



Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Organizational matters

Report on the annual session of 2025, 17 to 19 June 2025¹

I. Organizational matters

1. The annual session of 2025 of the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was held at the United Nations Headquarters, New York, from 17 to 19 June 2025. The Executive Board adopted the annotated provisional agenda and workplan for the annual session ([UNW/2025/L.3](#)) and the report on its first regular session of 2025 held from 10 to 11 February 2025 ([UNW/2025/1](#)). The Executive Board approved the provisional agenda and workplan for the second regular session of 2025, to be held on 9 and 10 September 2025 ([UNW/2025/CRP.2](#)).
2. The Executive Board adopted six decisions (2025/5, 2025/6, 2025/7, 2025/8, 2025/9 and 2025/10) as contained in the annex to the present report.

II. Opening statements

3. After opening the annual session and welcoming the Under-Secretary-General/Executive Director, UN-Women colleagues and delegates, the President of the Executive Board touched upon the recent Executive Board field visit to Zimbabwe and expressed her sincere appreciation to the Government and people of Zimbabwe, the UN-Women Country Office, and the Executive Board Secretariat for their hospitality, support and thorough preparations that contributed to a successful visit. She outlined the different reports and briefings to be presented during the first regular session, and the decisions to be negotiated.
4. In her opening statement, the Under-Secretary-General/Executive Director thanked the President for her strong leadership and expressed her appreciation to the Vice-Presidents for their steadfast support to UN-Women. She congratulated the Bureau for their successful field visit to Zimbabwe and thanked UN-Women colleagues who work every day to advance women's rights and empowerment. Noting that the annual session is taking place at a time when global peace is fragile and the promise of gender equality hangs in the balance, she expressed hope for a future where peace prevails, and the rights and dignity of every woman and girl are fully

¹ Note: The present document was processed in its entirety by UN-Women.



realized. She emphasized that Sustainable Development Goal (SDG) 5 is the great enabler for every other SDG, but noted that only two indicators under SDG 5 are nearing their targets, while the remaining 12 remain off track. Highlighting the Beijing+30 high-level meeting in September 2025, the Head of the Entity mentioned that UN-Women is supporting Member States, civil society and women's movements to translate the Beijing Declaration and Platform for Action into tangible progress towards gender equality. She highlighted that at the sixty-ninth session of the Commission on the Status of Women, Member States adopted a strong political declaration reaffirming the Beijing Declaration and Platform for Action and its relevance, which sent the powerful message that even in a polarized world, the United Nations can come together for women and girls. The Under-Secretary-General/Executive Director added that the upcoming fourth International Conference on Financing for Development in Seville presents a critical opportunity to renew commitments and scale up investments in gender equality. She added that in 2024, contributions to UN-Women rose to \$593 million, and thanked donors for their commitment to the Entity's mandate and trust in UN-Women. She noted that the Entity is acutely aware of today's funding realities, and is making tough cost containment decisions and planning for different scenarios. The Head of the Entity stressed that UN-Women shall continue to work on ensuring greater efficiencies, reducing costs, exploring cost-sharing with sister agencies, and becoming more focused and streamlined. She shared that the Pivoting to Regions and Countries initiative has given UN-Women an advantage, noting that the Entity will reduce its New York footprint by 33 per cent by the end of 2026.

5. Discussing her annual report, the Under-Secretary-General/Executive Director shared that it reflects a story of real, measurable, hard-earned progress, with UN-Women working in 109 countries and territories and investing over \$622 million to advance gender equality in 2024. Sharing more results across four impact areas, she added that 325 laws have been adopted, revised or appealed to advance and protect women's rights, nearly \$220 million has been channelled to civil society, and across 71 countries, political inclusion and legal reforms have been supported to open more doors to women's leadership. She further highlighted that UN-Women supported 60 disability-inclusive projects and worked with 70 governments in debt-stressed economies to prioritize gender in budgeting and transform care systems. UN-Women contributed to humanitarian response through its membership in the Inter-Agency Standing Committee and has maintained a presence on the ground, collaborating with women's organizations in conflict and crisis-affected areas such as the Democratic Republic of the Congo, Gaza, Haiti, Myanmar, Sudan, Ukraine and beyond. This was achieved while improving transparency, governance and agility as a United Nations entity. She welcomed the latest Multilateral Organization Performance Assessment Network review, which affirmed UN-Women's strong performance across management, results and organizational effectiveness, reflecting growing partner trust.

