



UN SYSTEM COORDINATION REPORT:

Impact Stories 2022

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Acronyms and Abbreviations

CEB	Chief Executives Board for Coordination	OMT	Operation Management Team
CoP	Community of Practice	OPD	Organizations of Persons with Disabilities
CSO	Civil Society Organization	PBF	Peacebuilding Fund
DCO	Development Coordination Office	PUNO	Participating UN Organization
DGGE	Donor Group on Gender Equality	RC	Resident Coordinator
DIHD	Disability Inclusion and Intersectionality Portfolio and Helpdesk	RCO	Resident Coordinator's Office
EVAW	Ending Violence Against Women	SDG	Sustainable Development Goal
EVAWGW	Ending Violence Against Women and Girls	SEA	Sexual Exploitation and Abuse
FAO	Food and Agriculture Organization	SME	Small and medium-sized enterprises
FMOG	Fiduciary Management and Oversight Group	UN	United Nations
GBV	Gender-Based Violence	UNCDF	United Nations Capital Development Fund
GEM	Gender Equality Marker	UNCT	United Nations Country Team
GEWE	Gender Equality and Women's Empowerment	UNCT-SWAP	United Nations Country Team System-Wide Action Plan on Gender Equality and Women's Empowerment
GIHA	Gender in Humanitarian Action	UNDP	United Nations Development Fund
GRP	Gender Responsive Procurement	UNDSS	United Nations Department for Safety and Security
GTG	Gender Theme Group	UNFPA	United Nations Population Fund
GTRG	Gender Thematic and Results Group	UNGM	United Nations Global Marketplace
HCT	Humanitarian Country Team	UNHCR	United Nations High Commissioner for Refugees
HLCM	High-Level Committee on Management	UNICEF	United Nations Children's Fund
HLCP	High-Level Committee for Programmes	UNIDO	United Nations Industrial Development Organization
HLTF	High-Level Task Force	UNSCD	United Nations System Coordination Division
HRM	Human Rights Marker	UNSDCF	United Nations Sustainable Development Cooperation Framework
HRP	Humanitarian Response Plan	UNSDG	United Nations Sustainable Development Group
IANWGE	Inter-Agency Network for Women and Gender Equality	UN-SWAP	United Nations System-Wide Action Plan on Gender Equality and Women's Empowerment
IASC	Inter-Agency Standing Committee	UNWTO	United Nations World Tourism Organization
IATI	International Aid Transparency Initiative	VSLA	Voluntary Saving and Loan Association
IFAD	International Fund for Agricultural Development	WAB	Women's Advisory Board
ITU	International Telecommunication Union	WASH	Water, Sanitation and Hygiene
JWP	Joint Work Plan	WEH	Women's Empowerment Hubs
LEAP	Leadership, Empowerment, Access and Participation	WFP	World Food Programme
LNOB	Leave No One Behind	WOB	Women-Owned Businesses
MPTF	Multi-Partner Trust Fund	WPS	Women, Peace and Security
NGO	Non-Governmental Organization		
NRA	Non-Resident Agency		
OECD	Organisation for Economic Co-operation and Development		
OHCHR	Office of the United Nations High Commissioner for Human Rights		

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Foreword

BY UN WOMEN EXECUTIVE DIRECTOR

From its inception, UN Women was envisaged as an accelerator and catalyst of progress for women’s human rights. Our founding resolution tasked us to “assist Member States and the United Nations system to progress more effectively and efficiently towards the goal of achieving gender equality and the empowerment of women”. To achieve this, our triple mandate encompasses not only normative work and operational activities, it includes the third, vitally important aspect of coordination: the multiplier facet of our mandate through which the impact of the UN’s and Member States’ efforts can be greater than the sum of their parts. During my tenure, the scaling up of UN Women’s coordination work will be a priority.

The relevance of this aspect of our mandate is reflected in our Strategic Plan 2022-2025, which emphasizes coordination’s role in the achievement of the 2030 deadline for the Sustainable Development Goals and especially Goal 5. Its urgency is made more visible every day as human rights violations and regressions in gender equality coincide with the political, economic and social stressors of increased poverty, conflict and crises.

Across the UN system, as across the world, there is a need not only to achieve greater results with fewer resources but to hold the line and advance it further towards solidarity within the multilateral system. Coordination is key to the realization of the Secretary-General’s vision of Our Common Agenda, which calls for inclusive, networked, and effective multilateralism to better respond to humanity’s most pressing challenges. It is fundamental to the intergenerational and intersectoral mandate for Generation Equality and its Action Coalitions. UN Women’s recent membership in the Inter-Agency Standing Committee, the highest-level humanitarian

coordination platform of the UN System, is a clear example of the UN system’s growing recognition of the central role women’s full expert presence and leadership play in the key issues of our time.

This first publication on ‘UN System Coordination Report: Impact Stories’ seeks to illuminate the scale of UN Women’s role – and what more needs to be accomplished by all those involved - through data and information on coordination. Through its narratives and examples of collaboration globally, it demonstrates how coordination creates the invisible but essential bonds that strengthen and support our collective work to improve and positively change the lives of women and girls everywhere.

Sima Bahous
[United Nations Under-Secretary-General and UN Women Executive Director](#)

1. Introduction

UN Women, upon its inception, was mandated to coordinate the contributions across the entire UN System towards the achievement of gender equality and women’s empowerment.

It is well established that gender equality and women’s empowerment (GEWE) are integral to realizing the full promise of any development agenda, including, most prominently, the achievement of the 2030 Agenda and its Sustainable Development Goals (SDGs). Accordingly, UN Women, established in 2010, was endowed in its founding resolution ([A/RES/64/289](#)) with a coordination mandate to lead, promote and coordinate accountability for the work of the UN system on gender equality and women’s empowerment, including for mainstreaming gender perspectives into the work of the UN system. The coordination mandate is also a response to the recent call for inclusive, networked, and effective multilateralism to solve current global crises, including gender inequality, as contained in the Secretary-General’s report on *Our Common Agenda*. In execution of this integral mandate, and its Strategic Plan 2022-2025, UN Women works with entities across the UN System to put gender equality at the heart of its work, and to accelerate the achievement of the SDGs.

The demands for UN Women’s coordination role have evolved and expanded over the past decade since its establishment, partly in response to the reform of the Resident Coordinator system and the recent setbacks resulting from global crises, not least of which are the COVID-19 pandemic and the corrosion of hard-fought gains for women and girls. UN Women’s responses have encompassed a broad range of coordination approaches manifest at all levels of its work: global, regional and country. Also, in 2022 the accession of UN Women to membership in the Inter-Agency Standing Committee (IASC) created new and expanded potential for UN Women’s contributions to coordinated gender mainstreaming in humanitarian action.

This publication ‘**UN System Coordination Report: Impact Stories**’ aims to showcase coordination at work, using multiple approaches to enhance coherence, improve efficiency and propel progress towards the common objective of gender equality and women’s empowerment. It presents a selection of stories from the global, regional and country levels which collectively illustrate these.

Within the publication:

- **Section 1** gives a broad introduction to the report and the coordination work supported by UN Women at the national, regional and global levels.
- **Section 2** provides examples of how UN Women is implementing its coordination mandate around the world, based on functional areas of work, including: UN system coordination, joint programming, humanitarian coordination, gender theme groups, the UN-SWAP and the UNCT-SWAP, and the UN Sustainable Development Cooperation Framework.
- **Section 3** covers the trends and lessons learned from this reflection on practices that result in coordination impact.

“When different parts of the multilateral system act together, they can deliver greater results—and maximize the use of scarce resources. Within the UN system, UN Women is mandated to lead, promote and coordinate efforts to advance the full realization of women’s rights and opportunities.”¹”

1. UN Women (2022). [UN System Coordination](#).

1.1 UN Women: Coordination around the Globe

Coordination work supported by UN Women in the execution of its coordination mandate occurs at the national, regional and global levels.

At the **national level**, UN Women operates within UN country teams (UNCTs), leading and coordinating work on GEWE, as part of the Resident Coordinator (RC) system and under the overall leadership of the RC.² Ensuring that UNCTs and the RC system possess the capacity to advance gender equality constitutes one of the highest priorities of UN Women. Also, UN Women is expected to support national actions towards enhancing and accelerating gender mainstreaming.

At the **regional level**, each of UN Women's regional offices plays a critical role in managing collaborations and building support to the country offices, with a GEWE result as a core objective.³ At a time when national level resources for UN country teams are limited, with demand outweighing resources, this coordinated and often harmonized support of GEWE work in the regional offices becomes all the more critical. In particular, knowledge production combined with coordinated knowledge sharing and training, both for UN Women country offices and across the regional inter-agency networks and coalitions, build valuable capacity for addressing GEWE needs and strengthening the application of global standards to national contexts. Improved coordination, cooperation, communication⁴ and information sharing across UN Women's regional offices has led to stronger UN system networking and greater regional engagement with the promotion and advancement of GEWE.

At the **global level**, UN Women leverages its coordination role by participating in inter-agency coordination mechanisms, seeking to systematically integrate gender perspectives into policy discussions and products that have system-wide relevance.

In the high-level inter-agency bodies such as the United Nations Chief Executives Board for Coordination (CEB) and its two committees – the High-Level Committee for Programmes (HLCP) and the High-Level Committee on Management (HLCM) – as well as in the United Nations Sustainable Development Group (UNSDG), UN Women's systematic and consistent engagement brings a much-needed gender perspective to policy discussions on emerging topics for a more gender-responsive and coordinated approach to key system-wide development, management and operational issues. UN Women co-led the HLCP's Working Group on Inequalities, for example, where it coordinated the UN-system in developing the Shared Framework for Action, which called for a coordinated approach to combating inequalities and discrimination at national, regional and global levels.

As lead of the Inter-Agency Network for Women and Gender Equality (IANWGE), UN Women coordinates working groups, where it offers its collective gender expertise to develop knowledge products that strengthen gender analysis and gender mainstreaming across the system. In addition, UN Women works with the UN network as a whole, identifying as entry points those entities whose areas of expertise are most relevant to the priority themes of the Commission on the Status of Women and the Action Coalitions on Generation Equality.

Similarly, the development and implementation of gender mainstreaming accountability tools such as the UN-SWAP, the UNCT-SWAP Scorecard, and the Gender Equality Marker comprise system-wide inter-entity mechanisms that illustrate a globally coordinated approach for results. And the Gender Theme Group Standards and Procedures, all developed under the aegis of the UNSDG for implementation in all UNCTs, are being rolled out using a coordinated approach for the application of common standards in the establishment and operations of UNCTs.

2. United Nations (2010). General Assembly, [A/RES/64/289](#), para 56.

3. UN Women (2021). [Corporate Evaluation of UN Women's UN System Coordination and Broader Convening Role in Ending Violence Against Women](#).

4. Ibid.

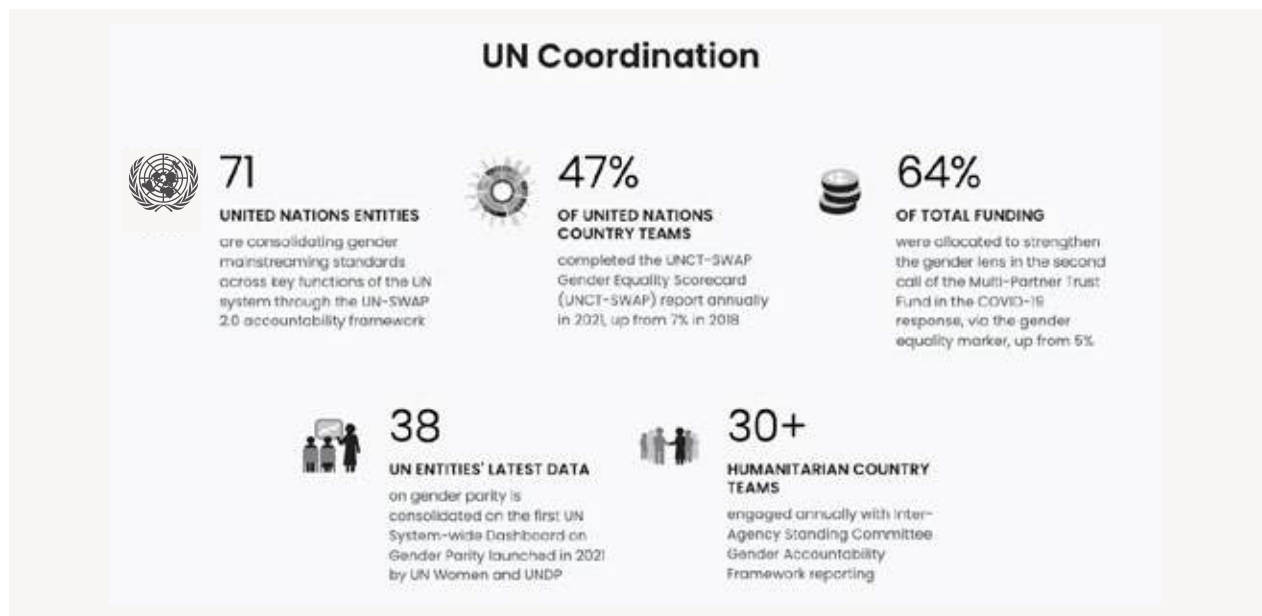
UN Women’s coordination role has been positively recognized across the UN system and among its partners. Knowledge production and its coordinated dissemination with capacity-building initiatives ensure that shared resources are utilized efficiently, and lead to strengthened commitment to GEWE. In the case of ending violence against women (EVAW), for example, the importance of UN Women’s coordination role for the development of knowledge products was emphasized in the findings of the global stakeholder survey for the Strategic Plan 2022–2025, where respondents identified the development of joint data products as the third most significant role for UN Women in a UN inter-agency context. This came after joint programming and the promotion of gender mainstreaming in Common Country Analysis/UNSDCF processes, both of which have a critical gender equality coordination focus at their core.

