emphasizes the importance for organization of the United Nations development system of having independent, credible and useful   | # of entities that have an evaluation tracking system that includes the status of implementation | Several independent reviews and assessments in 2014-2016 found that UN-Women's evaluation function is well-developed, structured and resourced. UN-Women maintained the Global Accountability and Tracking of Evaluation Use  |

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|                                 | <p>evaluation functions, with 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> | of evaluations and management responses  | system (GATE). The online portal served as an accountability tool for storing all evaluation reports and tracking implementation of management responses. In 2016, the submission of management responses reached 94 per cent, while 94 per cent of committed actions in management responses for evaluations completed the preceding year were being implemented.  |
| 175                             | [...] 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 [...]   | per cent of programme countries that ‘strongly agree’ that the UN has contributed to the strengthening of national evaluation capacities | <p>UN-Women IEO continued to lead efforts to strengthen demand, supply and use of evaluation across the UN system and beyond by chairing the United Nations Evaluation Group since March, 2015. Under UN-Women IEO leadership, important progress was made by ensuring human rights and gender-equality are front and central in evaluation in the UN system through the inclusion of a stand-alone norm in the updated UNEG Norms and Standards.</p> <p>Within its national evaluation capacity development pillar, UN-Women continued to be a leader in EvalPartners, the global multi-stakeholder partnership for national evaluation capacity development. In 2016, UN-Women and EvalGender+ launched a series of initiatives in 11 countries</p> |

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|                                 |                                     |  | focusing on evaluating the Sustainable Development Goals with a “No one left behind” lens. |