6. Looking ahead to the next Strategic Plan 2026–2029, the Head of the Entity underscored that this new Strategic Plan provides an opportunity to consolidate progress, sharpen focus and apply lessons learned from the midterm review. The next Strategic Plan will be grounded in international agreements such as the Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration and Platform for Action and the Women, Peace and Security agenda, and will reflect the voices of Member States, civil society, youth, the private sector and United Nations partners, while remaining firmly anchored in UN-Women's triple mandate to ensure that ambition translates into delivery. The Under-Secretary-General/Executive Director then discussed UN80 and shared that UN-Women is fully engaged in this process, co-coordinating the United Nations system Development

Cluster and actively contributing to the peace and security, humanitarian and human rights clusters. She emphasized that any credible reform must have women's rights and empowerment at its core, cautioning that reforms lacking a gender perspective are destined to fail. Although there are various approaches to organizing the United Nations system's work, effective delivery on gender equality and women's empowerment by the United Nations system requires a strong gender equality entity with a broad triple mandate that is equipped to add value across the system, supports critical intergovernmental processes, delivers for women and girls in countries, and drives system-wide coherence through cost-effective coordination. She concluded by expressing pride in the results presented, noting that the achievements reflect the value of UN-Women's mandate, transparency and collaboration. She acknowledged the difficult times ahead and affirmed that while UN-Women cannot offer more with fewer resources, it is committed to delivering better through greater coordination, sharper focus and seizing the opportunities presented by system-wide reform.

7. Upon opening the floor, numerous Member States thanked the Under-Secretary-General/Executive Director for her leadership and expressed appreciation to UN-Women staff worldwide, while reaffirming their support for UN-Women's triple mandate. Member States welcomed the key results achieved to date under UN-Women's 2022–2025 Strategic Plan and praised its work in 109 countries and territories, recognizing this as a clear reflection of the Entity's significance and impact. Several delegations emphasized that gender equality and women's empowerment are essential drivers of sustainable development and reiterated their commitment to the Beijing Declaration and Platform for Action, while noting that the upcoming Beijing+30 high-level meeting presents an opportunity to accelerate progress for gender equality. Speakers expressed their support for the inclusive and consultative approach of the development of UN-Women's 2026–2029 Strategic Plan and encouraged the new plan to be focused, ambitious and responsive to realities on the ground. Member States welcomed the UN80 initiative aimed at building a more effective and efficient United Nations, though delegations stressed that gender equality should remain at the heart of this transformation, and encouraged UN-Women to contribute constructively to an ambitious reform proposal and to help ensure that women's rights and gender equality are well safeguarded in this reform process. While expressing appreciation and acknowledging the importance of UN-Women's efforts to advance gender equality and the empowerment of women, one speaker emphasized that support to Member States should be provided with their consent and called on UN-Women to strictly adhere to its mandate and to use intergovernmentally agreed language.

III. Evaluation

8. The Director of the Independent Evaluation, Audit and Investigation Services (IEAIS) presented the annual report on the evaluation function of UN-Women ([UNW/2025/4](#)). The report provides an overview of the performance of the UN-Women evaluation function in 2024. In total, the Independent Evaluation Service (IES) completed three corporate evaluations in the areas of women's political participation and social norms, a synthesis of United Nations system-wide evaluations related to SDG 5 and a formative assessment of the gender equality accelerators. Additionally, three corporate evaluations were in progress (on ending violence against women, sustainable finance and support to women in peace processes), as well as a synthesis of UN-Women's performance against the Strategic Plan. Fifty evaluations were conducted or in progress at the decentralized level, including 18 strategic evaluations at the country and regional levels, with six of those portfolio evaluations completed. In 2024, corporate evaluation performance indicators remained rated