The coordination mandate is central to the [UN Women Strategic Plan 2022-2025](#). The plan recognizes the centrality of UN system coordination for gender equality. Whilst the entire UN system has a key role to play in advancing GEWE, it is within the remit of its coordination role that

UN Women uniquely works towards ensuring accountability, gender equality and gender mainstreaming in all work performed by the UN, leading progress at all levels around the globe.⁵ The coordination mandate also is integral to the realization of the Secretary-General’s vision of Our Common Agenda, which has placed a great focus on gender equality.⁶ Our Common Agenda has identified concrete actions to be taken to advance gender equality and the empowerment of women and girls, including enhanced coordination efforts.⁷

Finally, and perhaps most importantly, as the 2030 deadline for the achievement of the SDGs approaches, it is all the more timely to reflect on and draw succor and lessons from stories that illustrate achievements of the UN System and of UN Women’s support to it in terms of coordination and coordinated approaches. Data on [Key Results of UN Women’s Strategic Plan 2018 - 2021](#) showed that UN Women’s initiated approach to the achievement of GEWE has led to significant wins system-wide.

Figure 1.
UN Women Key Results Data on Coordination (2021)



5. UN Women (2021). [UN Women Strategic Plan 2022-2025](#).

6. United Nations (2021). [Our Common Agenda – Report of the Secretary General](#).

7. [Opening remarks by Under-Secretary-General of the United Nations and Executive Director of UN Women, Sima Bahous, at the first regular session of the UN Women Executive Board | UN Women – Headquarters](#), dated 14 February 2022.

2.

Global Impacts Of Coordination

This section of the report illustrates how UN Women implements its coordination mandate around the globe based on functional areas of work – system coordination, joint programming, humanitarian coordination, gender theme groups (GTGs) in UNCTs, accountability frameworks for gender mainstreaming in UN entities and UNCTs (the UN-SWAP and the UNCT-SWAP), and the UN Sustainable Development Cooperation Framework (UNSDCF) - and highlights good practices. These results include examples of how UN Women has positively impacted a woman or girl, a family or a community through its coordination role, how UN Women has positively influenced a partner to contribute towards gender equality and women’s empowerment, or how UN Women has used its role in coordination leadership to be positioned at the heart of the UN system’s work towards SDG 5 on gender equality.

The case studies featured in this section shine a light on the results achieved by UN Women through coordination and their contributions towards UN Women’s Strategic Plan focus areas for achieving gender equality and women’s empowerment (GEWE), which include:

- Global norms and standards;
- Leadership and governance;
- Economic empowerment;
- Ending violence against women and girls; and
- Women, peace and security, humanitarian action and disaster risk reduction.

2.1 UN System Coordination

The founding resolution of UN Women ([A/RES/64/289](#)) endowed it with its coordination mandate, which empowers it to enhance system-wide coherence, accountability for the work of the UN system on GEWE and gender mainstreaming. The coordinated approach used for the development and roll-out of the accountability frameworks for gender mainstreaming - the UN-SWAP and the UNCT-SWAP, and the Gender Equality Marker – has created a method to monitor and report on progress systematically and annually.

2.1.1 Ensuring the UN-System Accountability Framework for GEWE: UN-SWAP, UNCT-SWAP

In 2012, the United Nations system agreed to the landmark UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women spearheaded and coordinated by UN Women. The UN-SWAP has established a framework of performance metrics (17 common system-wide performance indicators clustered into six broad functional areas) to coherently and consistently mainstream gender perspectives into all the institutional functions of UN system entities. Having started with eight pilot entities, the UN-SWAP has steadily expanded, and encompasses 73 entities of the UN system to-date.

Box 1.

GLOBAL

UN-SWAP - A milestone in improved coordination and collaboration

The UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) constitutes the first unified accountability framework to develop and consolidate system-wide standards to monitor, measure and propel progress on gender mainstreaming. First called for in 1997 in ECOSOC agreed conclusions 1997/2 and endorsed in 2006 by the United Nations Chief Executives Board for Coordination (CEB/2006/2) to articulate the implementation of the [UN System-Wide Policy on Gender Equality and the Empowerment of Women](#), a methodology for the systematic incorporation of a gender perspective throughout the UN's work was absent until the 2011 establishment of UN Women with its coordination mandate.

In 2012, to give meaning to the mandate to hold the UN system accountable for its work on GEWE, UN Women set about building the framework that would become the UN-SWAP with a group of eight pilot UN entities, that gradually expanded to the 73 entities reporting in 2022.

Today, the UN-SWAP is recognized as an example of a coordinated and pioneering accountability framework that is used and widely emulated throughout the UN system. It has mobilized significant and sustained work towards the goal of gender equality, achieving remarkable results:

- **Leadership commitment to gender equality has increased dramatically.** Senior managers in 59 entities now champion gender equality internally, publicly, and regularly.
- **Those commitments have been translated into major priorities and policies.** Fifty-seven entities have gender policies and plans in place. Twenty-three entities report on their gender work to their governing body and 50 include a high-level result in their strategic plans, up from 22 in 2012.

- **There have been important gains in institutionalizing a minimum gender architecture across entities.** Sixty-eight entities report having focal points at the P4 level and above.
- **The UN-SWAP's standardized basic GEWE training through the 'I Know Gender' course** has been made mandatory for all new staff by 51 entities today (up from 12 in 2012), and more 350,000 participants have taken the course.
- **The recent adoption of the gender equality marker as a UN financial data standard** will enable reporting both to IATI (International Aid Transparency Initiative) and to the OECD.

As the 2030 deadline for the SDGs approaches, the UN-SWAP serves as a powerful tool for documenting advancements towards those goals, and as a source of hope and inspiration. Sara Negrão, gender adviser for the UN Office for Counter-Terrorism, gets at the heart of the UN-SWAP's power when she notes that **"before you can make change, you have to have a mechanism through which people are accountable and can be heard. The UN SWAP has provided that."**

The UN-SWAP, like many innovations, owes its success to both the methodological robustness and applicability of the tool as well as the establishment of a carefully nurtured and sustained network of dedicated focal points across the UN system. The commitment this web of individuals has dedicated to the UN-SWAP within and across the UN system underpins the sustainability of the UN-SWAP and its practices. The UN-SWAP experience, now a decade old, speaks to the power of coordination and coordinated networks. Tools, no matter how solid, are only as powerful as the coordinated networks that regularly apply them and draw energy from the members.

Case study contact: UN System Coordination Division, Priya Alvarez

In 2008, the UN Development Group (now the UN Sustainable Development Group) endorsed the UNCT Gender Equality Scorecard, which put forward minimum gender mainstreaming requirements for UNCT joint processes and institutional arrangements. Updated in 2018 to significantly expand global coverage, make application more systematic, cover results tied to the SDGs and align with the UN-SWAP at the entity level, the framework evolved into the UNCT-SWAP Gender Equality Scorecard (UNCT-SWAP). UNCT-SWAP reporting takes place through comprehensive reports at the Cooperation Framework planning stage and through annual progress reports. Since 2018, the number of UNCTs reporting annually on UNCT-SWAP has steadily increased.

Box 2.



GLOBAL

The UNCT-SWAP Score Card - More than a tool, a vehicle for gender mainstreaming within UNCT policies and programmes

“ As a Resident Coordinator and a gender advocate, I find the UNCT-SWAP to be a strategic vehicle to inform UNCT planning and joint programmes. We use the assessment and the data it provides to mainstream gender in our Common Country Analysis and Cooperation framework.”

ZINEB TOUIMI BEN JELLOUN
former RC in Albania and Kuwait

The UNCT-SWAP Scorecard defines the collective gender mainstreaming responsibilities of the UN system at the country level. To cover results tied to the SDGs and align it with the UN-SWAP, the gender equality scorecard was updated in 2018 to become the UNCT-SWAP Gender Equality Scorecard that entities currently use.

To spur action and galvanize momentum across the UNSDCF cycle, annual progress reporting was introduced as a mandatory element of the UNCT-SWAP, to complement the once every four-year comprehensive reporting. To facilitate standardized annual reporting and more systematic assessment of results, in 2020 UN Women also developed and rolled out a dedicated on-line platform. Together these elements resulted in an increase in coverage and implementation of the UNCT-SWAP Scorecard from 9 UNCTs in 2018 to 61 in 2021.

For these 61 UNCTs, all of whom submitted annual or comprehensive reports in 2021, an analysis of their contents indicates⁸:

- 23 UNCTs (62% of the new Common Country Analysis developed in 2021) integrated gender analysis and consistently included gender sensitive and sex-disaggregated data across all sectors of their Common Country Analysis. 40 UNCTs visibly mainstreamed gender equality components into all current Joint Programmes and at least one focused on the promotion of GEWE.
- 45 UNCTs have contributed to at least one joint advocacy campaign on gender equality and included GEWE within the UNCT Communication Group Annual Work Plan.
- More than 64% (52 UNCTs) of the organizational culture surveys, conducted as part of the UNCT-SWAP Scorecard requirements, reported a positive organizational environment for the promotion of gender equality.⁹
- 21 UNCTs are on track to achieve or have achieved all planned GEWE results in line with SDG priorities.

Initially understood principally as an accountability tool, areas of shortfall identified through UNCT-SWAP. Scorecard global reporting are increasingly used to guide the development of targeted planning and advocacy, and the development of capacity-development strategies and materials. The scorecard has become a central means to bring UN entities together at the country level, planning and working together for GEWE through more gender-responsive Cooperation Frameworks, pooled resources and joint activities.

*Case study contact: UN System Coordination Division,
Florence Bastay Hamimi*

8. United Nations (2021). [E/2022/62 Mainstreaming a gender perspective into all policies and programmes in the United Nations system.](#)

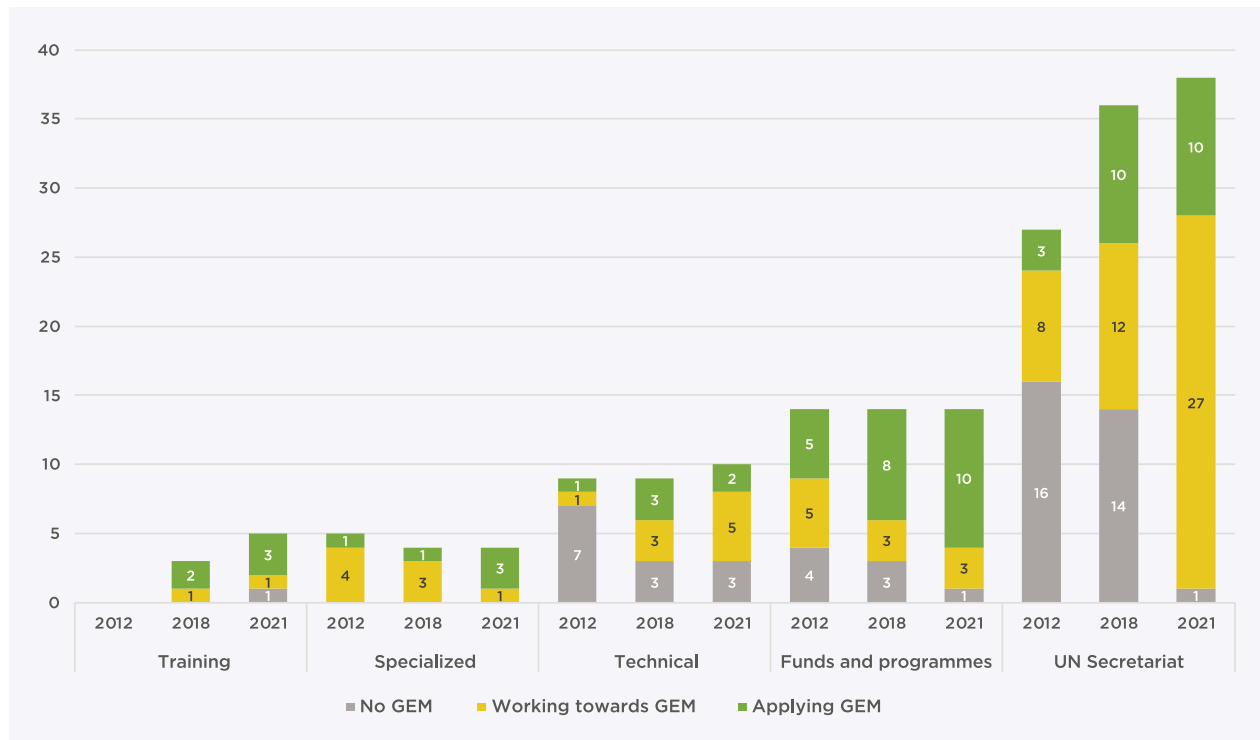
9. UN Women (2022). UNCT SWAP score card reporting platform.

