



# Economic and Social Council

Distr.: General  
10 May 2023

Original: English

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## 2023 session

25 July 2022–26 July 2023

Agenda item 12 (c)

Coordination, programme and other questions

## Mainstreaming a gender perspective into all policies and programmes in the United Nations system

### Report of the Secretary-General\*

#### *Summary*

The present report, submitted pursuant to Economic and Social Council resolution [2022/18](#), contains an assessment of progress in mainstreaming a gender perspective into all policies and programmes in the United Nations system and in the achievement of performance requirements set out in the accountability frameworks for gender mainstreaming of the United Nations system at the global, regional and country levels.

It draws on progress made by United Nations entities under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations country team System-wide Action Plan gender equality scorecard, the United Nations Sustainable Development Group information management system and on secondary sources.

Recommendations are offered to United Nations entities to accelerate gender mainstreaming in the policies and programmes of the United Nations system, including in the context of the 2030 Agenda for Sustainable Development and the post-coronavirus disease (COVID-19) recovery.

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\* The present report was submitted for processing after the deadline for technical reasons beyond the control of the submitting office.



## I. Introduction

1. The present report was prepared in response to Economic and Social Council resolution [2022/18](#) of 22 July 2022, in which the Council requested the Secretary-General to report to it, at its 2023 session, on the implementation of the resolution.

2. Accordingly, the present report contains information on efforts made by the United Nations system to address gender equality, including through gender mainstreaming, and in the context of the 2030 Agenda for Sustainable Development and the post-coronavirus disease (COVID-19) era. Specifically, a focus is placed on gender mainstreaming in operational activities and on progress in the implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and its United Nations country team equivalent. The report also includes recommendations that are forward-looking, build on progress and capacities and are aimed at helping United Nations system entities to harmonize their approach and accelerate efforts to advance gender equality, within their respective mandates.

## II. Advancing the gender equality agenda

### A. Gender equality and the 2030 Agenda for Sustainable Development

3. In 2022, the world continued to face major challenges, such as climate change, food and energy crises and ongoing conflicts. The negative economic and social impact of COVID-19 also continued. As a result, development progress, including on gender equality, has been halted and in some cases reversed.<sup>1</sup>

4. With regard to Sustainable Development Goal 5, on gender equality, the latest available data<sup>2</sup> show that the world is not on track to achieve gender equality by 2030. At the current pace, it will take 286 years to close gaps in legal protection and remove discriminatory laws; 140 years for women to be represented equally in leadership in the workplace; and at least 40 years to achieve the equal representation of women in national parliaments. About 28 per cent of Goal 5 indicators and subindicators are very far or far from target; about one in three are at a moderate distance and one in four are close to target; and only 12 per cent have been met or have almost met the target. The attainment of and accelerated progress on Goal 5 continue to require long-term structural barriers to gender equality, including discriminatory norms, laws and practices, to be addressed and investments made in the gender equality agenda, including through increased national funding.<sup>3</sup>

5. In response to these negative trends, the United Nations system has intensified its efforts to advance implementation of the Sustainable Development Goals, including Goal 5. In 2022, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), in collaboration with the Statistics Division of the Department of Economic and Social Affairs of the Secretariat, continued to produce its annual publication *Progress on the Sustainable Development Goals: the Gender Snapshot* as a companion to the *Sustainable Development Goals Report*. The publication is unique, as it presents progress on all the Goals from a gender perspective. By providing new data, analysis and research, the *Gender Snapshot* emphasizes the interlinkages between the Goals, the centrality of gender equality to

<sup>1</sup> Ginette Azcona and others, *Progress on the Sustainable Development Goals: the Gender Snapshot 2022* (United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the United Nations, Department of Economic and Social Affairs, 2022).

<sup>2</sup> *The Sustainable Development Goals Report 2022* (United Nations publication, 2022).

<sup>3</sup> Ginette Azcona and others, *Progress on the Sustainable Development Goals: the Gender Snapshot 2022*.

driving progress across the Goals and the pivotal role of women and girls in leading socioeconomic change in times of crises. Moreover, together with United Nations partner agencies, UN-Women supports members of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators with global monitoring of the Goals, including by coordinating inter-agency inputs on Goal 5 for the annual *Sustainable Development Goals Report*.

6. Another key initiative focused on gender-responsive implementation of the 2030 Agenda was an expert group meeting on Goal 5 and its interlinkages to other Goals in advance of the high-level political forum on sustainable development, in 2022. The Division for Sustainable Development Goals of the Department of Economic and Social Affairs, the United Nations Population Fund (UNFPA) and UN-Women, together with other partners, organized the meeting to take stock of progress on Goal 5 since it was last reviewed by the high level political forum on sustainable development, in 2017. The expert group meeting recognized the slow implementation of Goal 5, as well as of the other Goals, all of which had been affected by the COVID-19 pandemic. Monitoring of Goal 5 continues to be a challenge owing to existing data deficits in national reporting. The use of qualitative data to address the shortfall was therefore recommended. In addition, an increased focus on the intersectional nature of data collection, such as data on race and ethnicity, was also highlighted. A key observation was the importance of integrating a gender perspective into the implementation of all the Goals and in the monitoring thereof.<sup>4</sup>

7. Since its launch in 2021, Generation Equality agenda continues to be a vehicle for accelerating gender equality, including in the context of the 2030 Agenda. It presents a model for coalition-building, as envisaged in the report of the Secretary-General entitled “Our Common Agenda” (A/75/982). Currently, United Nations system entities are represented among the Action Coalition leaders, commitment-makers, and board members or signatories of the Compact on Women, Peace and Security and Humanitarian Action, with over 100 commitments. The Generation Equality agenda is also reflected in the strategic plans of the United Nations Children’s Fund (UNICEF), the United Nations Development Programme (UNDP), UNFPA, UN-Women and the World Food Programme. In addition, the Office of the Secretary-General’s Envoy on Youth, the Joint United Nations Programme on HIV/AIDS, the Partnership for Maternal, Newborn and Child Health of the World Health Organization (WHO), UNDP, UNFPA and the United Nations Girls’ Education Initiative have advanced the participation of young people in intergovernmental processes.

8. Furthermore, UNFPA and the International Telecommunication Union are members of the Generation Equality Multi-Stakeholder Leadership Group, which supports UN-Women in driving forward the Generation Equality agenda. On the occasion of the one-year anniversary of the Generation Equality Forum, the first accountability Report was produced,<sup>5</sup> in which positive signs of commitments to gender equality being implemented and translated into actions were detailed; for example, almost 80 per cent of reported commitments were being implemented and 60 per cent provided clear evidence of progress. Sustained commitment made by partners to this action-oriented agenda will be essential to achieve measurable results for women and girls.

9. In addition, the forthcoming Sustainable Development Goals Summit, in September 2023, will focus on follow-up and review of the implementation of the 2030 Agenda and the Goals. It will provide a vital opportunity to move from rhetoric

<sup>4</sup> Information on the expert group meeting is available at <https://sdgs.un.org/events/expert-group-meeting-sdg-5-gender-equality-and-its-interlinkages-other-sdgs-46166>.

<sup>5</sup> UN-Women, *Generation Equality: Accountability Report 2022*.

to action and to deliver on the shared promise made by every country to secure the rights and well-being of everyone on a healthy, thriving planet.

## **B. Inter-agency initiatives**

10. Inter-agency engagement within the United Nations system continues to play a key role in advancing the gender equality agenda. In 2022, the Inter-Agency Network on Women and Gender Equality, led by UN-Women, continued advocating, coordinating and monitoring progress in the mainstreaming of a gender perspective in the work of the United Nations. Recognizing that gender mainstreaming in technical areas was still needed, the Network collaborated on the development of three guidance notes on gender analysis in technical areas, namely on climate and disaster risk and finance insurance, energy infrastructure, and digital inclusion. The guidance notes serve as a first step towards the integration of gender perspectives in these sectors. In 2022, a United Nations working group on gender and disability<sup>6</sup> was created to enhance collaboration and coordination among United Nations system entities, address the intersectionality of gender and disability and serve as a forum for joint inter-agency activities, including at the country level. For example, in Georgia and the Republic of Moldova, the United Nations Partnership on the Rights of Persons with Disabilities, together with the Office of the United Nations High Commissioner for Human Rights (OHCHR), UNICEF, UNFPA, UN-Women and WHO, are implementing a joint programme to support Ukrainian refugees with disabilities. In addition, in Nepal, in coordination with UNDP, UNFPA and WHO, UN-Women has integrated gender and disability perspectives into inclusive governance programme planning by fostering the participation of women with disabilities.