“good”; however, financial expenditure on evaluation was 1.6 per cent of the total programme expenditure, falling short of the 2 per cent target. Human resources across UN-Women for evaluation and evaluation implementation rates both increased in 2024. Engagement in joint evaluations also increased, accounting for 35 per cent of all evaluations. In terms of evaluation coverage, all but three country offices had at least one evaluation during their strategic note cycles. The Director of IEAIS reported that implementation of management responses fell slightly to 86 per cent following the introduction of a more rigorous monitoring and tracking system. She added that the use of evaluation remains strong, with 90 per cent of offices reporting the use of evaluation to inform strategic planning, strengthen programme approaches and identify new opportunities. She also outlined the IES’ many partnerships, including its engagement in inter-agency humanitarian evaluations and United Nations system-wide evaluations and initiatives to ensure that evaluations incorporate gender equality. The Director concluded by saying that the IES will continue to conduct corporate strategic evaluations, provide technical assistance to decentralized evaluations and build evaluation partnerships in the United Nations system.

9. The Director of IEAIS presented the corporate evaluation on UN-Women’s support to women’s participation in the peace process ([UNW/2025/CRP.3](#)). The evaluation concluded that since the adoption of the Beijing Declaration and Platform for Action and Security Council resolution 1325, UN-Women has made meaningful contributions to the inclusion of women in the peace process through five core methods: (1) by convening stakeholders; (2) by raising awareness and supporting political commitments; (3) through supporting civil society; (4) by embedding gender equality in institutional frameworks; and (5) through enhancing partnerships. The evaluation found that politically skilled personnel, senior representatives, presence in country, deep contextual knowledge and enabling corporate procedures are critical drivers to deliver and recommended that UN-Women reinforce these areas.

10. Speaking on behalf of management, the Deputy Executive Director expressed appreciation for the IES’ work, highlighting the benefits that its work brings to UN-Women. She noted the positive trajectory of UN-Women’s key performance indicators (KPIs) and the importance of KPIs as tools for tracking progress. She shared that the current evaluations come at a critical time for the Entity, on the anniversaries of the Beijing Declaration and Platform for Action and Security Council resolution 1325, and emphasized the vital role of women’s participation in the peace process in mitigating conflict.

11. A delegation speaking on behalf of 22 Member States thanked the IES for maintaining a high-quality, independent and impactful evaluation function in all results achieved in 2024, for its commitment to working in partnership with gender-responsive evaluations through the United Nations Evaluation Group, system-wide and joint evaluations, and for engaging with the Multilateral Organization Performance Assessment Network. The group encouraged UN-Women to pay close attention to five KPIs that do not appear close to reaching the 2025 targets. The group welcomed the progress in building internal evaluation capacity and requested more details about the evaluation professionalization initiative. The group also welcomed the focus on fewer but more strategic evaluations and wanted to know what could be done to reduce the number of decentralized evaluations. In addition, the group wanted to know how evaluation findings were integrated into the development of the Strategic Plan 2026–2029. Lastly, the group requested to know how the IES will be affected by budget cuts and whether these would affect the IES’ 2025 programme of work. Another delegation speaking in their national capacity welcomed the thematic evaluation of UN-Women’s support of women in peace processes. The delegation agreed with the findings of the evaluation and recognized the need to bolster the capacity of women negotiators.