2.1.2 Promoting the Gender Equality Marker and Financial Targets for GEWE as unified UN Financial Tools, Commitments and Reporting Standards

Appropriate levels of resourcing constitute a necessary condition to drive gender equality results. Accordingly, and given the centrality of financing to strengthen GEWE, the Secretary-General convened a [High-Level Task Force \(HLTF\) on Financing for Gender Equality](#) in 2018. The task force’s recommendations were adopted by the Executive Committee of the Secretary-General in 2019, and included, inter alia, the need for harmonized and coordinated application of the gender equality marker, a tool which tracks allocations and expenditures to GEWE in the UN system. The Gender Equality Marker (GEM) was first formalized in 2012 by the UN-SWAP as a financial resource performance indicator and has been systematically supported and rolled out in 28 entities out of the 71 entities that reported against the UN-SWAP in 2021.

Figure 2.

UN-SWAP Reporting entities (per typology of entity) applying the Gender Equality Marker (2021)¹⁰



10. UN Women (2021). [UN System Coordination – Gender Equality Marker](#).

Box 3.**GLOBAL****Adoption of the Gender Equality Marker as the 7th UN Financial Data Standard**

In 2012 the Gender Equality Marker (GEM) was first included as a performance indicator in the UN-SWAP. Since then, the UN System Coordination Division at UN Women has undertaken advocacy efforts and collaborated with UN entities, the Multi-Partner Trust Fund (MPTF) Office, the UNSDG Fiduciary Management and Oversight Group (FMOG) and the UN Chief Executive's Board for Coordination (CEB) to expand the use of the GEM. In addition, it has led the High-Level Task Force (HLTF) on Financing for Gender Equality, established by the Secretary-General in 2018, with the objective of harmonizing and extending GEM implementation. As a result of these efforts, the Gender Equality Marker is now set to become the 7th UN Financial Data Standard.

Building on the 10 years of advocacy developed through the information gathered from the UN-SWAP financial resource indicators, UN Women collaborated with UN entities to map GEM implementation across the entities and inter-agency pooled funds; to create an extensive consultative process with UN agencies on the GEM's usefulness and the entities' capacity and willingness to start using it; and to establish a common definition and place for GEM in the humanitarian space. The knowledge gained from this effort led to the decision by the CEB Finance and Budget Network to endorse the UN GEM in November 2022 as a UN Financial Data standard and as part of the CEB minimum data set for UN system-wide financial data reporting to IATI and the OECD. Financial Data Standards contribute to transparency and are transforming the UN into a data-driven organization, one that uses data to "make better decisions and deliver stronger support to those we serve"¹¹.

The GEM introduces a common UN standard, methodology and format for tracking the contribution of UN activities to GEWE results. It defines the manner in which UN financial information (budget and expenditures) must be reported at the activity level against the GEM, allowing UN entities to implement gender responsive budgeting and ensure adequate resources for the gender equality function. The process of creating and implementing the GEM has shown that a common, coordinated approach to gender financing can lead to a better understanding of work to-date and can highlight real impact across all activities, both normative and operational.

As the 7th UN financial data standard, the GEM will be an essential tool to help the UN-system better identify gaps and opportunities to finance the change, the response, and the critical action needed for the system as a whole to respond to GEWE needs and to track and compare progress over time.

As Anita Bhatia, Assistant Secretary-General and UN Women's Deputy Executive Director, and Aparna Mehrotra, UN Women's Director, UN System Coordination Division, wrote in 2022 in [Financing Gender Equality: The role of the Gender Equality Marker and Financial Targets](#):

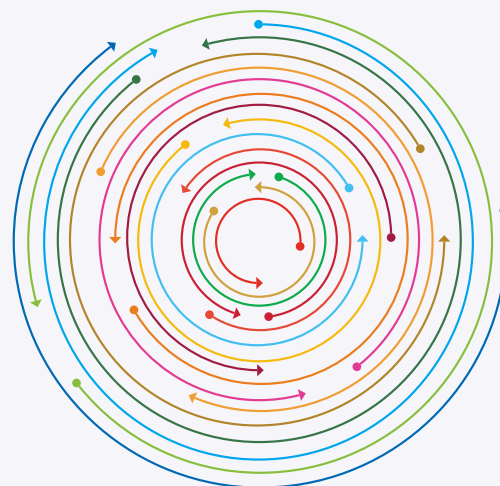
“Contributing to the realisation of GEWE is therefore a system-wide imperative. Here, UN Women – through its UN coordination, operational and normative mandate – has a critical role to play in ensuring gender-responsive solutions are present at the UN system level, in all processes and policy spaces, including financing for gender equality... This in turn will help ensure the UN System is adequately financed and can deliver on the 2030 Agenda for Sustainable Development's promise.”

Case study contact: UN System Coordination Division, Priya Alvarez

11. Ibid.

DATA STANDARDS FOR UNITED NATIONS SYSTEM-WIDE REPORTING OF FINANCIAL DATA

- Standard I - UN entity
- Standard II - UN system function
- Standard III - Geographic location
- Standard IV - UN Grant financing instruments
- Standard V - Sustainable Development Goals
- Standard VI - Reporting on revenue by contributor



In addition to the GEM as a financial tracking tool for contributions to GEWE, financial benchmarks have emerged as a key mechanism and incentive to ensure adequate financial resource allocations. A frequently cited example is that of the Peacebuilding Fund and the minimum 15 per cent target originally noted in the Secretary-General's Seven-Point Action Plan on gender-responsive peacebuilding. In 2020, due to a joint effort, the second call of the COVID-19 Response and Recovery Fund¹² that had gender equality as a principal objective, raised the minimum financial target for proposals to 30 per cent, yielding a multi-fold increase in resources, which jumped from 5 per cent of total funding (\$1.9 million) for gender equality in the first call to 64 per cent (\$11.9 million) in the second.

In recent years, a set of directives put forward by the Secretary-General for the UN system on women, peace and security (WPS), as well as one of his forward-looking goals on WPS, included commitments on financing. In 2021, the Secretary-General emphasized the UN's commitment, in which he noted the obligation of all UN entities and country teams to be in full compliance with "the target of allocating a minimum of 15 per cent of programmatic budgets to gender equality and to improve the mainstreaming of gender in all areas of expenditure."

Notwithstanding the above, there is still a long way to go before requirements and approaches are systematized across the UN system. Follow-up to the Secretary-General's report 'Our Common Agenda', as well as the recommendations of the Secretary-General's HLTf on Financing for Gender Equality, offer an opportunity to deepen and standardize the implementation of financial commitments to ensure that the UN system is 'fit for purpose' to deliver on gender equality as a core priority.

12. United Nations (2020). [The Secretary-General's UN COVID-19 Response and Recovery Fund](#).

Box 4.**GLOBAL****The UN Peacebuilding Fund - A model for gender-responsive inter-agency pooled funding mechanisms**

In 2010, the Secretary-General committed the UN system to allocate at least 15 per cent of UN managed funds in support of peacebuilding to projects whose principal objective, consistent with organizational mandates, is to address women's specific needs, advance gender equality and empower women. To meet this target, the Peacebuilding Fund (PBF) has actively encouraged fund partners to develop projects specifically dedicated to gender equality and women's empowerment. Since 2014, the PBF has developed a number of tools (including a Gender Marker) and processes aimed at tracking the Fund's financial commitments that underpin gender-responsive programming. In 2017, the PBF raised its target for gender-sensitive peacebuilding to 30 per cent, a goal it has met or exceeded every year since. Most recently, and as an extension of this commitment, the Fund's 2020–2024 Strategy established a priority window to promote the engagement of women and young people within peace and security agendas.

In 2021, the PBF allocated 47 per cent (\$92.3 million) of its total allocation to support gender equality and women's empowerment. Specifically, 21.7 per cent of its funds were allocated to projects with the principal objective of advancing GEWE in the context of peacebuilding. The Fund's Gender and Youth Initiative allocated \$51.5 million for 38 projects across 23 countries, 19 of which had a dedicated focus on gender equality, compared to \$36.6 million in 2020.

The score for the PBF's Gender Marker tool is determined by taking into consideration the extent to which gender and gender-responsiveness are integrated in a) conflict analysis; b) implementation and activities; c) results framework; and d) budget. The 2021 independent Thematic Review on Gender-Responsive Peacebuilding found that, overall, the tool is being applied across PBF recipients, although some agencies still struggle to meet all the requirements set out in the Gender Marker Guidance Note.

The financial commitment to gender-responsive peacebuilding has contributed to transformative change on the ground. For example, in South Sudan, UNDP, UNFPA, UNICEF and UN Women implemented a PBF-funded project to increase access to life-saving integrated services through One Stop Centers/Family Protection Centers. The project helped strengthen the participation of women's organizations in local peace processes and increased civic engagement in the prevention of and response to gender-based violence (GBV), in part by working to address and transform harmful social norms. It also helped increase access to justice mechanisms for GBV survivors. Since the project began, changes have been observed in how justice is administered by traditional leaders. As opposed to making traditional rulings, they started referring GBV cases to Justice and Confidence Centres, a behavioral change that is attributed to their acceptance that GBV is a crime that should be prosecuted in a court of law.

The PBF's success in advancing gender-responsive financing for peacebuilding is based on the following essential elements:

- Committed senior leadership that provides political will, strategic focus and accountability;
- A requirement that gender-focused allocations are tracked;
- Having a well-developed methodology and guidance to support PBF recipients in designing gender-responsive peacebuilding programmes and resource allocation;
- Dedicated gender expertise with UNFPA and UN Women seconding a gender adviser to the Peacebuilding Support Office;
- Investment in gender and conflict analysis; and
- Staff capacity for monitoring and reporting on capacity development initiatives for PBF applicants and project managers.

Case study contact: Policy, Programme and Intergovernmental Division, Tatyana Jiteneva

2.1.3 Coordinating Gender Analysis and Crisis Response

As a fundamental starting point for gender mainstreaming, gender analysis is now commonly embedded in programmatic work in socioeconomic areas often traditionally associated with women, such as education and health. Yet, gender analysis and gender mainstreaming are not as common in technical sectors. This was initially revealed through the UN-SWAP report and the IANWGE Beijing+25 review¹³.

In response, UN Women has coordinated the development of guidance on gender analysis in technical areas, working closely with subject-matter experts both in IANWGE and externally. In addition, in response to the COVID-19 pandemic, and the call by the Secretary-General to develop a UN framework for an immediate socioeconomic response to COVID-19, IANWGE, coordinated by UN Women, developed an inter-agency initiative for technical sectors to support a gender-sensitive response to the crisis.

Box 5.

GLOBAL

A coordinated approach to strengthening gender analysis for gender equality in technical sectors

For the twenty-fifth anniversary of the Beijing Platform for Action (Beijing+25) in 2020, the UN Women UN System Coordination Division (UNSCD), in its capacity as Secretariat of the United Nations Inter-Agency Network on Women and Gender Equality (IANWGE), coordinated the first-ever review of the United Nations' support for the implementation of the Platform for Action. The review revealed the need to focus on technical sectors, such as climate and disaster risk finance and insurance, digital inclusion, and energy infrastructure, where gender considerations were either absent or needed strengthening. The guidance note series, Gender Analysis in Technical Sectors, is now available on the [UN Women website](#).

Technical sectors are a priority for development across the UN system, as evidenced in the Secretary-General's report, 'Our Common Agenda', which notes the potential for improvement within sectors where gender equality is not traditionally considered. Coincidentally, the priority theme of the United Nations Commission on the Status of Women in 2023 is **"Innovation and technological change, and education in the digital age for achieving gender equality and the empowerment of all women and girls"**.

Through IANWGE, the UNSCD embarked on a knowledge-production initiative to support gender mainstreaming in technical sectors. In 2022, it produced the first in a series of guidance notes on gender analysis in these sectors. Digital inclusion was identified as a key area of concern. Research shows that despite unprecedented advances in digital technologies, women across the world continue to face unique barriers that prevent them from fully benefiting from the digital world. Yet gender analysis

has been less widely applied to UN digital programmes and sectors than in other areas.

Research has made clear that a coordinated approach to knowledge production, one that leverages the expertise of a broad range of actors - as IANWGE did with the guidance notes - is critical for success. UN Women brought to the process its expertise in gender equality and coordinated the process in a manner that provided IANWGE members and technical experts from across the UN System with the opportunity to share knowledge and to create a product that reflects the breadth of their varied expertise.

The coordinated approach led to collaborations between UNSCD and many different actors, from internal digital experts to UN system-wide experts in entities such as UNIDO, ITU and UNCDF. The final step in the initiative was a peer review process with IANWGE members, which allowed gender focal points from across the UN system to provide substantive feedback.

The outcome of the 2023 Commission on the Status of Women, CSW 67, is expected to be a set of action-oriented recommendations on gender equality and digital inclusion for Member States, the United Nations system and other relevant stakeholders.

Case study contact: UN System Coordination Division, Sharon J. Taylor

13. UN Women (2020). [25 years after Beijing: A review of the UN system's support for the implementation of the Platform for Action, 2014-2019](#).

Box 6.

GLOBAL

Effective coordination towards a gender-sensitive COVID-19 response

In 2020, at the height of the COVID-19 pandemic, the UN Secretary-General called for a coordinated UN system response. Acting on the call, the United Nations system focused its attention on analysis, policy articulation and advocacy relevant to crisis recovery. Due to the unique impact of the crisis on women and girls, a gender perspective was embedded in the work. A series of policy briefs were issued to provide guidance to the United Nations system and Member States on the differing impact of the pandemic on women and girls compared to men and boys, and to raise awareness of the negative effect this had on efforts to build gender equality.