11. In Rwanda, UNICEF, UNDP, UN-Women and organizations of persons with disabilities are building capacity for gender mainstreaming. The United Nations system is also supporting a gender audit of organizations of persons with disabilities. UN-Women and UNDP have also recently launched a joint programme for the period 2022 to 2023 in Pakistan, the Republic of Moldova and Samoa, as well as in the occupied Palestinian territories, to strengthen behavioural insights in order to combat stigma and discrimination. UN-Women developed an intersectionality resource guide and global toolkit, for use at inter-agency level, and a policy brief on gender, age and disability to support gender and disability mainstreaming. Despite the progress made, collaboration between gender focal points and focal points working on disability inclusion needs to be enhanced.

## **C. Financing for gender equality**

12. Financing for gender equality remains a priority for the United Nations system. Stronger international cooperation, especially to finance gender equality, is imperative to combat multiple, interlinked global crises that put lives and well-being at risk. Recognizing the importance of allocating the requisite funds for efforts towards gender equality, the Finance and Budget Network of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination, adopted the gender equality marker data standard at its thirty-ninth session, in

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<sup>6</sup> Participating entities include the Department of Economic and Social Affairs, the Economic and Social Commission for Asia and the Pacific, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the Office of the United Nations High Commissioner for Human Rights, the International Labour Organization, the United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), UN-Women, the World Food Programme (WFP) and the World Health Organization (WHO).

November 2022. The standard introduces a common methodology and format for tracking the contribution of United Nations activities to gender equality and women's empowerment. This standard defines how United Nations financial information (budget and expenditures) must be reported against the gender equality marker and is intended to ensure that system entities take a harmonized approach towards reporting on their efforts to achieve gender equality to the International Aid Transparency Initiative and the Organisation for Economic Co-operation and Development.

13. Currently, 30 entities and 91 country teams are using the gender equality marker in conjunction with financial targets to define adequate investments in gender equality, up from 28 entities and 63 country teams in 2021. In 2022, four United Nations system entities (the Economic and Social Commission for Western Asia, the Office of Counter-Terrorism, the Joint United Nations Programme on HIV/AIDS and UNICEF) established a 15 per cent minimum financial target for gender equality, while others maintained bespoke targets. Some 51 per cent of entities with financial targets reached or surpassed them.<sup>7</sup> In total, of the 5,272 projects currently being monitored by the UMOJA Integrated Planning, Management and Reporting module, 2,025 are already using the gender equality marker. This has fostered substantive improvements in project design; gradually, United Nations Secretariat entities will be able to quantify the contributions made and cross-reference them with reporting on Goal 5.

14. Regarding United Nations country teams and multi-partner trust funds, 42 per cent allocated 15 per cent or more of their funds to programmes with gender equality as a principal objective, while 47 per cent of United Nations country teams with a joint Workplan in the online planning, monitoring and reporting system, UN-Info 2.0, allocated 70 per cent or more of the available resources of the United Nations country team annual funding framework to activities with gender equality as a principal or significant objective.

### **Our Common Agenda: women and girls at the centre of a renewed social contract and revitalized multilateralism**

15. Our Common Agenda is, above all, an agenda of action designed to accelerate the implementation of the Sustainable Development Goals by revitalizing multilateralism and making it more networked, inclusive and effective and calling for a renewed social contract with women and girls at the centre. Without the active and equal participation of women and girls, no meaningful social contract is possible. To this end, the Secretary-General called upon Member States and other stakeholders to consider the following five transformative measures: (a) the full realization of equal rights, including through repeal of all gender-discriminatory laws (target 5.1 of the Goals); (b) measures to promote gender parity in all spheres and at all levels of decision-making, including quotas and special measures; (c) facilitating women's economic inclusion, including through large-scale investment in the care economy and equal pay, and more support for women entrepreneurs; (d) greater inclusion of the voices of younger women; and (e) the development by each country of an emergency response plan to accelerate the eradication of violence against women and girls, as a priority, with the technical support of the United Nations and backed by a global campaign to eliminate any social norm that tolerates, excuses or overlooks violence against women and girls, in line with target 5.2 of the Goals.

16. In 2022, inter-agency activities focused on advancing the aforementioned issues. For example, under the umbrella of the Secretary-General's call to action for human rights, two United Nations task teams – one on dismantling discriminatory

<sup>7</sup> For detailed information on the participating entities, see the web page of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women: <https://gendercoordinationandmainstreaming.unwomen.org/un-swap>.

laws, the other on temporary special measures<sup>8</sup> – developed a checklist and dashboard to facilitate system-wide cooperation on eliminating laws that discriminate against women and girls; published and circulated a set of key messages on and examples of how temporary special measures could advance the equal participation of women in various decision-making spaces, ranging from local and national elections to the public and private sectors; and carried out a global comparative review of national laws on gender quotas to be made available on a United Nations gender quota portal (<https://genderquota.org/quota-analysis>) for system-wide use in advocating women’s equal participation in electoral processes. In Sierra Leone, the United Nations provided technical support to legislative efforts ahead of the Gender Equality Act; in Liberia, it supported the provision of gender quotas in the draft electoral law; and in Uruguay, it enhanced the high-level advocacy efforts of the country team to advance gender parity across all national decision-making bodies.<sup>9</sup>

17. Our Common Agenda is also aimed at ensuring that gender considerations are taken into account in key global policy challenges, such as the push to go beyond gross domestic product and value what matters for people and the planet and the need to invest in social protections and the care economy and to transform gendered power dynamics in peace and security. It will not be possible to achieve networked and inclusive multilateralism if half of the world’s population is excluded. For this purpose, there have been increased efforts to include women, in all their diversity, in all United Nations decision-making spaces and policy discussions.

18. Moreover, in Our Common Agenda it is emphasized that the United Nations must be fit for purpose to advance women’s rights and gender equality as a key global priority across all areas of operations. To that end, the Secretary-General commissioned an independent review of United Nations capacities on gender equality across all pillars. The report was concluded in early 2023 and the recommendations it contains address issues of structures, funding, accountability and leadership, with the aim of ensuring that the Organization can better deliver for women and girls around the world. The report will inform work on the United Nations 2.0 policy brief as part of Our Common Agenda.

19. The Summit of the Future, to be held in 2024, will be a generational opportunity to reinvigorate global action to secure a more inclusive, sustainable, equitable and peaceful future for all. As outlined in a policy brief entitled “To think and act for future generations”, the first in a series of policy briefs to be issued by the Secretary-General in the lead-up to the Summit, full regard must be paid to addressing the ongoing disparities between women and men, so as not to entrench a future in which one half of society wields power to the exclusion of the other – and the detriment of all. The achievement of gender equality is one of the decisive factors in ensuring that future generations will enjoy a life of dignity and rights.

### **III. Gender mainstreaming in operational activities for development**

#### **A. Gender mainstreaming in country-level planning and programming**

20. In 2022, the United Nations development system continued to improve its focus on gender equality. Specifically, 21 out of the 36 United Nations country teams (58

<sup>8</sup> The Development Coordination Office, the Department of Political and Peacebuilding Affairs, UNDP and UN-Women.

<sup>9</sup> United Nations country team in Uruguay, “Democracia paritaria”, video, 15 September 2022. Available at [www.youtube.com/watch?v=7c2pecgyX2Q](https://www.youtube.com/watch?v=7c2pecgyX2Q).

per cent) that had developed a United Nations Sustainable Development Cooperation Framework had mainstreamed gender equality considerations across all outcomes. In addition, 18 out of those 36 country teams (50 per cent) had included a dedicated gender equality outcome.

21. To support the country-level coordination of gender mainstreaming in joint planning and programming, 117 out of a total of 131 country teams (89 per cent) reported having a gender theme group or an equivalent coordination mechanism. In addition, in 2022, as part of a pilot exercise managed by UN-Women, a number of country teams trialled new standards and procedures for gender theme groups,<sup>10</sup> with a view to assessing their applicability and effectiveness.

22. With the aim of increasing the capacity of United Nations country teams to apply three guiding principles – namely the human rights-based approach, gender equality and women’s empowerment, and the promise to leave no one behind – in an integrated manner and at each stage of the United Nations Sustainable Development Cooperation Framework process, a moderated training course was jointly designed and launched by the United Nations System Staff College, UN-Women, UNICEF, OHCHR, UNFPA and the Development Coordination Office.