12. In response, the Director of IEAIS thanked Member States for their interventions and emphasized the critical role of oversight and evaluation in fostering integrity, transparency and trust, particularly during reform. She acknowledged the support of Member States in recognizing UN-Women's contributions to peacebuilding and the related importance of evaluation. On the question regarding the professionalization initiative, she explained that her office has been supporting UN-Women personnel in monitoring and evaluation functions to acquire knowledge with e-learning courses, coaching and hands-on support. On how to reduce the number of small-scale evaluations, the Director emphasized that IEAIS has been advocating with management to prioritize strategic evaluations such as country portfolio, thematic and cluster evaluations over smaller-scale efforts for some time. She noted the need for sustained funding to support these initiatives. The Director concluded by stating that despite operating with a lean structure, the IES remains committed to ensuring that evaluations are impactful, well-resourced and effectively integrated into decision-making processes across all levels of UN-Women's work. The Deputy Executive Director also responded to Member States' interventions and reaffirmed the Entity's commitment to integrating social norms into its 2026–2029 Strategic Plan, recognizing their foundational influence on legal frameworks, access to services and societal attitudes. The Deputy Executive Director confirmed that the next Strategic Plan is informed by evaluations and learnings on social norms. The Director of the Policy, Programme and Intergovernmental Division acknowledged Member States' engagement, particularly commending a Member State's leadership in inclusive peace processes and highlighting the global relevance of its model. She noted that the evaluation of UN-Women's support for women in peace processes validated the Entity's contributions and offered critical insights for future programming, reinforcing the importance of inclusive peacebuilding. Furthermore, she detailed how the new Strategic Plan draws from internal evaluations, partner-led assessments, comprehensive analysis and stakeholder feedback.

IV. Audit and investigation matters

13. The Director of the IEAIS presented its report on internal audit and investigation activities for the period of 1 January to 31 December 2024 ([UNW/2025/3](#)). The Director confirmed that her office continued to operate independently with the freedom to decide on the scope of its work and that it relies upon UN-Women management to provide resources to deliver its mandate. She shared that in 2024, the Independent Audit Services (IAS) conducted 17 audit and advisory assignments and issued 11 final reports, of which nine were audits with overall opinions assessed. Five entities or processes were assessed as satisfactory and four as partially satisfactory, leading to an overall assessment that UN-Women's governance, risk management and controls were in aggregate satisfactory, with some areas for improvement. In their annual opinion, the IAS made four overarching observations: (1) further enhancement of management oversight; (2) need for technical capacity at decentralized levels; (3) finalization of the Statement of Internal Controls; and (4) continued vigilance on cybersecurity and data governance. The Pivoting to Regions and Countries initiative was acknowledged as a positive step towards cost-efficiency and impact maximization. The Director shared that the percentage of long-outstanding audit recommendations dropped to 3 per cent, demonstrating improved management responsiveness. The Director shared that in 2024, UN-Women launched a hybrid model for investigations, establishing an independent internal investigation function while continuing to engage the United Nations Office of Internal Oversight (OIOS) as a provider of external investigations. She clarified that OIOS continues to handle intake of all UN-Women complaints and shared that in 2024 it received 76 new allegations of misconduct, reflecting increased awareness and improved reporting

mechanisms. Seventy-one cases were closed in 2024, of which 62 were closed after preliminary assessment and nine after full investigation. Of the 62 cases closed after preliminary assessment, 39 cases were referred to IEAIS for consideration on potential action. The Director concluded by stating that the IEAIS will continue to leverage technology and complete an assurance mapping exercise to ensure the best use of oversight resources and to build a strong investigation function that promotes confidence and trust.

14. The incoming Chair of the Advisory Committee on Oversight (ACO) presented the report of the Advisory Committee on Oversight for the period from 1 January to 31 December 2024 ([UNW/2025/3/Add.1](#)). The report reviewed the functioning of the Entity's oversight function, as well as its internal control accountability, including governance, risk management and control systems. Overall, the ACO continued to provide independent, external advice to the Executive Director on governance, accountability and internal control systems, in line with its mandate. The ACO maintained full independence and conducted three in-person meetings in New York and a field visit to Nairobi. The ACO found that oversight functions including internal audit, evaluation, investigation, ethics and the United Nations Board of Auditors delivered valuable results, with notable progress in reducing long-standing audit issues, strengthening evaluation capacity and operationalizing a hybrid investigation model. Notwithstanding these improvements, the Committee emphasized the need for stronger second-line functions and management oversight, and underscored that sustainable funding is needed for both the investigation and ethics functions. The Committee commended UN-Women for receiving an unqualified audit opinion for the thirteenth consecutive year and achieving a 92 per cent implementation rate of audit recommendations. On governance and risk management, the ACO acknowledged strong management commitment to excellence and transformation, but emphasized the need for improved budget allocation, sustained core funding, a robust human resources strategy and continued monitoring of regional initiatives to ensure alignment with strategic goals and timely issue resolution.