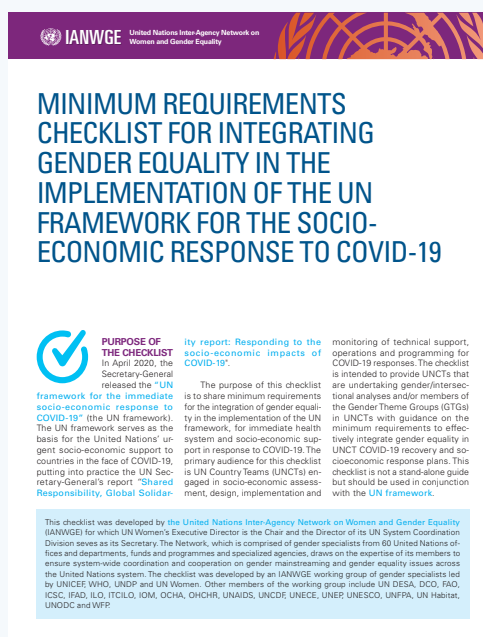
The UN Secretary General's report that evolved from this joint effort, "A UN framework for the immediate socio-economic response to COVID-19", served as the basis for the United Nations' support to countries in the face of COVID-19. Recognizing its utility, the United Nations Inter-Agency Network on Women and Gender Equality (IANWGE), coordinated by UN Women, used the framework to develop an inter-agency initiative to support a gender-sensitive response to the crisis.

Through UN Women's coordination, IANWGE developed the [Minimum Requirements Checklist for Integrating Gender Equality in the Implementation of the UN Framework for the Socioeconomic Response to COVID-19](#). The checklist's minimum requirements include immediate health system and socio-economic support for countries. The UNCTs were the primary audience for the checklist, most of whom were urgently engaged in socioeconomic assessment, design, implementation, and monitoring of technical support, operations, and programming for COVID-19 responses, and needed a relatively quick method for assessing the gender impact of their efforts.

The Checklist was disseminated to Resident Coordinators and country teams via the UN Development Coordination Office (DCO), and successfully served as a blueprint for preparing gender-focused proposals to be submitted to the COVID-19 Multi-Partner Trust Fund.

Members of IANWGE also provided direct support in the review and selection of proposals for funding and the provision of direct training to UNCTs. The checklist was also included in the Master Human Rights-Based Approach Checklist for Socioeconomic Country Responses to COVID-19, developed by DCO, OHCHR and UNDP. Thus, by leveraging and coordinating work in an inter-agency mechanism at the global level, UN Women was able to provide a timely and topical knowledge product for practical application at the country level.

Case study contact: UN System Coordination Division, Sharon J. Taylor



2.2 Coordination through Joint Programming

At the national levels, joint programmes and advocacy initiatives towards GEWE are oftentimes recognized as some of the most visible examples of coordinated actions towards results. UN Women's efforts as part of, and as leaders of, joint programming towards GEWE

have over the years led to improvements in legislation and investments in gender equality services for women and girls, in particular those living with disabilities or who have experienced (or continue to experience) gender-based violence and discrimination.¹⁴

Box 7.

PAKISTAN

Working together to end early marriage

"I am very happy and blessed. Now, I will complete my studies before getting married." These are the words of Nabila, a young girl fortunate not to become another early marriage statistic in a nation ranked number six around the world for the highest number of girls married before the age of 18.

Early marriage constitutes a human rights violation and a practice that undermines efforts to promote gender equality and women's empowerment. Working to end early marriage requires the support of a wide and diverse range of stakeholders, and building strong partnerships lies at the heart of the effort undertaken by UN Women, Pakistan. In this context, coordination has been critical, with UN Women bringing together civic groups, agencies, thought-leaders and policy-changers working as one to ensure that young girls like Nabila are not forced into early marriage. Joint programming for this initiative - UN Women is working with the United Nations Population Fund (UNFPA) - has led to a productive discourse and new initiatives that are driving a change in attitudes on early marriages in Pakistan. An agency-to-agency agreement signed between UN Women and UNFPA commits both entities to coordinated programming that focuses on strengthening legislation and raising awareness about the life-long and cumulative adverse effects on girls of child marriage.

The collaboration's strategy involves establishing partnerships with national and provincial governments and their statutory bodies; with Islamic religious scholars; and with local communities through civil society organizations.

“ The joint programming helps utilize resources – technical as well financial – for a common cause. Efforts are not duplicated; key messages are reinforced. Also, collaboration among agencies has enhanced our shared vision, which is better communicated to an external audience.”

ZEESHAN NOEL

EVAW Programme Officer, UN Women in Pakistan

These coordinated efforts have led to advocacy campaigns, dialogues, in-person mentoring sessions and evidence generation. By using a joint programme approach, UN Women, UNFPA and Pakistani leaders created a more conducive, enabling environment for legislative reforms and for influencing social norms. This includes results such as raising the age of marriage to 18 years in Sindh province and 16 years in the rest of the provinces, along with punishment for a parent or guardian who is involved in organizing a child marriage.

Thanks to these coordination efforts, girls like Nabila are more likely to reach their full potential and to have a future free of the constraints of traditions and customs that hamper gender equality for young girls around the globe.

Case study contact: UN Women Pakistan, Erum Fareed

14. Ibid.

2.2.1 Coordination and Technical Expertise

Results from country offices continue to demonstrate that using a coordinated approach provides UN Women with a strong platform for advocacy, one from which they can offer their technical expertise on gender equality and the issues experienced by women, girls and other marginalized persons.

Box 8.

ALBANIA

Gender equality screening tool for UN joint programmes

At the country office level, UN Women's mandate to coordinate and systematically provide technical know-how on gender equality and women's empowerment helps to ensure that gender perspectives are mainstreamed across all UN joint programmes. UN Women Albania partnered with other members of the national level UN Gender Thematic and Results Group (GTRG) to coordinate work on developing a gender equality screening tool, which was launched in March 2022.

The Gender Equality Screening Tool facilitates a coordinated approach to:

- Ensure that joint programmes developed by UN Albania tackle gender inequalities and promote the rights of women and girls across policy sectors and programmatic areas;
- Enhance the overall accountability of the UN system to promote gender equality across its programmatic joint interventions in line with the UNCT-SWAP; and
- Promote UN Albania's participation in joint programmes as called for in the UNCT-SWAP.

Although programming to ensure gender mainstreaming in the UNCT existed before the tool was developed, the previous approach was more ad hoc. There were no formal, coordinated mechanisms for gender mainstreaming and quality assurance in joint programmes at the national level. The tool has changed this, bringing a more systematic, consistent and coordinated approach to mainstreaming gender into the work undertaken by the UNCT Albania.

All joint programme work in Albania is now examined through five lenses embedded in the tool which identify the extent to which key GEWE considerations are coordinated, mainstreamed, and addressed:

1. Joint Programme Analysis
2. Joint Programme Results
3. Monitoring and Evaluation
4. Partnerships
5. Management and Implementation Arrangements.

Points are allocated based on a Yes/No response model which mirrors the criteria set forth in the Gender Equality Marker (GEM). A Programme Coordinator/Project Officer and a Gender Focal Point use the tool to assess the degree to which gender has been addressed. Once the analysis is complete, the agency can calculate the total score and provide an overall assessment of the joint programme from a gender perspective. This offers the opportunity to identify and correct programme elements where the GEWE components are weak.

The tool is being rolled out and tested on a recently completed UN joint programme on EVAW. All agencies have confirmed that they will use the tool to assess new joint programmes from a GEWE perspective in the future, while UN Women, the GTRG and the Resident Coordinator's Office (RCO) will encourage the tool's use as part of the development and approval of all upcoming UN joint programmes in Albania, ensuring that through this coordinated approach joint programmes will comply with the requirement to positively impact GEWE. UN Women's technical expertise and knowledge on gender mainstreaming was and will continue to be critical in the design of tools such as this to advance SDG5 and gender mainstreaming across the UN system in Albania.

Case study contact: UN Women Albania, Rachele Megna

2.2.2 Sharing Networks and Resources Towards Gender Equality and the Empowerment of Women

Joint programming allows UN Women not only to lend their expertise, but also to share their networks of leaders and changemakers in the field, as well as to use coordination to enable partners and stakeholders to benefit from standardized methods, shared resources, and a joint approach towards impact results across UN Women's specific mandate and in support of the mandates of its partners.

Box 9.

BRAZIL

Coordination and transformation towards gender equality

UN Women served as the administrative and convening agency of LEAP (Leadership, Empowerment, Access and Participation), a joint programme for refugee and migrant Venezuelan women in Brazil, which operated in partnership with UNHCR and UNFPA, with funding from the Government of Luxembourg. For 30 months, between 2019 and 2021, the LEAP Joint Programme supported the Brazilian Government to implement a gender-sensitive humanitarian response to issues affecting the large numbers of refugee and migrant Venezuelans fleeing to Brazil. UN Women's role in coordinating the joint programme had a significant impact on the project's achievement of gender transformative results. UN Women ensured that gender perspectives were systematically incorporated into the humanitarian work led by UNHCR, UNFPA and other joint programme partners, such as civil society organizations, private sector entities and national/subnational governments.

One example of transformative results was the gender mainstreaming methodology developed by UN Women and used in the Women's Empowerment Hubs (WEH), which worked directly with refugee and migrant women and were coordinated by UN Women. The methodology resulted in UNHCR's support for the formal participation of refugee and migrant women at local Protection Working Group meetings and led to UNFPA and UNHCR supporting a joint initiative against violence against women, entitled "The Brave Are Not Violent". This initiative supports transformative masculinities and involving men in the fight against violence against women

UN Women's work in developing and coordinating a common methodology for gender-responsive actions led to gender perspectives being more systematically mainstreamed in a significant proportion of Brazil's humanitarian initiatives and

ensured greater empowerment and protection for refugee and migrant women. The methodology enabled all actors – UN agencies, civil society and government – to promote and include gender equality perspectives in their work.

The coordinated results of the LEAP joint programme improved GEWE programming at the national level and led to strengthened resource mobilization opportunities for UN Women, with partners such as the Government of Luxembourg financing a new joint programme along similar lines.

The new Joint Programme focuses on the economic empowerment of the refugee and migrant Venezuelan women and is led by the same participating UN organizations (PUNOs) as in the LEAP programme. Using the methodology coordinated by UN Women for the LEAP programme, and building upon additional shared knowledge and cooperation amongst UN agencies, UN Women has been able to widen the scope of implementation of the programme, deepen its focus on the economic empowerment pillar and strengthen coordination with participating UN organizations (PUNOs). It opened a sub-office in the Brazilian state of São Paulo, thereby expanding the reach of its work, while receiving funds to keep open another sub-office in the shared Brazil/Venezuela border state of Roraima. The new programme is expected to enable PUNOs to strengthen their connection with private sector companies as well as continue with the original partners from LEAP.

Case study contacts: UN Women Brazil, Flavia Muniz and Mariana Salvadori

Box 10.

RWANDA

Joint programming for rural women's empowerment – Viviane's story

Viviane is a 63-year-old mother of nine children. Before she was selected as the beneficiary of the joint programme on rural women's economic empowerment in 2018, she was living what she calls 'a miserable and desperate way of life' characterized by total dependence on an abusive husband. Although she earned some money by hiring herself out for casual farm work, she had no way to keep it safe, or to prevent her husband from spending it. Her dependence on her husband for many of her social and economic needs led to frequent bitter arguments between them. Viviane continually hoped for a means toward economic empowerment, to be able to protect the money she earned so she could use it to cover the living costs of her family and to pay for her children's education.

Viviane's situation was not unique. Many rural women and girls in Rwanda lived in circumstances like hers. To combat this, the UN Women team collaborated with a range of entities, including other UN agencies, such as WFP, FAO and IFAD; the Government of Rwanda's Ministries of Gender and Family Promotion and Agriculture and Animal Resources; and local government structures. They initiated a joint programme on Rural Women's Economic Empowerment and devised a shared goal: to secure rural women's livelihoods and rights in the context of gender equality and the SDGs.

To achieve this goal, they created a National Steering Committee comprised of representatives of all the entities working on the programme. As an active member of the steering committee, **UN Women was able to coordinate and foster strong partnerships with stakeholders and the government agencies that have ownership of GEWE programmes.** UN Women identified a local partner, the Duterimbere NGO, which shares with the steering committee the goal of empowering women to help eradicate poverty and has expertise in developing financial access opportunities among rural women. Working together, the programme to date has helped establish 156 Voluntary Saving and Loan Associations (VSLAs) with 3,916 members (3,253 women and 663 men) and provided monitoring and reporting assistance to the associations. As participants in VSLA

programmes, where they acquired skills in financial literacy, entrepreneurship and establishing income-generating activities, Viviane and women like her moved quickly from having few resources to building financial stability.

The lessons learned in the programme and the farmer field school that was part of it, enabled Viviane, after having saved for several years, to request a 20,000Frw loan from the VSLA to purchase pigs both for slaughter and to increase her own farm's productivity with organic manure. Viviane also diversified her crops, creating nursery beds for cabbage and planting beetroot seedlings. In addition to her economic development activities, Viviane upgraded her weekly savings plan dramatically, from 100Frw in 2018 to 2,000Frw per week in 2022.