23. In addition, the United Nations Sustainable Development Group Task Team on Gender Equality (now the United Nations Gender Equality Network) organized a country-based South-South cooperation workshop, in 2022, with a focus on supporting gender mainstreaming in climate change-related programmes. Some 347 participants from 28 United Nations system entities, including resident coordinator’s offices, from 76 countries attended the workshop. In 2022, a similar approach was adopted during the field roll-out of the standards and procedures for gender theme groups and resulted in learning opportunities for and exchange and sharing of good practices between country teams on leveraging the role and responsibilities of such groups.

## **B. Mainstreaming gender equality in the humanitarian, peace and security, and human rights pillars**

24. In 2022, as indicated by the Office for the Coordination of Humanitarian Affairs, stronger gender analysis informed more humanitarian needs overview and humanitarian response plans. In addition, the Gender Standby Capacity Project of the Inter-Agency Standing Committee provided senior expertise on gender equality in humanitarian action across 23 countries. In addition, the gender in humanitarian action working groups contributed to the work of 13 humanitarian country teams. As a new member of the Inter-Agency Standing Committee, as of 2022, UN-Women will ensure that humanitarian needs overviews and humanitarian response plans are guided by strong gender analysis and backed by sex and age disaggregated data. UN-Women will also strengthen gender mainstreaming efforts and corresponding accountability tools in humanitarian action.

25. The United Nations continued its efforts to address the gendered dimensions of peace and security, in 2022, recognizing that the deteriorating global peace and security landscape presented immense challenges and new risks for women and girls. Demand for the United Nations system to support the development of gender-responsive policies and programmes in conflict-affected countries remained high. Efforts were therefore made to bolster capacity for gender analysis and data collection, gender-responsive planning and technical gender expertise, such as in Afghanistan, Haiti and Ukraine.

<sup>10</sup> See <https://unsdg.un.org/resources/gender-theme-groups-standards-and-procedures>.



26. Gender equality is at the heart of system-wide efforts to advance human rights. In 2022, the Office of the United Nations High Commissioner for Human Rights facilitated an annual discussion on the integration of gender perspectives in the work of the human rights treaty bodies and thematic mechanisms, and the inter-agency group on United Nations country team reporting on the Convention on the Elimination of All Forms of Discrimination against Women supported national reporting efforts in 100 per cent of States hosting United Nations country teams for a total of 19 reports. In addition, UN-Women supported gender mainstreaming by providing technical and substantive inputs and expertise to the human rights treaty bodies and the reports of the special procedures of the Human Rights Council. Support for gender mainstreaming was provided through regular and frequent participation in the panels, interactive dialogues and other meetings of the Council, and monitoring of and engagement in the universal periodic review cycle, including through the provision of inputs to United Nations country team reports. Pushback on the human rights of women and girls in normative processes, however, remains a challenge and reduces opportunities for normative advancements, which, in turn, has the effect of slowing down the effective operationalization and implementation of gender equality objectives at all levels.

### **C. Mainstreaming gender considerations in climate action, food security, hunger and malnutrition**

27. The United Nations system is supporting Member States in ensuring gender equality and gender mainstreaming in climate action. With the support of UNDP and partners, an increasing number of countries are including gender-related considerations, founded on gender analysis, in their nationally determined contributions. A dedicated Gender Day was organized at the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, supported by United Nations system entities, including UN-Women. The Day provided a dedicated space for discussion of critical issues, such as gender budgeting in the context of climate action.

28. The impact of climate change is also relevant to the issue of food security. Food insecurity, exacerbated by global crises, tends to have a greater impact on women, especially rural women, than men. Inclusive and gender-transformative approaches that ensure equality in food security therefore remain critical.<sup>11</sup> The Food and Agriculture Organization of the United Nations, for example, has aligned its work with the 2030 Agenda and other relevant global agreements, including the Convention on the Elimination of All Forms of Discrimination against Women, the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa and the United Nations Framework Convention on Climate Change, as well as with several voluntary guidelines, endorsed by the Committee on World Food Security, that contain a call to recognize and protect women's rights and provide equal access to assets, resources and economic opportunities. The organization therefore recognizes the importance of mainstreaming gender considerations across its normative and technical work in order to address the major gender-based constraints that limit women's productive capacity and potential as economic agents and resilience-builders.

29. The International Fund for Agricultural Development also recognizes that food and nutrition security can be increased for women by harnessing their local

<sup>11</sup> FAO, IFAD, UNICEF, WFP and WHO, *The State of Food Security and Nutrition in the World 2022: Repurposing Food and Agricultural Policies to Make Healthy Diets More Affordable* (Rome, 2022).



knowledge and skills and involving them in decision-making so as to better respond to crises, including climate change. In addition, the organization continues to invest in women's economic growth with a view to enabling them to increase and diversify their incomes and thus protect themselves and their families from the shocks that cause food insecurity. The appointment, in 2022, of the United Nations Famine Prevention and Response Coordinator is aimed at strengthening a system-wide collective strategy to address global trends in food insecurity and famine and provide a key opportunity to elevate and expand system-wide advancements on women's rights and gender analysis in food security.

#### **D. Gender data and statistics, including inter-agency efforts**

30. UN-Women, through its Women Count gender data programme, continued to strengthen inter-agency collaboration to inform decisive action on gender data and gender mainstreaming. UN-Women contributed to the Inter-Agency and Expert Groups on Gender Statistics and on Sustainable Development Goal Indicators, the Committee of the Chief Statisticians of the United Nations System, the Committee for the Coordination of Statistical Activities and the United Nations Geospatial Network – all of which have been mandated by the Statistical Commission to increase coordination on international statistical activities. The participation and contribution of UN-Women to the Intersecretariat Working Group on Household Surveys, as Co-Chair with the World Bank, was critical to positioning gender statistics as one of the Group's core areas of work.

31. In addition, in 2022, drawing from their joint work on the Global COVID-19 Global Gender Response Tracker, UN-Women and UNDP conducted in-depth research and data analysis to produce a comprehensive assessment report entitled *Government Responses to COVID-19: Lessons on Gender Equality for a World in Turmoil*. In the report, the factors that enabled a stronger gender response across countries were identified and a forward-looking policy agenda for promoting gender equality and safeguarding the rights of women and girls during crises was outlined. Since the launch of the Tracker, its findings have been used for at least 22 events and policy dialogues at the global, regional and country levels, spanning the Arab States, the Americas and the Caribbean, Europe and sub-Saharan Africa.

#### **E. Spotlight Initiative to eliminate violence against women and girls**

32. The Spotlight Initiative continued to leverage the United Nations system and its resident coordinators so as to capitalize on existing resources and capacities, streamline operational processes and strengthen partnerships with a view to ending violence against women and girls and supporting survivors more effectively. Results include the development or strengthening of over 300 laws in host countries, the strengthening of national action plans in 43 countries and the provision of some \$144.5 million in core funding for feminist, women's rights and grass-roots organizations since the launch of the Initiative.

### **IV. Accountability for gender mainstreaming and gender equality issues at global and country levels**

33. In 2022, the United Nations system continued to demonstrate growing acceptance and use of the gender mainstreaming accountability frameworks. In total, 73 entities, including the United Nations Secretariat and its departments and offices, implemented the United Nations System-wide Action Plan on Gender Equality and

the Empowerment of Women 2.0, and 76 country teams implemented the System-wide Action Plan gender equality Scorecard. Reporting was carried out through a dedicated online platform; quality assurance was provided by the secretariats of the United Nations System-wide Action Plan and the United Nations country team equivalent, both hosted by UN-Women.

34. The United Nations System-wide Action Plan help desk requested additional evidence with regard to 37 per cent of ratings and suggested changes for the 10 per cent of ratings that showed discrepancies between the self-assessment and the technical guidance. Of those suggested changes, 51 per cent were accepted by the entities concerned.

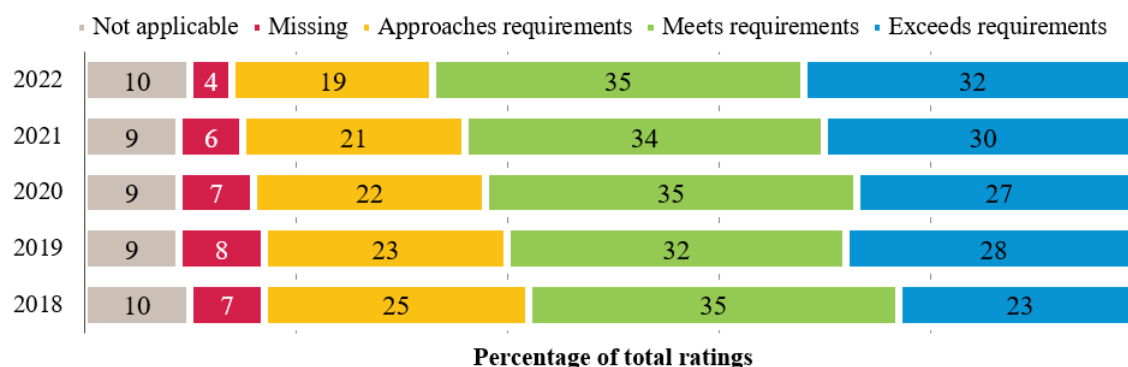
35. Annual United Nations System-wide Action Plan entity report cards are published on the UN-Women website<sup>12</sup> for the purposes of transparency, as was suggested by the Joint Inspection Unit in its report entitled “Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women” (JIU/REP2019/2).