15. The Deputy Executive Director expressed appreciation for the work by the ACO, IEAIS and OIOS. She noted that UN-Women has demonstrated significant progress in strengthening internal governance, risk management and accountability, as reflected in the IAS assessment, which rated most audits as satisfactory for the first time, with no audits requiring major improvement for the second consecutive year. The organization reduced long-outstanding audit recommendations to 3 per cent and advanced key initiatives such as the Transparency Portal, Quantum Enterprise Resource Planning enhancements and a new statement of internal controls. She emphasized that UN-Women will continue to prioritize implementation of the key recommendations in cybersecurity, data governance, anti-fraud measures and third-party risk management, aiming for completion in 2025. She also confirmed that the Entity is actively seeking to diversify its donor base and investing in digital transformation. The Deputy Executive Director welcomed the recognition of the Pivoting to Regions and Countries initiative to enhance efficiency and accountability. She underscored that the Entity always prioritizes an ethical organizational culture and noted that the launch of a hybrid investigation model and an 85 per cent increase in ethics service requests underscored growing trust in oversight functions. She added that UN-Women took prompt and appropriate action to implement its approach to misconduct and shared that no disciplinary cases were reported in 2024. She stated that UN-Women was cognizant of the need to identify sustainable resourcing for critical functions, such as human resources and the second line of defence. She concluded by noting that UN-Women remains committed to leveraging oversight insights to build a more agile and accountable organization as it enters its next Strategic Plan 2026–2029.

16. A delegation speaking on behalf of 17 Member States began its remarks by thanking the ACO and IEAIS for their insightful presentations and for their services in promoting transparency and accountability in the Entity. The group asked how the IEAIS will be affected by ongoing budget changes in UN-Women. The group went on to commend the progress made towards implementing long-outstanding recommendations and encouraged the timely closure of all unclosed recommendations. They also encouraged UN-Women to review the resource situation of the Investigation Service ahead of the new budget for 2026–2027. Another delegation in a national capacity requested further details on the findings of the review of the human resources function and how more resources will be allocated to the function. The speaker also asked how resources will be allocated to the Quantum Plus Initiative as well as an update on the finalization of internal controls.

17. In response to Member States' interventions, the Director of IEAIS emphasized that sustained funding is critical to maintaining delivery capacity. While minor cost savings may be achievable in 2025, prolonged budget reductions would impact future operations. While technological efficiencies are being explored, there is a continued need for field visits to engage directly with UN-Women personnel and partners. The Director highlighted the progress made in establishing an internal investigation function and stressed the importance of securing stable funding for at least two investigation positions in the 2026 budget. She noted that given current budget constraints, the hybrid investigation model remains the most viable and beneficial approach for UN-Women. The Deputy Executive Director responded to interventions from Member States reaffirming that UN-Women remains steadfast in its commitment to strengthening the oversight, ethics and human resources functions despite ongoing financial constraints. She reported that of the 19 outstanding IAS recommendations, two have been closed and the remaining 17 are on track for implementation by the end of 2025. In response to a reduction in regular resources, management is actively reassessing the most effective and cost-efficient modalities for delivering investigation and ethics functions, including through exploring potential partnerships within the United Nations system. She noted the significant underinvestment in human resources compared with peer entities, which prompted a strategic review and reallocation of resources, including relocating human resources operations to a lower-cost duty station. These efforts underscore UN-Women's dedication to maintaining robust internal controls and ensuring organizational resilience. She added that management is exploring innovative approaches to balance investments across the second and third lines of defence to safeguard the Entity's operational integrity. Continued engagement with external experts and internal stakeholders will guide the implementation of critical reforms and ensure alignment with United Nations system-wide best practices. The Director of the Strategy, Planning, Resources and Effectiveness Division (SPRED) responded to the interventions of Member States, adding that UN-Women has included a statement of internal controls over financial reporting in its 2024 financial statements. Concurrently, significant investments are being made to enhance results-based management, including a \$2 million allocation for systems development under the 2026–2027 integrated budget, aimed at improving corporate planning, system integration and transparency. A planning module is scheduled to launch by January 2026, followed by monitoring and reporting modules later that year, ensuring alignment from strategic planning to project-level implementation.