By coordinating with various partners and using their respective expertise and contacts to develop a joint programme that had greater depth and breadth than any single entity could provide, UN Women was able to contribute to changing the lives of rural women like Viviane.

“I feel like a millionaire now,” she says. “I have my regular income, savings, a renovated house and livestock”.

Case study contact: UN Women Rwanda, Jean de Dieu Ndacyayisenga

Box 11.

SYRIA

Coordinated efforts to bridge differences in Syria

To commemorate the 22nd anniversary of the landmark Security Council Resolution 1325 on Women, Peace and Security, UN Women shone a light on a remarkable group of women who have been pursuing unity and peace against all odds with coordination support from UN Women.

The group, the Syrian Women's Advisory Board (WAB), comprises a unique panel of 15 women who overcame their political divisions to cooperate in their quest for lasting and inclusive peace in Syria. The WAB advises the Special Envoy of the Secretary-General for Syria, Geir O. Pedersen and his Deputy Najat Rochdi, on all issues significant for the Syrian political process, including gender, to ensure that women remain an integral part of the peace process.

The WAB provides essential advice to the Special Envoy for his work in the Syrian peace process, collating ideas and concerns from the various groups represented by WAB members. UN Women provides technical support by facilitating meetings and providing knowledge and skills training to WAB members. The WAB constitutes the most inclusive Syrian dialogue forum and **mechanism to provide high-level advisory support towards the peace process, thereby building support for peace with gender equality.**

Since the beginning of the conflict in Syria, women and women-led organizations have played instrumental roles in trying to rebuild peace and social cohesion in their communities. They have led political and peace movements, coordinated humanitarian and relief initiatives, secured access to education, participated in local governance and provided livelihood opportunities to those in need. Skillfully navigating social norms, political sensitivities and security risks, Syrian women have also mediated ceasefires, brokered the release of detainees and secured access to humanitarian aid. These vital contributions are all the more significant given the limitations placed on women's public and community participation.

Utilizing its coordination mandate, UN Women has supported the WAB's establishment to ensure gender-responsive action from and support to local governance during challenging times. In 2019, WAB advocacy, with UN Women's

coordinated support, yielded a 30 per cent quota of women for the Syrian Constitutional Committee, the primary vehicle of the UN-facilitated, Syrian-led, Syrian-owned political process under UN Security Council Resolution 2254. The WAB played an instrumental role in establishing a civil-society block in the Constitutional Committee, with some WAB members then acquiring membership on the committee itself. The WAB and the UN Special Envoy and Deputy Special Envoy continue to coordinate regularly with each other during and between formal talks, with the WAB raising issues and offering creative solutions to address key gaps and points of contention. The success of the WAB stems from its ability to overcome differences where many others cannot.

Initiatives such as the WAB might not have arisen were it not for UN Women's coordination mandate, its mission to provide gender-responsive solutions in humanitarian situations and its recognition of the important role women play in the peace process. As the WAB works to ensure a lasting peace in Syria that will benefit women as well as men, it provides a model of what a safe space for women's public and community participation might look like in a post-conflict setting.

Case study contact: UN Women Arab States Regional Office, Ajay Madiwale





2.2.3 Joining Forces to Ensure We Leave No One Behind

The development challenges of the 21st century underscore the necessity of embracing the 2030 Agenda with renewed urgency. The agenda provides a set of UN system-wide goals with universal relevance, in particular, the SDG principle of ‘leaving no one behind’ (LNOB). With the issues of disability inclusion and intersectionality gaining momentum, UN Women has positioned itself at the forefront of system-wide coordination for these concerns to ensure a more systematic approach towards the rights of women and girls with disabilities.

The entity joins forces with UN agencies and organisations of persons with disabilities (OPDs) through joint programmes, pioneering gender-responsive and disability-inclusive programming to ensure SDG integration, intersectional and human rights-based approaches to development work, and more importantly, the leadership and participation of women and girls with disabilities. Joint Programming has provided the groundwork for scaling up UN Women’s system-wide inclusion activities, ensuring they have a more significant global impact.

Box 12.**GLOBAL****Promoting Disability Inclusion and Intersectionality through Catalytic Joint Programming**

Throughout 2022, UN Women continued and initiated several global and country-level joint programmes on disability and intersectionality with UN agencies and MPTF/UN Partnership on the Rights of Persons with Disabilities in nearly all regions globally. UN Women's dedicated **Disability Inclusion and Intersectionality Portfolio and Helpdesk** supported most of these cross-regional and country-led joint initiatives, through a harmonized approach to capacity development and collaboration with a range of new partners. Most importantly, the coordination undertaken by UN Women facilitated active collaboration among UN entities and organisations of persons with disabilities (OPDs).

In **Asia**, projects developed under these joint programmes unleashed new opportunities for engagement by local actors. In **Bangladesh**, UN Women, together with UNDP, UNICEF, ILO and UNFPA, and working with the National Executive Committee for Persons with Disabilities, is building capacity for work on disability inclusion. This includes establishing an inter-agency UN task team on disability inclusion, the objective of which is to change social norms and behaviours within organizations, and to support efforts that help prevent discrimination and violence against women with disabilities. In **Nepal**, working in coordination with UNDP, WHO and UNPA, UN Women has integrated disability mainstreaming into governance programme planning, especially promoting the participation of people with disabilities in local governance structures, in accountability mechanisms, and in policy and budget consultations. UN Women supported six local governments in Nepal to cooperate in forming local coalition committees that include persons with disabilities and is supporting other local governments to formulate and develop disability-inclusive policies.

In the **Africa** region, UN Women has emphasized capacity development at the intersection of gender and disability. In **Tanzania**, a situation analysis conducted by UN Women and UNFPA, helped the Tanzanian government design a training manual for OPDs utilizing a gender lens which was then used to coordinate capacity-building efforts for disability inclusion within UN systems and among UN partners. In **Rwanda**, UN Women, UNDP and UNICEF coordinated efforts to mainstream gender equality and disability inclusion in government programming in collaboration with the National Council of

Persons with Disability and the Ministry of Local Government, which oversees social protection and disability inclusion for UN Rwanda's Diversity and inclusion Task team.

In **Latin America**, UN Women has been working to overcome barriers that prevent women and girls with disabilities from participating in public policy design and to provide spaces that guarantee effective and meaningful participation. In **Panama**, UN Women, together with WHO and UNESCO, is pioneering work to create a favorable environment in which persons with disabilities can be acknowledged as rights holders and active members of Panamanian society. The joint programme is mapping over 100 stakeholders and holding regular coordination roundtables with relevant actors, including government organizations such as the National Secretariat on Disability, the National Women's Mechanism, and the Ministry of Social Development, as well as OPDs in the provinces and in comarcas (regions) inhabited by indigenous people. In **Colombia**, UN Women is working with UNFPA and UNICEF to provide training on how to strengthen women with disabilities' participation in public policy planning, focusing on the new National Development Plan for 2022-2026. UN Women was also actively involved in drafting the chapter on mainstreaming disability and intersectional perspectives in the National Development Plan 2022-2026.

At the global and cross-regional levels, UN Women and UNDP have recently launched a joint programme (2022-23) in Pakistan, Samoa, Moldova, and Palestine (Occupied Palestinian Territory) to strengthen behavioral insights and intersectional approaches to confronting stigma and discrimination directed at persons with disabilities.

Case study contact: UN System Coordination Division, A.H. Monjurul Kabir

2.2.4 Shared Responsibility in Crisis Response, and New Ways of Working

International level coordination for GEWE, and the joint project methodology to respond to critical needs across the world, proved to be an effective response mechanism during the recent global health crisis. One example is the gendered response to the effects of the COVID-19 pandemic on the tourism industry, which suffered a dramatic drop in international travel. As the agency responsible for coordination efforts towards gender equality and given the high numbers of women affected by the social and financial impact of COVID-19, UN Women came together with UNWTO and GIZ to assess the issues facing the industry. Their response to the crisis and issues facing the sector was to create 'Centre Stage', a project to coordinate work towards gender equality in tourism. This, and other examples, represent a 'new way of working' that focuses on collaboration across the UN system and is based on comparative advantages and collective outcomes.

Box 13.

GLOBAL

Joint Project with UNWTO and GIZ culminates in the endorsement of gender mainstreaming guidelines and strategy for GEWE in the tourism sector

On 25 November 2022, the [UNWTO Executive Council formally endorsed](#) the '[Gender Mainstreaming Guidelines for the Tourism Public Sector](#)' and the '[Gender Inclusive Strategy for Tourism Businesses](#),' which were developed as part of the joint Centre Stage project by UNWTO, the German Federal Ministry for Economic Cooperation and Development, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, and UN Women in four selected pilot Member States: Costa Rica, Dominican Republic, Jordan and Mexico. This formal endorsement by the Executive Council's 35 Member States gives legitimacy to the guidelines and strategy (available in four languages), which aim to ensure women's empowerment in COVID-19 recovery across the tourism sector worldwide.

The joint project's gender mainstreaming guidelines for the public sector provide specific tools to support national, regional, local and other tourism institutions, focusing on policies, programmes and thematic issues. Meanwhile, the strategy for businesses is intended to support private sector tourism enterprises of all types and sizes to achieve effective and consistent strategies and programmes for gender equality across their operations.

The project has yielded notable results, with 7,500 people having taken an online gender equality in tourism course, while 45 trainers, 825 people in the public sector and 734 businesses/entrepreneurs received training on the guidelines and strategy. At the country level, the following results were reported by the Centre Stage project team as of October 2022:

- In **Costa Rica**, the Centre Stage project has supported women's employment in the tourism sector by encouraging 87.5% of participating tourism businesses to commit to the principle of 'equal pay for work of equal value', and 100% of these businesses have introduced or strengthened actions against sexual harassment.

- In **Dominican Republic**, where 61% of women had lost their jobs as a result of the impact of COVID-19 on the sector versus only 56% of men, the joint project has led to 213 women receiving targeted in-person training, as well as a 100% increase in procurement from women-owned and gender-responsive businesses. Sixty per cent of participating businesses now offer the ILO recommended 14 weeks of maternity leave.
- In **Jordan**, where 41% of women in the tourism sector lost their jobs due to COVID-19, there has been a 21% increase in female employment and a 10% increase in overall employment as a result of the National Tourism Administration, businesses and civil society associations working with UNWTO in 2022 in support of the Centre Stage project.
- In **Mexico**, the Centre Stage project has produced 13 new gender equality trainers, with more than 83% of women in participating businesses receiving targeted in-person training on gender equality in tourism, and 185 women employees given a promotion.

This project has demonstrated the value of harnessing collective expertise towards a desired outcome, in this case ensuring that the UN system coherently and systematically contributes to progress on gender equality and the empowerment of women and girls as envisaged in UN Women's current Strategic Plan. **The partnership demonstrates that building capacity and working on one another's flagship products, such as these guidelines, can yield significant results for gender equality and the empowerment of women.**

Case study contact: UN System Coordination Division, Sharon J. Taylor

GLOBAL

Coordinating for results on EVAWG - UN Women's technical coherence role under the Spotlight Initiative

The Spotlight Initiative, funded by the European Union, is the largest targeted investment, at 500M Euros, in efforts to eliminate violence against women and girls (EVAWG). It was launched in 2017 with the aim of demonstrating a 'new way of working' within the UN system; collaboratively, using agencies' comparative advantages and working towards collective outcomes. UN Resident Coordinators (RCs) were put at the center of the initiative, tasked with driving joint action towards the achievement of the SDGs. In this capacity, they turned to UN Women as their technical coherence lead agency, emphasizing the expertise and role of UN Women in coordinating and the delivery of EVAWG programmes that could lead to impactful results. Currently, the RCs in 23 country and regional Spotlight programmes - over 70 per cent of the programmes - have UN Women as their lead technical coherence agency.

This role is in line with UN Women's mandate to coordinate and support the achievement of SDG 5 and complements the strategic leadership role of the RCs. UN Women's priority as lead agency has been to ensure that **its coordination contribution is catalytic and has an impact** on the entire UN system's policy and programme efforts towards EVAWG. UN Women considers this role to be a key enabling factor for the UN system to produce sustainable results on EVAWG, gender equality and the achievement of SDG 5, as well as other SDGs.

Highlights of impactful results achieved through the technical coherence role include:

- Improved policy and programmatic interventions as a result of coordination among multiple stakeholders and by supporting RCs to leverage the expertise of UN Women and other development partners.

- Strengthened programme quality using cross-pillar and cross-sectoral coherence.
- Ongoing, sustained EVAWG programming through UN Women's support of Spotlight's successor programmes.
- Leveraged partnerships that advance the EVAWG agenda through legal and policy reforms that utilize UN Women's longstanding alliances with national gender machineries and women's movements.
- Twenty-two system-wide action plans on EVAWG prevention created during COVID-19 and in humanitarian settings.

Technical coordination, political leadership and a whole-of-system approach are key to achieving the goals of the Spotlight Initiative. Giving visibility to achievements that have resulted from strong technical coordination, notably by integrating coordination-related indicators in joint programmes and by improving the communication of results, highlights the value of these initiatives and advances their collective impact.