#### A. Accountability at the entity level: System-wide Action Plan on Gender Equality and the Empowerment of Women 2.0

36. The United Nations System-wide Action Plan continued to propel improved system performance on gender mainstreaming. Some 67 per cent of all ratings (74 per cent if omitting “not applicable” ratings) fell into the meeting or exceeding requirements categories in 2022 (see figure I).

Figure I

**Overall United Nations System-wide Action Plan 2.0 ratings for the United Nations system, 2018–2022**



37. **Strategic planning gender-related Sustainable Development Goal results (performance indicator 1).** These continued to improve, with 48 entities<sup>13</sup> (83 per cent) having reported being on track to achieve their gender-related results; 23 reported transformative results (8 more than in 2021) by addressing the root causes of gender inequalities. While these results aligned primarily with Goal 5, the work of entities also intersected with other Goals, namely Goal 8, on decent work; Goal 16, on peace, justice and strong institutions; Goal 3, on health; and Goal 4, on education (see figure II).

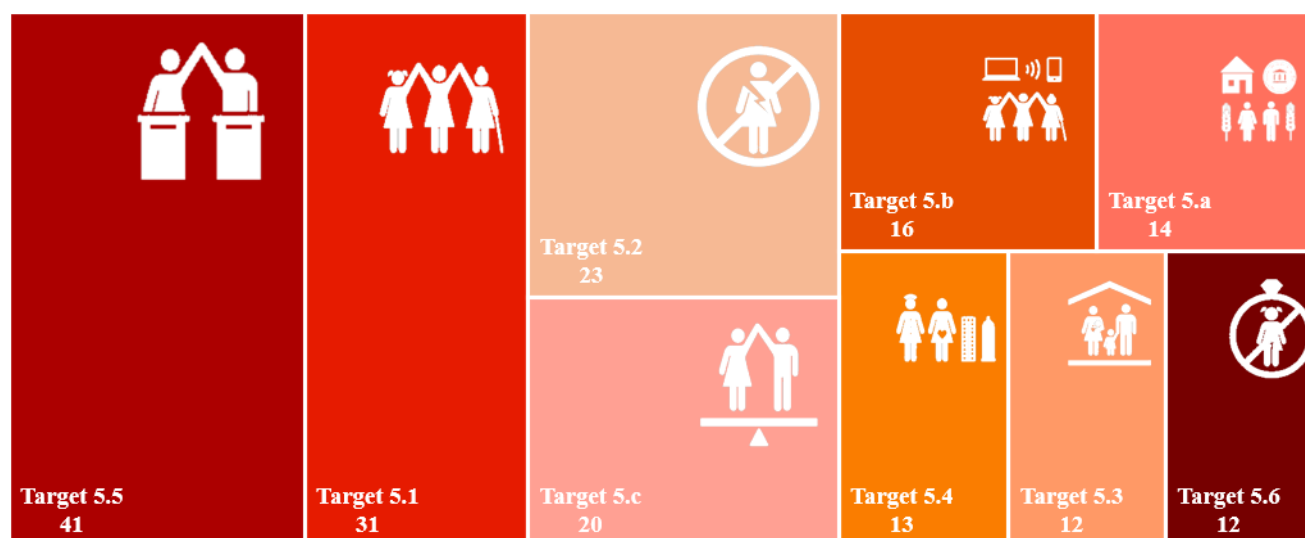
<sup>12</sup> See [www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability/un-swap-results](https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability/un-swap-results).

<sup>13</sup> See <https://gendercoordinationandmainstreaming.unwomen.org/un-swap>.

Figure II  
Number of entities reporting the mainstreaming of gender equality perspectives in each Sustainable Development Goal



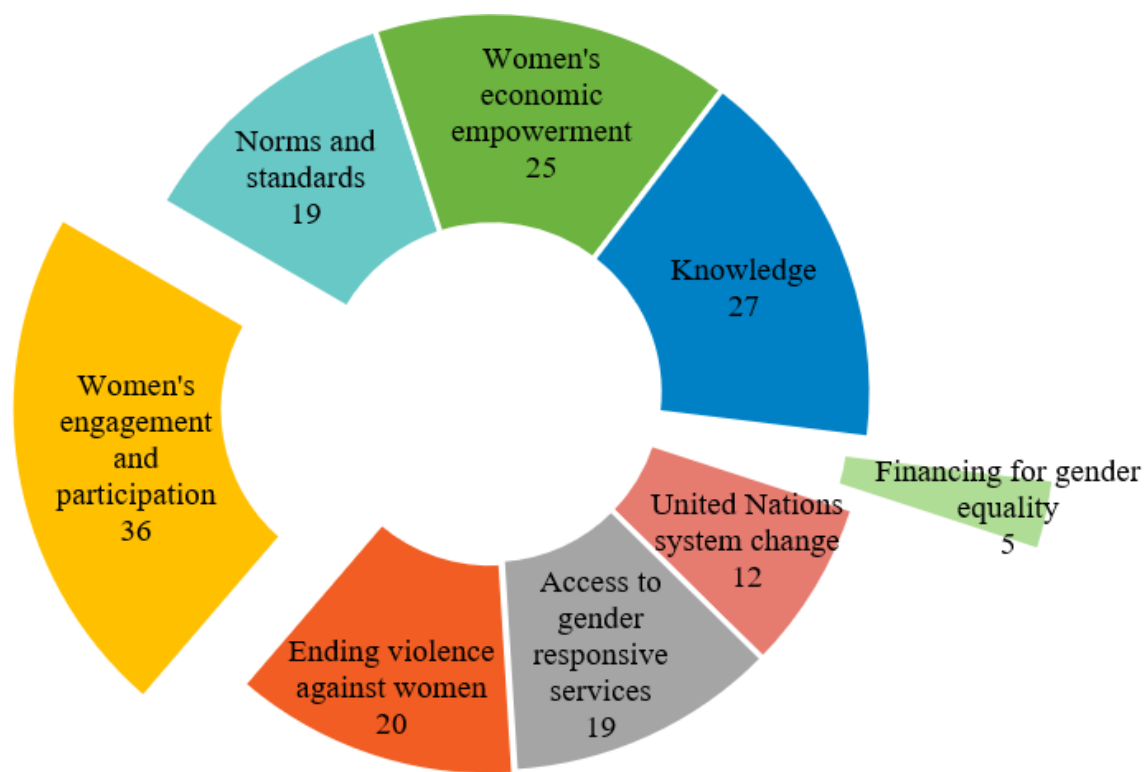
Figure III  
Number of entities contributing to Sustainable Development Goal 5 targets<sup>a</sup>



<sup>a</sup> Targets: 5.1. Ending discrimination; 5.2. Eliminating violence; 5.3. Eliminating forced marriages and genital mutilation; 5.4. Recognizing unpaid care; 5.5. Leadership and decision-making; 5.6. Reproductive health and rights; 5.a. Economic resources; 5.b. Technology; and 5.c. Policies and enforceable legislation.

38. The results reported by entities showed that the three main thematic areas on which entities focused their gender work were engagement and participation (36), knowledge (27) and economic empowerment (25) (see figure IV).

Figure IV  
Number of entities contributing to each thematic area



*Note:* These eight thematic areas were developed by the 2018 inter-agency working group on results, chaired by UN-Women, to support reporting on results indicators for the System-wide Action Plan 2.0.

39. **Reporting on gender-related results (performance indicator 2).** As a result of the relevant indicators having been integrated in corporate results frameworks, 47 entities<sup>14</sup> (81 per cent) reported gender results to governing bodies systematically using sex-disaggregated data. Of those, 23 reported on gender policies and 32 on United Nations System-wide Action Plan results.