V. Ethics

18. The Ethics Advisor presented the report on the activities of the UN-Women Ethics Function for 2024 ([UNW2025/5](#)). She noted that the Ethics Function of UN-Women continued to advance its mandate in 2024 by fostering a culture of ethics,

integrity and accountability across the organization. Key achievements included the issuance of the Outside Activities Policy and the revised Protection against Retaliation Policy, which laid critical policy foundations for managing conflicts of interest and safeguarding personnel. These efforts were complemented by extensive outreach and awareness-raising initiatives, including partnership with the United Nations Development Programme (UNDP) Ethics Office and broader inter-agency collaboration. The ethics function delivered training sessions across Headquarters, regional and country offices, with 670 participations, and a 121 per cent increase in advisory requests compared with the previous reporting period. She shared that she received five inquiries under the Protection against Retaliation Policy – four of which were requests for advice and one for protection – and that full compliance was achieved in the 2024 United Nations Financial Disclosure Programme. Looking ahead to 2025, she shared that the ethics function will continue to focus on positively influencing the organizational culture through training on ethical standards, addressing the growing demands to proactively mitigate and manage conflict of interest risk, and engaging with personnel at the onboarding stage to increase awareness of the ethical behaviour expected of all UN-Women personnel. As an independent office, the Ethics Advisor confirmed that the ethics function conducts its activities free from external interference and reports directly to the Under-Secretary-General/Executive Director. She stressed, however, that adequate resources must be devoted to ensure timely service delivery, as the ethics function continues to operate without sufficient long-term resources to enable the sustainable implementation of its mandates.

19. During the management response, the Chief of Staff of UN-Women reaffirmed the Entity's commitment to ethical governance and accountability, emphasizing that ethics is not a peripheral concern, but the foundation of trust and integrity within the organization. He highlighted the 85 per cent increase in service requests as a positive indicator of growing trust in the ethics function. The Chief of Staff expressed deep appreciation to the ethics team for their steadfast contributions, and acknowledged the critical updates to the Protection against Retaliation Policy as tangible safeguards that reinforce a culture of safety and openness. He added that UN-Women welcomed the expanded learning and outreach effort in collaboration with UNDP, underscoring the importance of system-wide coherence and shared principles. On UN-Women's full compliance with the Financial Disclosure Programme, the Chief of Staff noted it as essential to maintaining public trust and managing conflicts of interest. He also stressed that UN-Women underscores the importance of enabling staff to raise concerns and praised the ethics function for its guidance. He further reiterated that UN-Women remains firmly committed to ensuring that the ethics function is fully independent and adequately resourced. Noting the current financial constraints, the Chief of Staff shared that, in line with the UN80 principles of streamlining and coherence, UN-Women is exploring establishing a shared service model for the ethics function with other agencies to enhance efficiency and coherence. He concluded by thanking the Ethics Advisor for her outstanding service.

20. After opening the floor, one delegation requested to know more about the shared ethics service that was proposed by the Entity and what the timeline for its creation will be. The delegation also wanted to know whether any current gaps that exist in the ethics model will be bridged with the creation of the potential new joint model. A separate delegation thanked the ethics function for their diligent work in helping to foster cultural change and encouraged the Entity to increase participation in mandatory ethics trainings, and to finalize key policies under review, such as the policy on gifts and hospitality.

21. Responding to Member States' interventions, the Ethics Advisor confirmed that the function is finalizing some of the key policies, including the policy on gifts and

hospitality. She shared that an online system is being developed for personnel to streamline requests for how to dispose of gifts. In addition, she shared that there was an increase in the completion of mandatory ethics trainings in 2024, and that training certification is required before personnel can request outside activities review and approval. The Chief of Staff also responded to Member States comments by stating that the Executive Board will receive an update on the shared ethics function at the second regular session of 2025, and assured that there will be no gaps between the current function and the planned shared function.