Case study contact: Policy, Programme and Intergovernmental Division, Alethia Jimenez



2.3 Humanitarian Coordination

UN Women works to ensure that women and girls benefit equally from humanitarian action and from conflict and disaster prevention. Thus, UN Women plays a key role in coordinating humanitarian action and disaster risk reduction, ensuring that women and girls can contribute towards building sustainable peace and resilience.¹⁵

In June 2022, the Global Humanitarian Overview 2022 reported that \$46.3 billion would be required to assist only two-thirds of the people then in need of humanitarian assistance (204 million out of 306 million). Of these, the majority were women and children.¹⁶ UN Women's humanitarian actions seek to ensure effectiveness in addressing gendered needs, utilizing two key approaches:

- i). Supporting gender mainstreaming in the coordination, planning, prioritization and financing of humanitarian responses in the immediate aftermath of emergencies and humanitarian crises; and,
- ii). Contributing to long-term recovery that protects the rights of women and girls in emergencies and during protracted crises, using a nexus approach.

The application of UN Women's coordination role, based on its triple mandate of enabling gender equality and women's empowerment through UN system coordination, normative and intergovernmental engagement and development-focused operational programming, is expected to significantly improve the effectiveness of humanitarian action, reducing the risk and impact of GBV and sexual exploitation and abuse (SEA), and aids women's recovery in crisis contexts. The theory has become proven reality in many instances as UN Women works to strengthen capacities to coordinate approaches that better ensure women and girls remain at the core of sustainable peace and resilience planning and benefit equally from conflict and disaster prevention and from humanitarian action.



15. UN Women (2021). [UN Women Strategic Plan 2022-2025](#).

16. UNOCHA (2022). [Global Humanitarian Overview 2022](#).



MYANMAR

Humanitarian coordination hubs and coordinated technical support

Myanmar's current national situation is the result of multiple crises: a wide range of natural disasters, COVID-19 and the escalation of armed conflict. These have led to a dramatic rise in the number of internally displaced people across the country, which poses severe risks for the safety, security, and livelihoods of those affected, with women and girls comprising a large portion of those most vulnerable and at risk.

UN Women and others in Myanmar are establishing humanitarian coordination hubs as an innovative way to address the situation. These hubs serve as coordination platforms, which regularly bring together various organizations' gender advisors/officers and GFPs to discuss relevant issues and challenges specific to GEWE in humanitarian action. Their planning is guided by the IASC policy and accountability framework on Gender Equality and the Empowerment of Women and Girls in Humanitarian Response.

In November 2021, UN Women, in collaboration with UNFPA, began work on a Gender in Humanitarian Action (GiHA) Community of Practice (CoP) hub at the national level in response to the increasing demand for gender equality programming and technical support. The GiHA CoP hub's intent was to provide a coordinated humanitarian response by increasing the number of humanitarian organizations and agencies working in Myanmar, as well as the number of gender advisors. Among the entities who became part of the hub were those working on food security, gender assessments, water, sanitation and hygiene (WASH), safety and protection, and family health. By the end of 2022, the GiHA CoP hub membership numbered 13 organizations, comprising UN agencies, international and local NGOs and representatives from existing gender networks operating at the national level. Despite working under crisis conditions, the GiHA CoP hub was able to advocate for GEWE in humanitarian action and keep the gender equality mandate relevant by focusing on the collaboration's main mission: to alleviate the crisis for the people of Myanmar – in particular, women, girls, and marginalized people - wherever and whenever possible.

The GiHA CoP has successfully advocated for representatives from local women's organizations and networks in the HCT to be included in working groups, and has resulted in an increased number of women members from ICCG, the MHF Advisory Board and CSOs. It continues to advocate for the inclusion of local organizations in humanitarian consultations, such as those that developed the Humanitarian Needs Overview and the Humanitarian Response Plan (HRP) for Myanmar. These are critical results of the hub which have shown local women and marginalized persons that despite the crisis, they have a role in decision-making and the right and power to advocate and lead on critical issues affecting them, their families, their communities, and their country.

Myanmar's complex situation is exacerbating the challenges for the international community as it attempts to provide a humanitarian response. Since mobility and access to crisis-affected locations are particularly difficult and dangerous, one practical impact result of the hub has been a reduction in the number of meetings. This speaks to two key aspects of the hub's mission: to provide efficient coordination whilst still being able to effectively share important knowledge and information; and to build capacity across all members whilst still serving in expected roles and performing expected responsibilities on the ground. An integral issue for UN Women is the fact that engendering the humanitarian response is not always an easy and coherent process when highly specified working groups are formed which may not always cover GEWE issues.

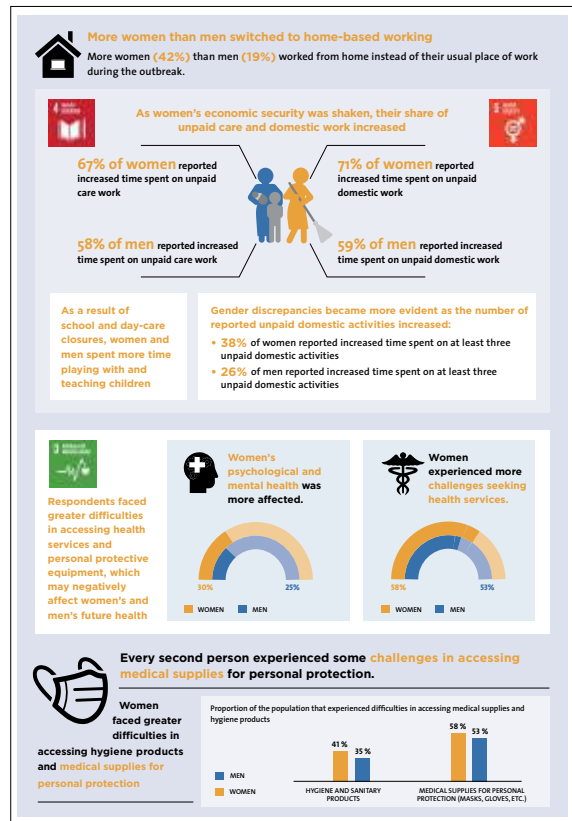
Despite the challenges in Myanmar, UN Women remains able to play a significant role as the 'go-to agency' for humanitarian GEWE support, advice and action.

Case study contact: UN Women Myanmar, Rowena Dacsig

2.3.1 Coordinating access to humanitarian services

Humanitarian coordination requires working together, supporting and establishing access to humanitarian services. UN Women's ability to provide technical expertise to the humanitarian system in a country assures that GEWE rights are part of humanitarian and disaster responses. In addition, UN Women brings to humanitarian settings its experience with scaling up partnerships through coordinated activities with a country's women's organizations.

Coordinated initiatives at country level have been especially critical in crisis contexts, as was witnessed by many UN Women colleagues around the globe during the COVID-19 pandemic.



Box 16.

KOSOVO

Putting gender at the heart of the humanitarian response to the COVID-19 crisis

Leveraging its triple mandate of normative support, operational activities and UN system coordination, the UN Women Office in Kosovo, together with the UN Development Coordinator Office, has taken the lead in coordination and gender mainstreaming. During the COVID-19 pandemic, UN Women was positioned to ensure that women played a significant role in addressing the crisis. The Gender Theme Group (GTG) and the multi-stakeholder Security and Gender Group, chaired by UN Women, were already active prior to the start of the pandemic. Hence, when COVID appeared, the UN Kosovo Team was ready, with both internal and external gender expertise across thematic areas available to provide a coordinated response.

In early 2020, as the virus was spreading, the GTG sprang into action, providing a platform for creating a coordinated response to the unique needs of women and girls. As a result, all eight licensed GBV shelters across Kosovo (in the context of United Nations Security Council resolution 1244 [1999]) were equipped with resources to respond to emerging gender issues that ranged from women's unmet health needs to the increase in gender-based violence that erupted when people were confined to their homes for weeks and months on end. These efforts also included working with UN Women and the UN Mission in Kosovo to deliver technical equipment to shelters so the children in them would be able to continue their education online. Thanks to the collaboration, the UN Kosovo Team was able to offer essential items and equipment wherever they were needed, providing practical proof of the importance of a coordinated response.

Despite the challenges of responding to urgent issues, it was clear to UN Women that gender analysis needed to be upgraded if they were to properly understand the impact of the pandemic on women and girls. Working with UNDP and UNFPA, they conducted the first two of several Rapid Socioeconomic Impact Assessments and, based on the results, proposed institutional measures necessary to address emerging issues. These assessments also guided the UN Kosovo Team in designing the Socioeconomic Response Plan to COVID-19. UN Kosovo Team's coordinated resource mobilization rose to more than 40 million dollars during the pandemic, with all of the projects it supported having clear gender components strongly integrated into their interventions as a result. Kosovo also exceeded gender

mainstreaming requirements for 14 out of 15 performance indicators of the UNCT-SWAP Scorecard.

The coordinated approach allowed UN Women and the UN Kosovo Team to use gender mainstreaming practices to ensure that women's and men's differing needs were an integral part of response planning, both within the UN teams and as part of the government response. For example, the UN Kosovo Team ensured that specific GEWE measures were included in the government's assistance package for women. Additionally, UN Women and the UN Kosovo Team's coordinated support to the Kosovo Agency for Gender Equality resulted in a financial commitment of two million Euros for women-owned businesses, SMEs and NGOs, as well as 115 public and private kindergartens around Kosovo, a significant contribution affecting nearly two million citizens. Supported by UN Women and UNFPA, the Kosovo Agency for Gender Equality also coordinated joint institutional efforts to develop an emergency protocol for shelters and to establish provisional quarantine facilities for survivors before they could be admitted to shelters in order to protect staff and shelter residents.

The UN Women Kosovo team's ability to use its experience with gender mainstreaming and coordinated responses led to an exceptionally effective response to the needs of women and girls, which might otherwise have been ignored, as was the case in other countries.

Case study contact: UN Kosovo, Anisa Bina

“ The UN has supported Kosovo on its path towards sustainable development, not least by promoting gender equality and women's empowerment. Without gender equality, no other goal can be reached.”

ARNHILD SPENCE

UN Development Coordinator in Kosovo

2.3.2 UN's highest-level humanitarian coordination forum

In 2022, UN Women became a member of the Interagency Standing Committee (IASC), the longest-standing and highest-level humanitarian coordination forum of the United Nations system. This brought with it both opportunities and responsibilities bearing on the coordination function of UN Women to hold the UN system accountable for its GEWE-related commitments in the crisis context and to mainstream gender perspectives in its humanitarian work.

Box 17.

GLOBAL

Promoting the leadership of crisis-affected women in humanitarian coordination

Humanitarian needs have surpassed yet another record, with 339 million people expected to need assistance across 69 countries in 2023. UN Women's work in humanitarian action is firmly grounded in the belief that protecting, promoting, and empowering crisis-affected women and girls is essential for any humanitarian response to be effective, efficient, and sustainable. UN Women utilizes its coordination mandate to ensure that all humanitarian response efforts from across the UN system and the broader humanitarian community address the gendered impacts of crises, from planning and implementation through to monitoring.

In 2021, across 40 crisis contexts, as members of Humanitarian Country Teams (HCTs) and/or leads of Gender in Humanitarian Action (GiHA) working groups, UN Women supported and convened other humanitarian actors to ensure that response efforts systematically and consistently addressed the specific needs and challenges of women and girls. UN Women utilized a coordinated approach to develop gender analyses that guided planning efforts, built the capacity of frontline humanitarian workers on gender equality, amplified the voices of women leaders, facilitated their participation in humanitarian decision-making spaces and helped to channel resources to women's rights organizations.

In **Afghanistan**, UN Women co-leads the GiHA working group, which supports the humanitarian coordination structures in country by providing evidence-based gender expertise that enhances the gender responsiveness of humanitarian activities. Through the GiHA working group, UN Women supported the establishment of the Afghan Women's Advisory Group, which advises the HCT, a key coordination achievement that ensures that the voices of Afghan women and girls are represented at

the highest level of humanitarian decision-making. Despite many dangers and challenges, the Afghan Women's Advisory Group has provided support, expertise and hope to women in the country: **"After the Taliban takeover, I was really scared. I then slowly started meeting with the de facto authorities to raise their awareness about our programmes. I explained our activities to them. (...) Every day is a new day and a new start. I will never stop advocating. I will keep on meeting as many women as possible and implementing projects"**, one member of the Advisory Group said.

At the global level, in October 2022, UN Women became a member of the Inter-Agency Standing Committee (IASC), the UN's highest-level humanitarian coordination body. Membership enabled UN Women to strengthen the humanitarian system's accountability to crisis affected women and girls around the world.

On behalf of the IASC's Gender Reference Group, which comprises both UN and NGO actors, UN Women has been coordinating the monitoring of commitments on gender equality and the empowerment of women and girls through annual Gender Accountability Framework reports. These reports identify progress as well as gaps in key areas such as the participation of women's organizations in humanitarian coordination and the attention to gender priorities in humanitarian planning documents. The reports constitute the only system-wide mechanism in place to track accountability to gender commitments in the humanitarian system.