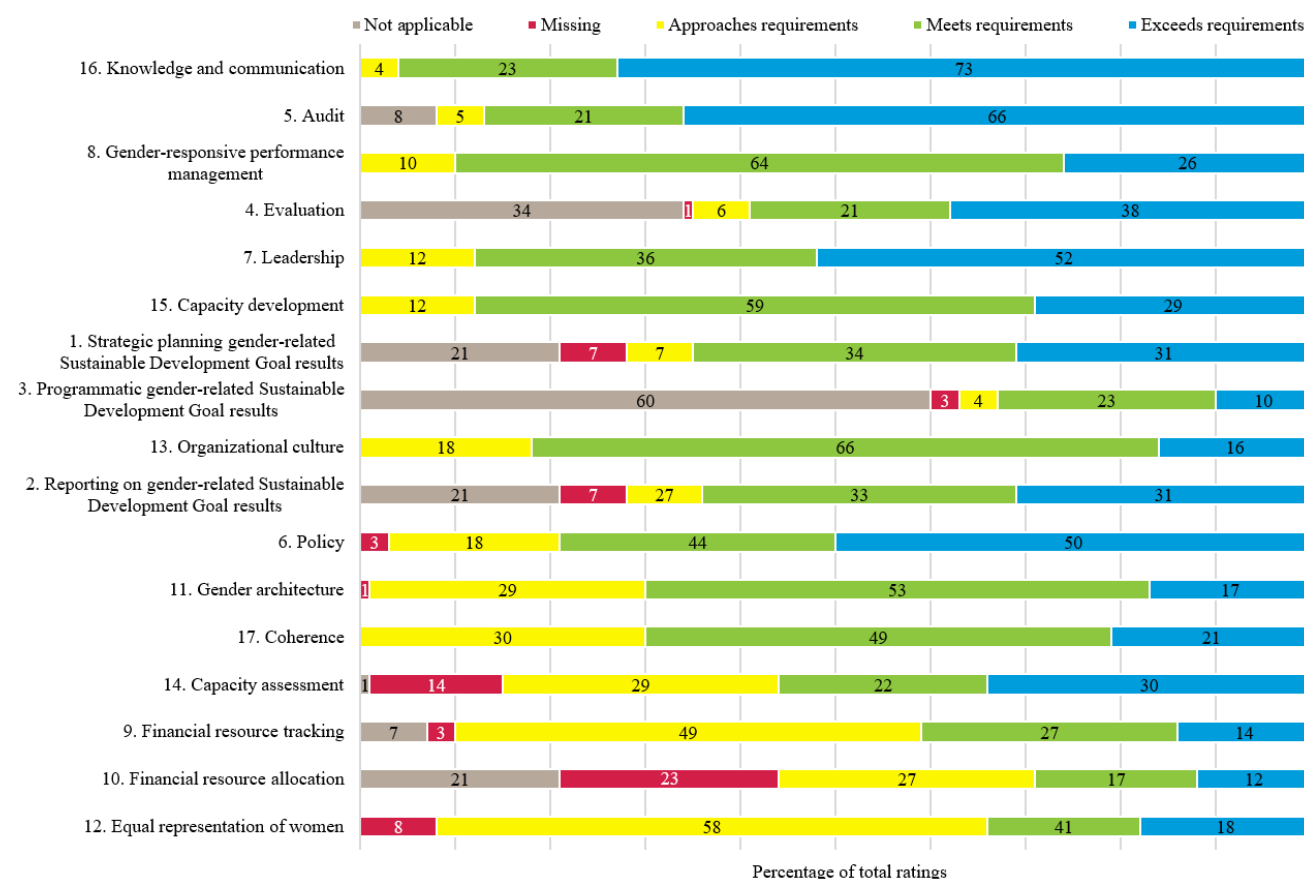
40. **Programmatic gender-related results not captured in strategic plans (performance indicator 3).** Twenty-four entities met requirements, with seven reporting gender-transformative results.

#### **Comparative analysis of overall United Nations system performance (2021-2022)**

41. This section provides an overview of gender mainstreaming performance across functional areas (see figure V). Figure V contains a breakdown of overall ratings by performance indicator.

<sup>14</sup> Ibid.

Figure V  
**2022 System-wide Action Plan 2.0 ratings, by performance indicator<sup>a</sup>**  
 (in descending order)



<sup>a</sup> Percentages rounded to the nearest per cent to add up to 100.

Table  
**Comparative analysis of System-wide Action Plan 2.0 “meets” and “exceeds” ratings by indicator, 2012–2022<sup>a</sup>**

Performance indicator, ranked by 2022 performance	Percentage of ratings meeting or exceeding requirements (n/a omitted)						Percentage point difference	
	2022	2021	2020	2019	2018	2012	2021–2022	2012–2021
16. Knowledge and communication	96	89	86	85	89	34	7	62
5. Audit	94	95	94	92	89	13	(1)	81
8. Gender-responsive performance management	90	87	91	91	88	59	3	31
4. Evaluation	90	82	81	67	72	36	8	54
7. Leadership	88	83	87	82	80	n/a	5	n/a
15. Capacity development	88	86	84	87	76	23	2	65
1. Strategic planning gender-related Sustainable Development Goal results	83	78	75	73	66	n/a	5	n/a
3. Programmatic gender-related Sustainable Development Goal results	83	83	78	69	70	n/a	0	n/a
13. Organizational culture	82	79	73	75	76	48	3	34
2. Reporting on gender-related Sustainable Development Goal results	81	72	71	66	67	n/a	9	n/a
6. Policy	79	80	74	81	82	40	(1)	39
11. Gender architecture	70	63	66	70	60	n/a	7	n/a

<i>Performance indicator, ranked by 2022 performance</i>	<i>Percentage of ratings meeting or exceeding requirements (n/a omitted)</i>						<i>Percentage point difference</i>	
	2022	2021	2020	2019	2018	2012	2021–2022	2012–2021
17. Coherence	70	56	44	34	31	n/a	14	(7)
14. Capacity assessment	57	56	59	49	45	15	1	42
9. Financial tracking	44	41	37	47	46	22	3	22
10. Financial allocation	36	38	27	27	31	7	(2)	29
12. Equal representation of women	34	31	26	19	17	n/a	3	n/a

<sup>a</sup> Percentages calculated omitting “not applicable” ratings. Percentages slightly differ from those in figure V.

### Notable progress

**42. Coherence (performance indicator 17).** Growing inter-agency work was signalled, with a 14-point increase. A total of 51 entities paired up for a peer review, thereby expanding learning and collaboration opportunities.

**43. Knowledge and communication (performance indicator 16).** A total of 70 entities reported sharing gender equality knowledge publicly, while 53 reported participating in inter-agency communities of practice.

**44. Gender architecture (performance indicator 11).** While more entities reported having a resourced gender unit, fewer allocated resources to support focal point networking. More than half of all gender units (51 per cent) continued to report expanding remits to include other cross-cutting issues, 30 per cent of them without having been allocated additional resources. Thirteen entities reported having gender posts that were vacant for over six months.

**45. Evaluation (performance indicator 4).** Four more entities<sup>15</sup> have completed gender mainstreaming evaluations, bringing the total to 26 evaluations in the past 5 to 8 years.

**46. Leadership (performance indicator 7).** A total of 64 entities reported internally and publicly advocating gender equality. Articulating a clear vision in public speech stands out as the most frequent leadership mechanism (67 per cent).

### Areas of strength

**47. Audit (performance indicator 5),** with 94 per cent compliance, and **gender-responsive performance management (performance indicator 8)** remain high-performing indicators, with 66 entities integrating gender equality assessments into core values and competencies for all staff. Among those entities, 19 established awards for excellence in promoting gender equality and the empowerment of women.

**48. Capacity development (performance indicator 15).** A total of 64 entities implemented mandatory gender training, 54 of them implementing the I Know Gender<sup>16</sup> course and 21 additionally offering tailored training for senior managers.

**49. Organizational culture (performance indicator 13).** Sixty entities met requirements, indicating a supporting environment for all personnel.

**50. Policy (performance indicator 6).** Fifty-eight entities have a gender policy in place. The System-wide Action Plan catalysed significant growth within the system

<sup>15</sup> Ibid.

<sup>16</sup> Available at <https://portal.trainingcentre.unwomen.org/product/i-know-gender-1-2-3-gender-concepts-to-get-started-international-frameworks-for-gender-equality-and-promoting-gender-equality-throughout-the-un-system/>.

by making gender policies a mandatory standard and providing guidance and support for the development of such policies.

#### **Areas for improvement**

51. **Capacity assessment (performance indicator 14).** Only 41 out of 73 entities have developed capacity development plans.