VI. Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and UN-Women

22. A representative speaking on behalf of the Joint Inspection Unit (JIU) working group provided the Executive Board with an update on the progress of the group in implementing recommendations of the JIU in accordance with decisions 2024/3 and 2025/2. The speaker presented the working methods and road map of the group, developed in the Terms of Reference approved earlier in the year. The speaker added that the JIU working group will form thematic subgroups to effectively cluster recommendations. The speaker shared that there was agreement in the group to take a case-by-case approach, ensuring that decision-making is better aligned and meaningful.

23. One delegation speaking on behalf of 33 Member States welcomed the update by the JIU working group and noted that a key objective of the review must be to streamline Executive Board proceedings to facilitate more strategic deliberations and timely decision-making. The group also noted that this process should be supported by relevant actors within the organizations, units responsible for governance and oversight, or the secretariats. The group added that a mapping exercise would be useful to establish harmonized Terms of Reference of the Board secretariats. They concluded by stating that the process should take into account parallel reform efforts such as UN80.

24. The representative of the JIU working group responded to Member States' interventions by reaffirming the group's commitment to transparent and results-driven processes. The speaker agreed that consultation and support from relevant units and secretariats were key to the process, as well as keeping the process informed of reform developments such as UN80.

VII. Strategic Plan

25. The Under-Secretary-General/Executive Director presented the Executive Board with UN-Women's Draft Strategic Plan 2026–2029. She began her remarks by recalling the progress made on gender equality since the Beijing Declaration and Platform for Action. She highlighted the fragile nature of progress and added that not a single gender equality target has been met. She stated that the draft strategic plan takes these contexts into consideration, as well as the ongoing reform processes such as UN80 and UN 2.0. She shared that the new Strategic Plan is grounded in the Entity's triple mandate, as well as rights and norms. The next Strategic Plan identifies four areas of focus: (1) women's leadership and decision-making; (2) women's economic empowerment; (3) ending violence against women and girls; and (4) women, peace and security, and humanitarian action. There are three strategic

outcomes of the plan: (1) protecting and advancing normative frameworks, laws and policies that uphold the rights of all women and girls; (2) strengthening institutions to be accountable through better financing, more robust data and practices that advance gender equality; and (3) expanding women's agency and ensuring women and girls have access to services, resources and opportunities to lead, decide and thrive. The Head of the Entity stated that UN-Women will strengthen and embed its coordination role as a cross-cutting priority across all areas of work. She added that UN-Women will extend its partnerships, expand alliances and broaden its donor base, and that it will also be strengthening its organizational efficiency and effectiveness by completing its pivot process and aligning staffing. She concluded by saying that by becoming nimbler and more focused, UN-Women will remain committed to its mandate and focus on the women and girls the Entity serves.

26. One delegation speaking on behalf of 29 Member States thanked UN-Women for its work in developing the Draft Strategic Plan 2026–2029 and the consultations the Entity held when developing it. The group urged UN-Women to take a leadership role in the UN80 process and leverage its coordination mandate in this regard. The group also requested to see greater efforts to clarify and highlight what sets UN-Women apart as a catalyst for inclusive and collaborative action across the United Nations. The group also appreciated the integration of the Quadrennial Comprehensive Policy Review into the next Strategic Plan and encouraged greater collaboration with the Resident Coordinator System. Another delegation speaking on behalf of a regional group urged UN-Women to use its coordination role to keep gender equality a priority during ongoing efforts to reform the United Nations system. In addition, the group urged UN-Women to align its Strategic Plan with funding realities and design it with flexibility to adjust for funding changes. The group encouraged UN-Women to maintain a strong and sustained focus on human rights, non-discrimination, reaching marginalized groups and fully implementing the United Nations Gender Equality Acceleration Plan. Another speaker on behalf of a regional group encouraged UN-Women to articulate more clearly how the current reform processes will be reflected in the implementation of the Strategic Plan. The group asked how UN-Women will refine its global footprint in the next Strategic Plan and encouraged the articulation of trade-offs required to ensure efficient use of resources. A further delegation in a national capacity commended UN-Women's cross-United Nations system feminist funding models that support women's rights organizations, as well as the advancement of the Women, Peace and Security agenda in the plan. Lastly, a Member State speaking in a national capacity emphasized that any UN-Women activity must be carried out with the agreement of States and urged UN-Women to use consensus-based language.