Case study contact: UN Women HQ, Arpita Varghese

2.4 Gender Theme Groups

In country contexts, Gender Theme Groups (GTGs) provide an excellent platform for leadership, coordination, collaboration and sharing technical expertise in support of coherent system-wide actions for GEWE. The GTG is chaired, or co-chaired, by the UN Women Head of Agency in countries where UN Women has presence, and under the overall leadership of the RC, facilitates the UN's support to national GEWE priorities within the Cooperation Framework.¹⁷ The new [UNSDG Gender Theme Group Standards and Procedures](#) aims to position GTGs within the new cooperation frameworks and to support entry points for partnership with governments and civil society organizations (CSOs)

to optimize UN coordination for GEWE. The standards and procedures are designed to ensure effective, integrated and coherent UNCT support for national GEWE priorities. Ironically, however, while it is widely acknowledged that GTGs require both workplans and budgets for successful coordination, the allocation of core resources to them remains challengingly scarce. The expectation remains that they raise their own resources to lead results on GEWE at the national level.¹⁸

Figure 3.

Roles and Responsibilities of the Gender Theme Group Chair¹⁹

- ✓ Ensures the effective functioning of the GTG, convening GTG meetings on a regular basis and ensuring meetings are prepared and documented.
- ✓ Facilitates information-sharing between the GTG and the UNCT, representing the GTG at UNCT HOA meetings and elsewhere as needed.
- ✓ Supports inter-agency capacity development for gender mainstreaming.
- ✓ Guides the preparation and implementation of the GTG work plan and budget, ensuring GTG activities are aligned with the UNCT work plan and contribute to national GEWE priorities.
- ✓ Presents the GTG work plan to the UNCT and keeps the UNCT informed of progress in implementation; presents the GTG annual report to the UNCT.
- ✓ As a full member of the UNCT, provides policy and technical advice to the RC and UNCT on GEWE issues in support of effective and coordinated action.
- ✓ Supports and strengthens the linkages between the UN system, Government, GEWE networks and organizations, and women's rights advocates.
- ✓ Briefs the UNCT and RC prior to Joint Monitoring Committee meetings with the host Government on current developments and priorities related to the UN's contributions to GEWE in-country.
- ✓ Leads and coordinates fund-raising for the GTG in collaboration with the members.

17. UN Sustainable Development Group (2021). [Gender Theme Groups: Standards and Procedures](#).

18. UN Women (2021). [Corporate Evaluation of UN Women's UN System Coordination and Broader Convening Role in EVAW](#).

19. UN Sustainable Development Group (2021). [Gender Theme Groups: Standards and Procedures](#).

NIGERIA

GTG strengthening knowledge, setting priorities

At the beginning of each year, the Nigeria Gender Theme Group – under the leadership of UN Women as the lead actor in coordinating UN system efforts towards GEWE – runs an annual retreat. The 2022 event was an opportunity for members to jointly assess the priorities for GEWE in Nigeria, and to provide a forum where GTG members, representing the UNCT Nigeria, could improve their knowledge of gender priorities as they relate to UN reform.

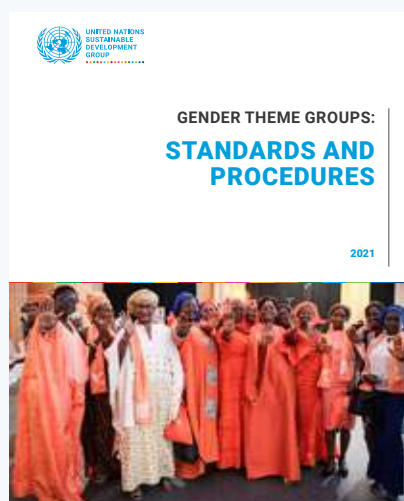
The event included a presentation from the UN Women Regional Office that covered several areas: resources available to the GTG and key recommendations for 2022; the role of the GTG in data collection and analysis; the role of the GTG in strengthening coordination in the humanitarian response for peace and security in Nigeria; key entry points for the GTG in the ongoing UNSDCF development; and UNCT-SWAP Scorecard processes. The 2022 GTG Retreat resulted in the following results:

- Through the advocacy of the GTG members, the Programme Management Team/UNCT adopted a standalone outcome on gender equality and the empowerment of women in the new UN Sustainable Development Cooperation Framework for Nigeria (UNSDCF-2023 to 2027). GEWE is mainstreamed in nearly all the other outcomes.
- 65 focal points from the GBV sub-sector, the Gender Technical Team, and the protection sector of the HCT on gender and disability mainstreaming participated in capacity-building activities. They are using their new skills to strengthen the integration of gender and disability considerations in the new Humanitarian Response Plan (HRP) and its programmes, which will deliver assistance to more than three million women and girls and their families.
- Through collaboration with the Ministry of Women's Affairs and more than 30 women's rights organizations and networks, the GTG is using outreach and advocacy to influence lawmakers and other leaders to support gender sensitive bills, and to impact public perception and support for women's rights, including their right to participate in leadership and decision-making roles, and to campaign and act against gender-based violence.

Following the retreat, the GTG produced a costed workplan for 2022, which included GTG support to UNCT to deliver on GEWE commitments, capacity-developments initiatives, and knowledge management and advocacy, such as follow-up on UNCT SWAP gender scorecard recommendations. It also convened a disability inclusion training led by UN Women Nigeria, which included representatives of gender-related UN subgroups, including the GBV subsector, the Gender Technical Team and the protection sector. As part of International Women's Month and the CSW 66 meeting, the GTG also coordinated inputs from various sectors to develop the Resident Coordinator's talking points for a National Press Briefing on IWM and a National Dialogue conducted during the month.

In Nigeria, the coordinated efforts of the GTG towards GEWE provide critical support for the government's efforts towards SDG 5. **That goal is one Nigerian activists are looking forward to. "[We] must close the gender gaps between men and women in all facets of governance to create a more effective, sustainable and inclusive society and economy"**, said the Federal Minister of Women Affairs, Pauline Tallen in 2022.

Case study contact: UN Women Regional Office West and Central Africa, Maritza Cecile Chantal Formisano



2.4.1 Coordinating Finance for Gender Theme Groups

Financing GTGs to enable coordination at the country office level has been shown to significantly facilitate the GTG performance and lead to results. While examples of such financing are as yet rare, some exceptional stories of successful financing and results from coordinated efforts are available. They serve to encourage.

Box 19.

PAKISTAN Gender Theme Group Financing

The Pakistan Gender Theme Group, co-chaired by UN Women and UNFPA and housed by UN Women, plays a central role in providing strategic support and advice to the UNCT in its efforts to achieve SDG 5 and the GEWE components across all other SDGs. As in many countries around the globe, the key functions of the Pakistan GTG include advancing GEWE through programme support, policy dialogue and technical advice. The GTG also supports GEWE-related communications, advocacy work, and the creation of partnerships that propel national gender equality priorities. Yet mainstreaming gender, accelerating gender-responsive performance management, building capacity, and producing communications campaigns all come with a cost, and despite their benefits and those of a coordinated GTG being obvious and numerous, the lack of a budget to enact plans and programmes constitutes a major impediment preventing the GTG from achieving its full potential.

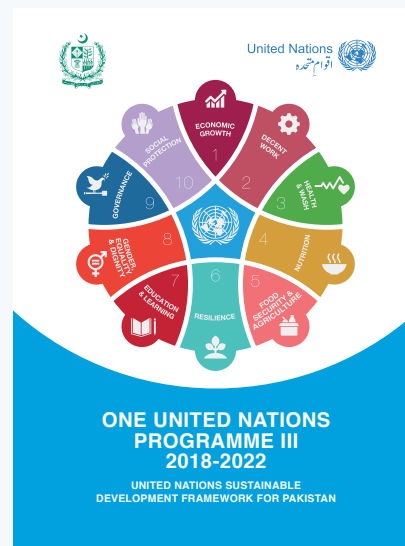
In Pakistan, GTG members overcame this challenge by raising funds from their various agencies' institutional budgets, which were used to support the GTG secretariat staff and its operations, covering costs such as rent, staff fees, consultancy rates, communications materials and necessary travel. Until that point, there had been no budget allocated for the running costs of the GTG secretariat. This coordinated approach to fundraising the costs for the Secretariat meant that necessary costs were covered, and the GTG was not fully dependent on volunteers from agencies with available resources. It is expected that this will positively impact results moving forward.

Agency contributions ranged from 6% to 13% of the total expected costs for the GTG secretariat. This is the same percentage formula that is applied to the contributions to UNDSS funding. This funding coordination mechanism has not only

ensured financial support and sustainability for the GTG secretariat, but it has also reinvigorated UN agencies' commitment to a coordinated approach to achieving gender equality.

Sharmeela Rassool, UN Women Country Representative credits "UN Women's strategic positioning within the UN system, including chairing UNSDCF's GE outcome, co-chairing the Gender Parity Team, OMT and the GTG," as helpful in persuading UNCT representatives to finance the shared responsibility for coordination. "I believe this coordinated approach and innovative financing method is something that can help GTGs function in other countries," she says.

Case study contact: UN Women Pakistan, Zeeshan Noel



2.5 Coordination and UN Country Teams

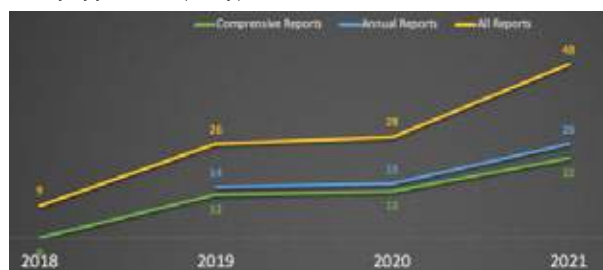
As an integral part of its UN system coordination mandate, UN Women continues to lead and champion systematic and coordinated efforts to mainstream gender perspectives into all the institutional functions of UN agencies and country teams, using standardized tools, including the UN System Wide Action Plan (UN-SWAP) and the UN Country Team System Wide Action Plan (UNCT-SWAP).

Systematic coordination of national GEWE initiatives that are led by UNCT coordination has been shown through best practices to offer significant entry points and improved effectiveness for GEWE results across UN country teams.

Figure 4.

UNCT-SWAP Implementation 2018-2021²⁰

Total reports submitted by the 84 UNCTs with a UN Women presence in country, by year and report type.



UN Women is present in 84 of 131 UN Country Teams. Between 2018 and 2021 65 UNCTs (77%) implemented the UNCT-SWAP.

Box 20.

BAHRAIN

Leveraging UN Women's gender equality coordination mandate to optimise the LNOB impact of UNCT investments

In October 2022, the UN Women Regional Office for the Arab States, as a Non-Resident Agency (NRA) member of the UNCT, worked with the Bahrain RCO and regional colleagues in DCO and OHCHR to convene a skills-based capacity-building exercise to support UNCT Bahrain to measure and scale up investments in gender equality, human rights, and sustaining peace in its 2023 – 2024 Joint Work Plan (JWP).

The workshop marked the first time that a UNCT in the Arab States region participated in this type of integrated capacity building, which included practical exercises on applying the UNSDG markers to the sub-outputs of the JWP. UN Women supported building capacity on the application of GEWE approaches using UN planning tools. The discussion on the coding process for the financial tracking tool, the Gender Equality Marker (GEM), fostered conversations on entry points for inter-agency collaboration on gender mainstreaming through the JWP.

At the time of writing, the Bahrain JWP is being finalized. As part of the process, the UNCT has adopted a justification column relating to gender equality, human rights and sustainable peace markers, as a best practice to encourage more accurate coding. Looking forward, in 2023, the UNCT will set a financial allocation

target and will highlight milestones towards its achievement, in line with Quadrennial Comprehensive Policy Review directives.

From a country coordination perspective, consolidated training on the three markers through a leave no one behind lens has provided multiple benefits to RCO personnel, members of results groups, and other UN staff involved in JWP development. Thanks to UN Women's initiative in coordinating efforts to tailor the GEM training to the specific UNCT context, the CT expects to see improved achievement of systemwide GEWE objectives, in accordance with the UNCT-SWAP Gender Equality Scorecard standards.

The UN Women-led consolidated capacity-building package developed for the Bahrain workshop can be easily modified to suit local needs and will be adapted for other UNCTs in the region in 2023. To implement the package, UN Women is engaging with OHCHR and RCO/R-DCO colleagues to deliver human rights, gender equality and sustainable peace marker components.

Case study contact: UN Women Regional Office for the Arab States, Josephine Moss

20. UN System Coordination (2021). [UNCT-SWAP](#).

2.5.2 Coordination at regional and country levels

As UN Women's success stories reveal, strong, coordinated UNCT initiatives have led to strengthened commitment, capacity and resources required for meaningful GEWE actions and impact at the UNCT level.

Box 22.

EAST AND SOUTHERN AFRICA REGIONAL OFFICE

Working together to improve coordinated capacity building across the region

Coordinated working and learning together yields enhanced impact. Accordingly, UN Women East and Southern Africa Regional Office utilized a coordinated approach to build capacity among UN Officials from 22 countries in the region and to strengthen UNCT-SWAP and the Gender Equality Marker (GEM) implementation. The regional office believed that by learning together in a conducive environment, participants would be better able to align their programmes with each other throughout the region, and that with strengthened capacity, they would improve their chances to move the needle for gender equality.