52. **Financial tracking (performance indicator 9) and allocation (performance indicator 10)** progressed slowly, with 30 entities using the gender equality marker – 17 applying it to their entire budgets, 13 to specific budget sources – and 41 establishing a benchmark. Remarkably, 12 entities reported having exceeded their benchmarks. The newly adopted gender equality marker standard is expected to promote improved financial investments in gender equality.

53. **Equal representation of women (performance indicator 12)** remains one of the most challenging indicators, owing to factors ranging from inadequate organizational culture to underinvestment in efforts to attract qualified female talent in senior and technical positions.

### **B. Accountability at the United Nations country team level: United Nations country team System-wide Action Plan gender equality scorecard**

54. Uptake of the updated scorecard has increased significantly since its adoption in 2018. In 2022, 76 country teams submitted a report, up from 38 in 2020 and 9 in 2018. Of those 76 country teams, 19 prepared a comprehensive report designed to align with the Cooperation Framework planning stage and 57 prepared an annual progress report.<sup>17</sup>

#### **Analysis of 2018–2022 comprehensive reports**

55. For the period from 2018 to 2022, 89 country teams completed a comprehensive report. Of these, 30 (34 per cent) met or exceeded 9 or more (60 per cent) of the 15 scorecard performance requirements. Across the country teams, the following three indicators registered the strongest performance: (a) collaboration and engagement with the Government on gender equality; (b) organizational culture supportive of gender equality; and (c) collaboration and engagement with civil society organizations dedicated to gender equality. Indicators requiring advancing measures to achieve gender parity, ensuring financial resource allocation and tracking, and capacity development for gender mainstreaming registered the weakest performance.

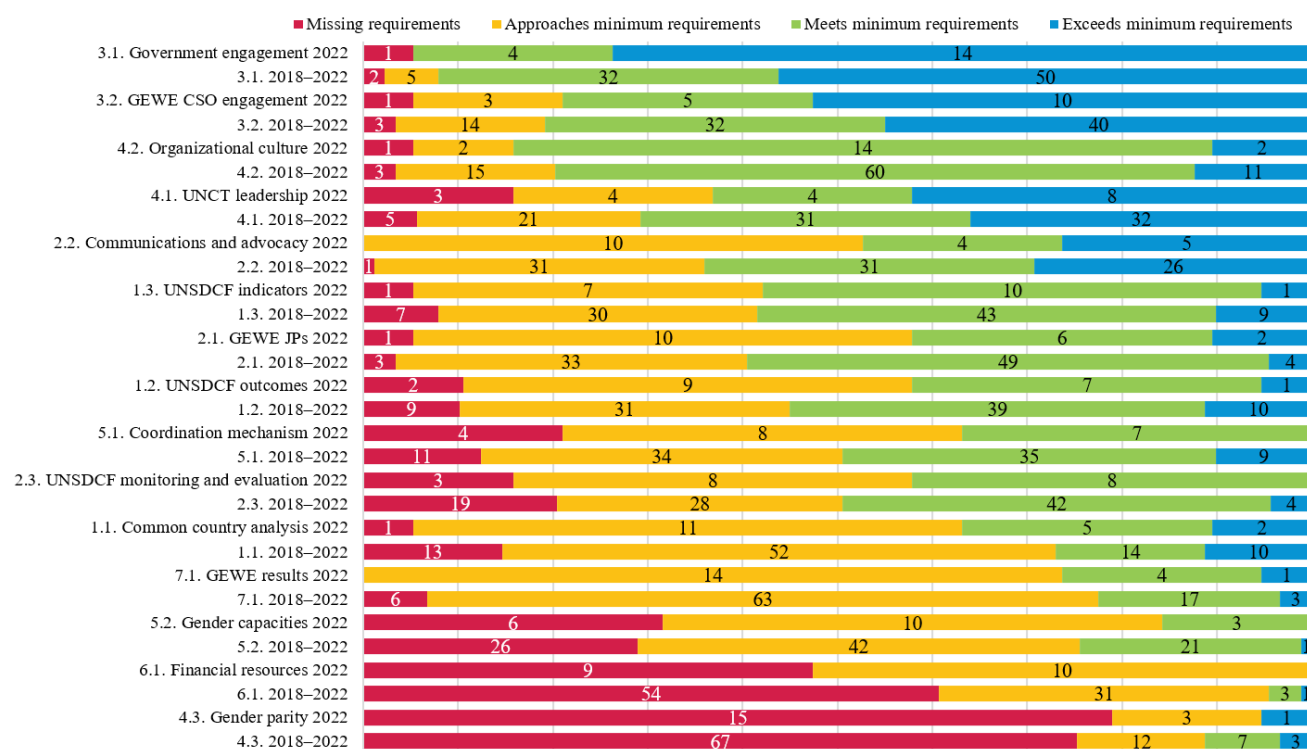
56. Full details of performance per indicator for 2022 are presented in descending order in figure VI below, with cumulative results from 2018 to 2022 included for comparison purposes.

<sup>17</sup> Comprehensive United Nations country team System-wide Action Plan assessments are intended to occur at the Cooperation Framework planning stage and entail a joint assessment of all performance indicators and the development of an action plan to improve gender mainstreaming performance. Annual progress reports are aimed at maintaining momentum in making progress towards gender mainstreaming requirements and entail the reassessment of a minimum of five performance indicators and a report on the implementation of the Action Plan developed as part of the comprehensive assessment.



Figure VI

**United Nations country team System-wide Action Plan comprehensive report ratings in 2022 and 2018–2022, by performance indicator (percentage of total ratings)**



*Note:* Figures have been rounded. All percentages have been calculated using unrounded figures.

*Abbreviations:* CSO, civil society organization; GEWE, gender equality and women's empowerment; UNCT, United Nations country team; UNSDCF, United Nations Sustainable Development Cooperation Framework.

57. The three highest performing indicators in 2022 included those listed in paragraphs 58 to 60 below.

58. **Collaboration with the Government (performance indicator 3.1).** As the top performing indicator, 95 per cent of country teams (18 out of 19) that submitted comprehensive reports in 2022 indicated that they had met or exceeded requirements.

59. **Organizational culture (performance indicator 4.2).** Around 84 per cent of country teams (16 out of 19) met or exceeded performance requirements for this indicator. The commitment of heads of funds, programmes and specialized agencies to gender equality in the workplace, and measures to prevent sexual exploitation and abuse were most consistently assessed positively in the staff survey. By contrast, work-life balance was rated the least positively. Women are 19 per cent more likely to rate this question less positively than men.

60. **Collaboration and engagement with civil society organizations (performance indicator 3.2).** Some 79 per cent of country teams (15 out of 19) met or exceeded requirements for this indicator. Country teams were most likely to collaborate with civil society organizations on joint initiatives fostering gender equality and less likely to focus on substantively strengthening the participation and engagement of civil society organizations working in the field of gender equality and women's empowerment in the localization or implementation of the gender-related Goals.

61. Conversely, the three indicators registering the weakest performance included those listed in paragraphs 62 to 64 below.

62. **Financial resources (performance indicator 6.1).** While performance remained weak among country teams that submitted a comprehensive report in 2022, 53 per cent of country teams (10 out of 19) approached the minimum requirements, with 21 per cent of country teams (4 out of 19) having conducted training on the gender equality marker during their current Cooperation Framework cycle.

63. **Gender parity (performance indicator 4.3).** Only 5 per cent of country teams (1 out of 19) exceeded the requirement. Another 79 per cent (15 out of 19) missed performance requirements entirely, owing to the lack of a country team mechanisms for monitoring gender parity in staffing. Other impediments included inadequate career development for mid-level staff; lack of accountability in hiring decisions, including a lack of implementation of special measures; and a lack of implementation of recommendations in the Enabling Environment Guidelines, in particular in the field-specific Enabling Environment Guidelines.

64. **Adequate capacities developed for gender mainstreaming (performance indicator 5.2).** Only 16 per cent of country teams (3 out of 19) reported adequate capacity development for gender mainstreaming, while 53 per cent (10 of 19) approached the requirements.

### Analysis of annual progress reports 2022

65. In 2022, 57 country teams<sup>18</sup> submitted an annual progress report to update their performance and report back on the implementation of their action plan. Of that number, 26 country teams (46 per cent) met or exceeded 75 per cent or more of the performance requirements.

66. For four performance indicators, the country teams meeting or exceeding performance requirements increased by 25 per cent or more since their baseline assessment in 2018, as shown in paragraphs 67 to 70.