A systematic approach to this capacity building generated greater depth, understanding and capacity to apply gender mainstreaming tools, including the UNCT-SWAP Gender Equality Scorecard, and the GEM. Equally important, the coordinated capacity development engagements led to coherence, a greater sense of solidarity and shared, concrete commitment and motivation. The sessions resulted in the **'Mombasa Call to Action'**, a set of key recommendations that UNCTs in the region committed to and proceeded to implement:

- The creation of a repository of gender-related knowledge and documentation at UNCT level to assist in UNCT-SWAP reporting;
- Significantly more capacity to promote gender equality and gender mainstreaming across the UN system to coordinate GEWE and strengthen impact; and
- A concrete commitment to establish an empowered Gender Theme Group (or equivalent) at the UNCT level, endowing it with a formal advisory function.

The sessions also identified the Resident Coordinators (RCs) as the drivers of progress, encouraging and nudging RCs to better lead the gender mainstreaming process, facilitate and actively support the generation of a dedicated cadre of gender experts within the UNCTs, and cooperate to generate data and evidence.

The coordinated approach to cross country and system-wide capacity building allowed UN Women to support UN RCs, the RC offices and UNCTs across the East and Southern Africa region to strengthen their accountability as global champions for GEWE and for mainstreaming gender perspectives across the work of the UN system.

Case study contact: UN Women East and Southern Africa Regional Office, Kebedech Ambaye



Gender-responsive procurement presents another example of the results that coordination at the UNCT level can achieve. Coordinated procurement that is designed with a gender lens promotes and catalyzes both efficiency and opportunity, as the example of Bangladesh illustrates.

Box 23.

BANGLADESH

UNCT common services and coordinated gender responsive procurement

When the UN Bangladesh Business Operations Strategy called for a coordinated gender-responsive procurement (GRP) system central to its gender equality and women empowerment (GEWE) goals, UN Women and the UNCT Bangladesh answered that call. UN Women – as GTG lead and Secretariat - leveraged the UNCT SWAP gender scorecard on Dimension 4, organizational culture and gender parity, to advocate for a coordinated approach to advancing the GRP agenda.

In August 2022, the UN Bangladesh procurement working group under the Operation Management Team (OMT), with support from the RCO and UN Women, organized a joint GRP workshop focusing on ways to increase women-owned businesses' (WOB) and gender-responsive vendors' participation in UN supply chains. A call for registrations was circulated through mass media to raise awareness of the event and to disseminate the invitation to as many WOBs as possible. Following the call, 150 vendors were invited for the event out of which 88 joined - the majority of them women vendors and business owners.

The workshop was held on 18 August 2022 and was seen as not only an example of how coordinated activities can help advocate for GEWE, but as a steppingstone to promote gender equality and parity throughout UN procurement systems. The initiative was the first of its kind for the Bangladesh UNCT. It built the capacity of women-led vendors to respond to UN procurement requirements, including Request for Proposals/ Request for Quotes and introduced them to the business opportunities of the UN Global Marketplace (UNGM). Following the event, invitations to join the UNGM were sent to the attendees and the UNGM database now has a list of 240 WOBs.

“ The initiative helped me to expand my network by linking me to a larger community. It can bring us more business and will expand our supply chain.”

SONIA SOBHAN

Entrepreneur from Rangpur, Bangladesh

Case study contact: UN Women Bangladesh, Punna Islam



2.6 UN Sustainable Development Cooperation Framework

As results demonstrate, UN Women’s support for the implementation of the UN development system globally has helped to ensure that GEWE remains a central focus. To achieve these results, UN Women provides critical support to UN Resident Coordinator systems, using a GEWE lens to coordinate inter-agency functions and dialogues.²² UN Women also continues to be actively engaged around the globe in UN Sustainable Development Cooperation Framework planning, implementation, and monitoring.

In many cases, it uses a ‘one-stop shop’ coordinated approach, providing guidance and support to country offices as called for in its triple mandate. As can be seen through results, coordination through the UNSDCF ensures full utilization of the technical capacity of UN Women colleagues, together with the collaborative potential of systematic, gender-responsive partnerships towards cooperation frameworks.

Box 24.



CÔTE D’IVOIRE

Scoring high on gender equality and women’s empowerment under the new UNSCDF

In 2020, the Government of Côte d’Ivoire and the UN Country Team (UNCT) renewed their commitment to collaborate on the country’s national vision. With the goal of transforming the Ivorian economy by 2030 to ensure that it is “modernized and industrialized, and the majority of the Ivorian people [are] freed from extreme poverty and vulnerability and will have access to the quality of life to which they aspire,” the government and the UNCT created a new framework that defined the strategic orientation for their collaboration, covering the period 2021-2025.

The new Cooperation Framework reflects the UN’s emphasis on its normative role and on leaving no one behind (LNOB). The guiding principles of LNOB, a human rights-based approach, and GEWE are ingrained into all aspects of the framework, which should help Côte d’Ivoire address priorities and challenges on the road to achieving the 2030 Agenda. The shift from ‘assistance’ to ‘cooperation’ puts an emphasis on coordination, partnerships, and closer engagement with all stakeholders, particularly those who are the most marginalized.

The framework reaffirms the centrality of UN Women’s mandate as the coordinator for and leading champion of women and girls’ rights within the UNCT. UN Women provided expertise at each stage of the process of formulating the UNSDCF, from facilitating and contributing to dialogues with

national stakeholders, particularly women, to contributing to a gender sensitive analysis under the Common Country Assessment by advocating for GEWE as a strategic priority.

UN Women’s engagement with the Ministry of Planning and Development, along with the Ministry of Gender, ensured that the 2021-2025 UNSDCF, the 2021-2025 National Development Plan and UN Women’s own Country Strategic Note for 2021-2025 all included or committed to:

- A full alignment of GEWE priorities among the three planning documents;
- A twin-track approach to gender in the UNSDCF, which includes gender being mainstreamed in all eight results of the framework and, for the very first time, the formulation of a standalone outcome on GEWE results by the UNCT; and
- A multi-partner network to help achieve the UNSDCF result on GEWE.

Both the government and the UNCT, as well as all those who worked on the framework, see it as a model for achieving transformative results on GEWE for Côte d’Ivoire.

Case study contact: UN Women Cote d’Ivoire, Antonia Ngabala-Sodonon

22. UN Women (2021). [UN-Women Information Note on the Implementation of General Assembly Resolution 72/279](#).

The UNSDCFs and humanitarian response plans need to be linked and gender responsive. UN Women therefore works with country teams, Resident/Humanitarian Coordinators and donor groups in order to strengthen the gender-responsive coordination of linkages across and between them, with the aim of achieving faster recovery from emergencies and crises, and to contribute towards the strengthening of nexus programming.²³

Box 25.

ETHIOPIA

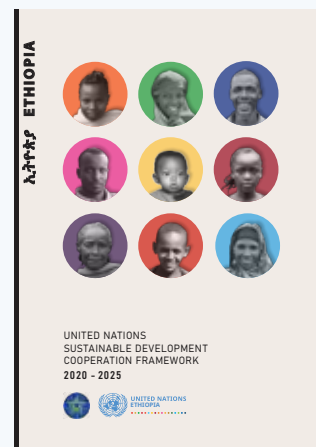
Donor Group on Gender Equality to advance the UNSDCF agenda

The Donor Group on Gender Equality (DGGE) in Ethiopia is a donor coordination forum run by UN Women, as part of its mandate to mainstream gender issues and concerns into national and international development policies and strategies. The forum allows development partners working on GEWE to share information and updates on GEWE issues, in part through a weekly online dialogue where participants present research and assessment findings and engage in thematic discussions. Under UN Women's leadership, the DGGE is also active in joint advocacy events such as the 16 Days of Activism and International Women's Day, and coordinates, prepares and releases joint advocacy messages and statements on GBV.

The DGGE also engages directly with the Government of Ethiopia, mainly through its gender machinery, to align donor plans and priorities and to consolidate support. One of the key achievements in this area has been the enhanced capacity of government institutions to implement and monitor gender responsive policies, programmes and projects. This has been achieved in part through the introduction of gender sensitive indicators for the national Growth and Transformation Plan. The DGGE also worked on the government's long-term development plan, which led to a gender and social inclusion pillar in the 2020-2030 plan. Additionally, the DGGE was involved in mobilizing resources for conflict-affected women and girls in Ethiopia through the campaign, 'I Care for my Sister', which was coordinated by the Ministry of Women and Social Affairs during the 16 Days of Activism on GBV in 2021.

The DGGE helps both the Ethiopian government and donors in country to coordinate efforts and to recognise opportunities to harmonize scattered GEWE initiatives. DGGE mapping depicts where thematic and geographic initiatives and resources on GEWE are concentrated and identifies critical gaps. Platforms such as the DGGE help to identify where new and existing donors can support both existing activities and new programmes for women's equality and allows them to engage with national women's machineries and CSOs to learn more about the women's movement and its critical needs, as it does in Ethiopia.

Contact: UN Women Ethiopia, Bezawit Bekele



23. UNSDG (2020). [Humanitarian-Development-Peace Collaboration, Cooperation Framework Companion Piece.](#)

3.

Conclusion

In its founding resolution, UN Women’s coordination mandate is clear: **“the establishment of the Entity and the conduct of its work should lead to more effective coordination, coherence and gender mainstreaming across the United Nations system”**²⁴. This coordination mandate to advance gender equality is now more important than ever as underscored by the Secretary-General’s report on Our Common Agenda which calls for a renewed multilateralism and emphasizes the importance of placing women and girls at the centre of the new social contract in response to global crises.²⁵

Accordingly, and as this publication exemplifies through its impact stories, at national, regional and global levels, UN Women’s coordination function is catalytic to UN system achievements towards gender equality and the empowerment of women and girls around the globe. UN Women continues to lead, facilitate, and indeed catalyze the work, seizing opportunities to coalesce, coordinate and partner with the UN system and others to further common GEWE objectives.

Coordination work takes multiple forms, including through systematic gender mainstreaming into the work of the UN system and our sister agencies, accountability for mainstreaming and joint programming in support of the achievement of SDG 5 and the 2030 agenda across various thematic and technical areas. Leading, promoting and coordinating GEWE work throughout the UN comprises a strength and a strategic asset. Effective coordination – as the impact stories in this report reveal – acts as a force multiplier and a necessary condition to accelerate the progress that the women and girls of the world deserve, and that the UN system seeks and supports.

24. United Nations (2010). A/RES/64/289, [Paragraph 52](#).

25. United Nations (2021). [Our Common Agenda – Report of the Secretary-General](#).

3.1 Coordination and Key Drivers of Success

UN Women's compilation of practices for coordination results shows clearly that certain drivers are required to yield catalytic results. These include the necessity of collaboration and efficient partnerships, the need for a common and harmonized approach towards GEWE in any given context, and persistence over time – there is no such thing as a short-term gain. In addition, for all those who embark – and continue – on the coordination journey in support of GEWE objectives, some key actions should be kept in mind.

- ✓ **Ensure** that colleagues and partners understand UN Women's specific role as a UN system coordinator. Partners' knowledge of UN Women's mandate and strategic plan is important for raising awareness of the coordination opportunities available and necessary for supporting and contributing to the achievement of GEWE results.
- ✓ **Identify** opportunities to enhance inter-agency and system-wide coordination through working with partners on common and complementary objectives towards GEWE.
- ✓ **Analyse** current data, both quantitatively and qualitatively, making note of where gaps may exist, and identify the opportunities for potential coordination actions. Promote the coherence of data collection, sharing and usage at the system-wide level. In many contexts, strength comes from combining resources, efforts and knowledge to achieve results.
- ✓ **Apply an inter-agency lens** to coordination work, which may include but is not limited to:
 - **Working closely** with the RC and UNSDG systems for coherent action, and to support RCs in their leadership for GEWE.
 - **Participate and lead** in coordination mechanisms at regional and country levels, e.g., the Gender Theme Groups, and issue-based coalitions, to ensure GEWE is effectively integrated into key agendas.

- **Promote harmonized products** for inter-agency adoption to avoid parallel efforts and to ensure that the system is working toward GEWE with a standardized approach and measurements for results, and that the accountability and commitment of senior leadership is evaluated across the system. In this regard, UN Women should strengthen the implementation of the UN-SWAP, the UNCT-SWAP and the GEM.
- **Leverage joint programmes** with sister entities to ensure that programme results can benefit the maximum number of women and girls.
- **Build skills** for the UN system. Coordination comes with responsibility and a need for capacity. UN Women is in a unique position to identify capacity gaps, and to provide technical know-how and trainings to sister entities across programmatic, normative and accountability work.
- ✓ **Share** results, good practices and lessons learned. Communicating coordination results is critical to raising awareness for GEWE, allowing entities to take advantage of each other's experiences and best practices.
- ✓ **Establish and nurture the networks** in the system. Coordination results cannot be achieved without collective efforts. It is integral that UN Women continue to mobilize the networks and leverage the expertise of people and sister entities for advancing GEWE results. Through coordination, **UN Women will maintain the service-oriented spirit of the United Nations and carry partners' results further.**

Coordination is not about demanding compliance, rather about support and solidarity for it. Together, in coordination, we can achieve what we simply cannot otherwise.

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**UN WOMEN IS THE UN ORGANIZATION
DEDICATED TO GENDER EQUALITY
AND THE EMPOWERMENT OF WOMEN. A
GLOBAL CHAMPION FOR WOMEN AND
GIRLS, UN WOMEN WAS ESTABLISHED
TO ACCELERATE PROGRESS ON
MEETING THEIR NEEDS WORLDWIDE.**

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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