67. **Common country analysis (performance indicator 1.1)** registered the most progress, with a 35 per cent increase in the proportion of country teams meeting or exceeding requirements by integrating gender analysis, including of the underlying causes of gender inequality and discrimination across all sectors of the common country analysis and consistently using sex-disaggregated and gender-sensitive data.

68. **Gender equality coordination mechanism (performance indicator 5.1)** registered a 30 per cent increase in the proportion of country teams meeting or exceeding requirements through formalizing and strengthening gender theme group leadership, operations and membership.

69. **Capacity development (performance indicator 5.2)** registered a 25 per cent increase in the proportion of country teams implementing measures to develop the capacities of United Nations personnel for gender mainstreaming. As a result, more country teams are providing capacity-building initiatives on the basis of analysis of capacity gaps and systematically implementing initiatives to equip staff with technical skills on gender mainstreaming.

70. **Monitoring and evaluation (performance indicator 2.3)** registered an increase of 23 per cent in the proportion of country teams implementing measures to strengthen systems and capacities for monitoring, reporting and evaluating progress towards planned gender equality results.

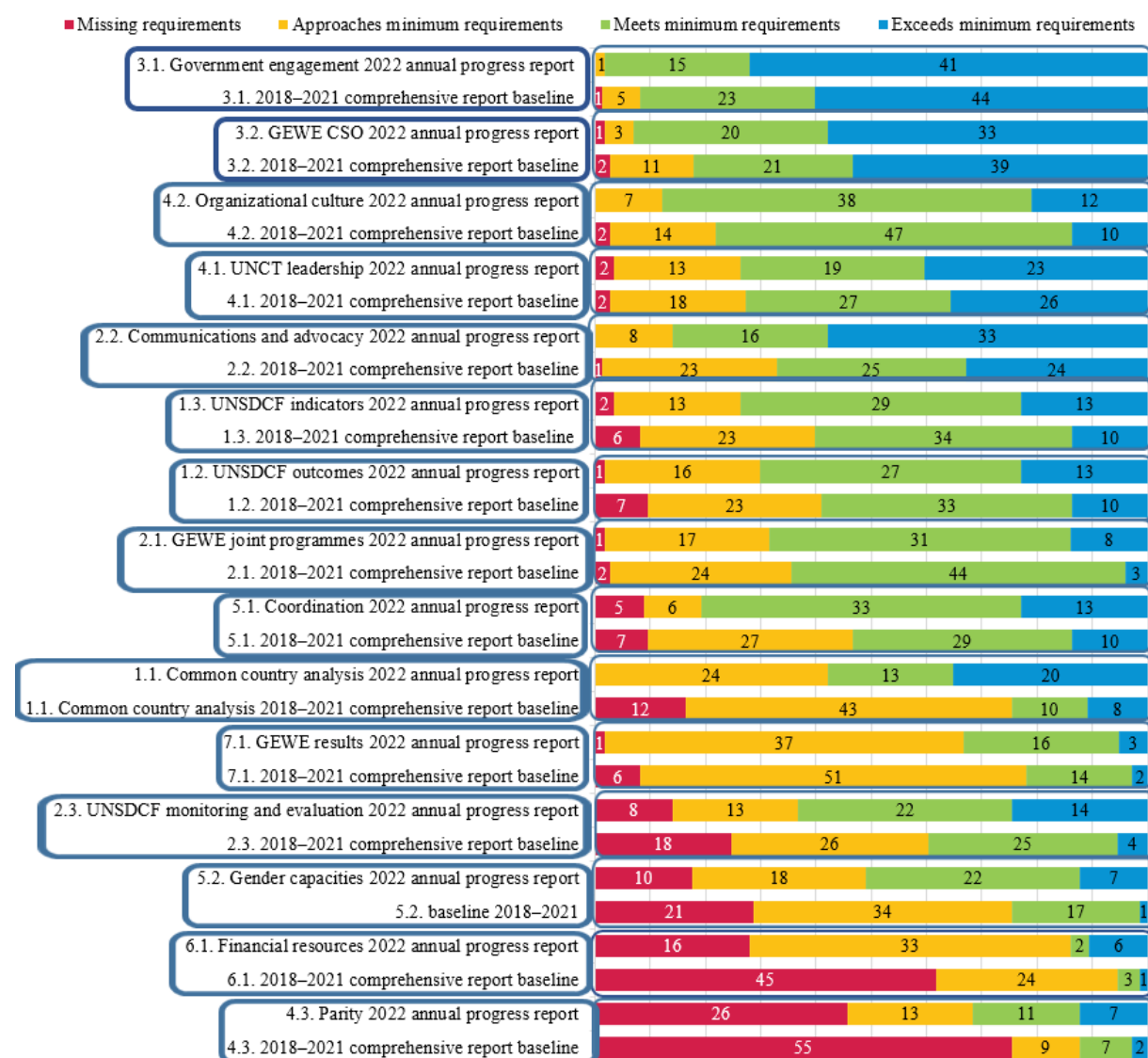
<sup>18</sup> United Nations country teams in the following countries and areas: Albania, Algeria, Armenia, Azerbaijan, Bahrain, Bangladesh, Belarus, Botswana, Brazil, Cambodia, China, Colombia, Costa Rica, Côte d'Ivoire, Cuba, Egypt, Ethiopia, Gambia, Georgia, Ghana, Guatemala, Haiti, India, Indonesia, Iran (Islamic Republic of), Jordan, Kazakhstan, Kyrgyzstan, Lebanon, Liberia, Malawi, Maldives, Mexico, Morocco, Mozambique, Myanmar, Nepal, Niger, Nigeria, Pacific (Fiji), Pacific (Samoa), Paraguay, Republic of Moldova, Rwanda, Senegal, Serbia, Sierra Leone, Sri Lanka, Tajikistan, Thailand, Timor-Leste, Uganda, United Republic of Tanzania, Viet Nam, Zambia, Zimbabwe and Kosovo.

71. Joint efforts to strengthen systems for the gender-sensitive monitoring of Cooperation Frameworks and the integration of a stronger gender focus into Cooperation Framework annual reporting and final evaluation led to an improvement in country team capacities to track gender equality results.

72. Concerningly, United Nations Country Team leadership's championing of gender equality (performance indicator 4.1) registered a decrease of 3 percentage points in the proportion of country teams meeting or exceeding requirements among those country teams that submitted an annual progress report. While this does not constitute a large regression and represents the only indicator in which progress was not made in 2022, factors that likely contributed to the decline include the absence of gender equality-related criteria in leadership assessments and the lack of gender equality-related agenda items in head of office meetings.

Figure VII

**Comparison of United Nations country team System-wide Action Plan 2022 annual report ratings with baselines established by comprehensive reports (percentage)**



*Abbreviations:* CSO, civil society organization; GEWE, gender equality and women's empowerment; UNCT, United Nations country team; UNSDCF, United Nations Sustainable Development Cooperation Framework.

## V. Gaps and challenges

73. The United Nations system continues to strengthen its efforts to accelerate gender mainstreaming in the United Nations system at the global, regional and country levels, including in the context of the 2030 Agenda. Efforts have been made across the United Nations system to strongly promote gender equality and gender mainstreaming, as evidenced through entity-level initiatives, inter-agency engagement and reporting on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the country team equivalent. However, gaps and challenges remain. Insufficient data continues to hinder effective gender mainstreaming and monitoring of the gender-responsive implementation of Goal 5 and all the other Goals, as was noted in the *Gender Snapshot 2022*.

74. Uneven capacity for gender mainstreaming affects the ability to provide integrated policy support for national gender priorities. The overall number of entities systematically conducting capacity assessments remains low, owing partly to the limited resources available for this task and partly to the diversification of the work of gender units to include broader diversity, equality and inclusion issues, without additional support. Half of the 39 United Nations entities with a gender unit have seen their remit expanded to cover other cross-cutting issues, 30 per cent of them without the allocation of additional resources.

75. In addition, the prioritization of high-level, trackable gender-related results in the main strategic planning process and the implementation of corporate gender policies still require sustained efforts on the part of United Nations entities. Furthermore, gender analysis and mainstreaming are still not systematically applied, including in some technical areas of work, as well as in humanitarian action, peace and security, and human rights. Mainstreaming gender and disability inclusion across the United Nations system was enhanced, in 2022, but requires greater expertise and capacity.

76. Regarding accountability for gender mainstreaming, the United Nations System-wide Action Plan and the United Nations country team System-wide Action Plan remain essential frameworks for driving coordinated and harmonized approaches to system-wide gender mainstreaming, but they need to be further systematized. Moreover, while these frameworks are comprehensive and complementary, the scale and ambition of the 2030 Agenda require stronger accountability for results.

77. The harmonization of system-wide standards for gender mainstreaming continues to demonstrate significant potential for further integration of gender analysis and responses in the work of the United Nations system. Expanding a systematic approach to common standards serves to further catalyse joint action and collective learning, thereby informing assessment of progress on gender mainstreaming, including in the context of the Goals.

78. In 2022, only 26 per cent of country teams that submitted a comprehensive report and 33 per cent of those that submitted an annual report had achieved or were on track to achieve the gender equality results planned in their Cooperation Framework. In 2021, this indicator was slightly higher, at 23 per cent and 44 per cent, respectively.

79. Furthermore, in 2022, 43 per cent of country teams that submitted a comprehensive report had mainstreamed gender equality across all operational United Nations joint programmes, down compared with 2021, when the figure stood at 67 per cent. By contrast, the proportion of country teams submitting annual progress reports increased from 63 per cent in 2021 to 68 per cent in 2022.

80. Strengthening the implementation of the United Nations System-wide Action Plan and the United Nations country team System-wide Action Plan will support the achievement of the overall objective of a more coherent and effective United Nations response to national Goal priorities and their gender components. Governing bodies can also play a crucial role in strengthening accountability for results and accelerating the implementation of the gender mainstreaming strategy.

81. Entities and country teams continue to make steady progress in ensuring a gender perspective is mainstreamed into strategic plans and Cooperation Framework outcomes. However, gaps remain in establishing and meeting financial targets for allocations and expenditures for gender equality.

82. Despite the commendable progress made in adopting the gender equality marker as a new United Nations data standard, slow progress in its full implementation and in the achievement of ambitious financial targets at all levels, combined with rising demands for gender units and gender focal points, remains a concerning trend.

83. At the country level, annual scorecard reporting by country teams demonstrates marked improvements in achieving minimum requirements, especially in relation to gender analysis, gender mainstreaming capacities, gender coordination mechanisms and gender-responsive monitoring and evaluation. However, while the number of country teams reporting on the scorecard increased from 72 in 2021 to 89 in 2022, 43 country teams have yet to implement the scorecard.

84. In addition, 14 of the country teams (19 per cent) that completed a comprehensive report between 2018 and 2021 did not submit an annual progress report in 2022, while 8 country teams (11 per cent) have not submitted an annual progress report for the past two years. Universal coverage across all country teams for both comprehensive and annual progress reporting continues to be the objective.

## VI. Conclusions and recommendations

85. Gender equality remains a key driver for sustainable development; consistent gender mainstreaming in the work of United Nations system entities in support of the implementation of the Beijing Platform for Action and the 2030 Agenda remains critical. As evidenced in the present report, initiatives at the international and national levels are deepening engagement aimed at accelerating progress on gender equality. Work carried out within the context of the report of the Secretary-General entitled “Our Common Agenda” supports advocacy on the inclusion of women in multilateral spaces and beyond, while also strengthening the coordination and focus of inter-agency work to better deliver on the rights and needs of women and girls.

86. The independent review of United Nations capacities on gender equality included an assessment of gender mainstreaming capacities across all pillars. The conclusions and recommendations arising from that review address issues of structure, funding and leadership that would further enhance gender mainstreaming capacities and outcomes throughout the Organization, so that it can better deliver for women and girls around the world. These efforts highlight the importance and benefits of integrating gender perspectives in United Nations global policy priorities and consequent follow-up action. The recommendations from the review will inform work on United Nations 2.0 as part of Our Common Agenda.

87. Similarly, commitments made to Generation Equality also reinforce coalition-building for gender equality. Membership of UN-Women in the Inter-Agency Standing Committee is expected to further strengthen gender mainstreaming in humanitarian action. In addition, reporting on the United Nations System-wide Action Plan and the United Nations country team System-wide Action Plan has provided

evidence of progress in mainstreaming gender perspectives into the functions and processes of the entities and country teams of the United Nations system. Notwithstanding the foregoing, much remains to be done. Strengthening and accelerating gender mainstreaming into all policies and programmes of the United Nations system warrants stronger system-wide support and action to improve performance at all levels. Accordingly, it is recommended that the United Nations system, including specialized agencies, funds and programmes consider the following actions:

- (a) Further strengthen support for the acceleration of gender mainstreaming in policies and programmes, in particular to support the gender-responsive implementation of the 2030 Agenda at the global, regional and country levels, taking into consideration the extraordinary impact on prior gender equality gains of global crises, including the COVID-19 pandemic;
- (b) Dedicate sustained efforts to assess and monitor the capacity of the United Nations system, its entities and field offices to address gender mainstreaming for the implementation of the 2030 Agenda, including an analysis of its gender architecture in terms of resources and positioning to influence decisions;
- (c) Ensure that all United Nations entities adopt strong system-wide and commonly agreed standards and implement harmonized and coordinated approaches to gender mainstreaming at all levels and in all areas of work;
- (d) Ensure that all United Nations entities include gender equality as a high-level result in their strategic plans so as to effectively implement gender equality perspectives in all aspects of the work of the Organization;
- (e) Strengthen the capacity of United Nations entities for results-based management and budgeting to enable a robust system-wide reporting and aggregation of gender-related results to achieve the Sustainable Development Goals;
- (f) Ensure the establishment and strengthening of a dedicated gender equality function through specialized units with specific resources and expertise to implement the gender policy and strategy of entities in the context of their mandate, including by applying an intersectional lens to account for the full range of power dynamics underpinning gender inequalities;
- (g) Ensure adequate, predictable and sustainable funding for gender equality in order to deliver on the Beijing Platform for Action and the 2030 Agenda and bring transformative change for women and girls;
- (h) Strengthen the implementation of the gender mainstreaming strategy in United Nations entities and the achievement of gender-related Sustainable Development Goal results, including by strengthening oversight at all levels and ensuring effective financial tracking of investments for gender equality and women's rights and the achievement of minimum financial targets;
- (i) Implement the gender equality marker more systematically across United Nations entities, country teams and inter-agency pooled funds, including through the increased and mutually reinforcing use of system-wide tools (e.g. UN-Info, gender equality marker and the United Nations country team System-wide Action Plan) to ensure adequate financing for gender equality and women's empowerment within the United Nations Sustainable Development Cooperation Framework;
- (j) Increase investment in capacity development for gender equality and gender mainstreaming, with particular attention to strengthening gender analysis and the collection of sex-disaggregated data, to fully integrate gender considerations in technical, non-technical and emerging areas of work, including through inter-agency

collaboration and coordination and with specific attention to strengthening targeted gender analysis of those furthest behind;

(k) Enhance accountability for results and coherence through the full implementation and engagement of system entities and country teams in reporting on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations country team System-wide Action Plan, including by streamlining and linking analysis of entity-specific accountability for gender mainstreaming with results at the country-team level and strengthening strategic planning, gender-responsive performance management and the collection, availability and use of sex-disaggregated data;

(l) Call upon all country teams to fully implement the United Nations country team System-wide Action Plan, including through comprehensive and annual reporting, while also ensuring alignment with key United Nations repositioning frameworks and processes and ensuring tangible results for gender equality and women and girls through a strong gender mainstreaming approach;

(m) Continue to bring United Nations country teams together through the United Nations country team System-wide Action Plan focal point network for dialogue and the sharing of good practices in order to support individual country team efforts to make progress on lower-performing indicators and to increase the number of country teams submitting both comprehensive and annual reports;

(n) Encourage gender theme groups to fully implement standards and procedures for the gender theme groups in their efforts to support country teams in establishing systems in which gender mainstreaming approaches are standardized and capacities for gender-sensitive programming are strengthened;

(o) Continue to strengthen South-South exchange by providing regular opportunities for cross-learning and exchange among United Nations country teams, as well as opportunities to document and share good practices. In addition, continue to focus on performance indicators where progress to date has been slow or remains weak;

(p) Enhance the direct and meaningful participation of women in humanitarian, peace, human rights and development interventions, including in the areas of climate change adaptation, food security response and disaster prevention, as a key aspect of localization efforts;

(q) Bolster capacity on gender analysis to strengthen gender equality considerations in the peace and security agenda;

(r) Strongly advocate gender equality and the human rights of women and girls in normative processes so as to enhance gender mainstreaming in human rights issues;

(s) Encourage enhanced synergies between the work of gender focal points and those working on disability inclusion to optimize resource mobilization and utilization in order to strengthen expertise on gender equality and disability inclusion.

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