27. Responding to Member States' interventions, the Deputy Executive Director for Normative Support, United Nations System Coordination and Programme Results reaffirmed the rights-based approach in the Strategic Plan 2026–2029 and highlighted the comparative advantage of UN-Women. She noted the emphasis on UN-Women's coordination role as the United Nations system undergoes reforms. The Deputy Executive Director for Resource Management, Sustainability and Partnerships affirmed that the Entity is cognizant of the funding realities, and has developed the draft strategic plan with adequate flexibility to accommodate changing resource levels. The Director of SPRED also responded to interventions from Member States noting that the Entity continues to refine its global footprint through a strategic, agile and cost-effective approach, guided by its presence governance framework and informed by regular strategic reviews and annual regional consultations. This dynamic model ensures alignment with evolving demands while maintaining affordability and responsiveness. She shared that gender mainstreaming remains a priority, with system-wide and entity-specific accountability mechanisms such as the

United Nations System-wide Action Plan 3.0, gender markers and joint programming metrics being actively employed. She emphasized that UN-Women is enhancing its internal and external coordination indicators and capacity. She concluded by stating that the Entity remains committed to context-specific approaches, ensuring alignment with national development priorities and United Nations cooperation frameworks, thereby reinforcing its role as a responsive and accountable development partner.

28. The Director of the Policy, Programme and Intergovernmental Division outlined the strategic recalibration embedded in the new Strategic Plan, which reflects significant shifts in the global operating context and emphasizes a sharper programmatic focus, results orientation and institutional agility. The Director noted that the Strategic Plan consolidates efforts around three systemic outcomes and reduces the number of indicators from 120 to 75, thereby enhancing clarity and measurability of impact. This refinement is informed by lessons drawn from independent evaluations and audits, ensuring that global programming frameworks are aligned with the delivery of the Strategic Plan and focused within four impact areas, with cross-cutting priorities such as data and statistics. Furthermore, in addressing systemic challenges to mainstreaming gender equality across the United Nations system, UN-Women identified key barriers including limited institutional incentives, weak gender unit positioning, constrained joint programming resources and sustainability of coordination funding. She concluded by stating that with mechanisms such as the Gender Equality Acceleration Plan, the United Nations System-wide Action Plan and innovative resource tracking models such as those used by the Peacebuilding Fund, UN-Women continues to drive accountability and coherence in advancing gender equality across the United Nations system.

VIII. Financial, budgetary and administrative matters

29. The Deputy Executive Director for Resource Management, Sustainability and Partnerships presented the draft integrated budget estimates for the biennium 2026–2027. She shared that the draft budget is developed in alignment with UN-Women’s forthcoming Strategic Plan 2026–2029 and ongoing business transformation, and outlines a total projected voluntary contribution of \$1.05 billion, representing a 2 per cent increase from the 2024–2025 biennium. She noted that this net growth of \$20 million stems from a \$70 million rise in other resources (from \$630 million to \$700 million), offset by a \$50 million reduction in regular resources (from \$400 million to \$350 million). The institutional budget is set at \$202.4 million, reflecting a \$2 million cost reduction, and is underpinned by realistic income projections and a commitment to financial prudence. The budget prioritizes 87.3 per cent of total resources for development and humanitarian activities, encompassing coordination, normative and operational work at the regional and country levels. The budget is further informed by the Pivoting to Regions and Countries initiative, which aims to enhance support to field offices and improve cost-efficiency by relocating select global functions to lower-cost duty stations such as Bonn and Nairobi. She added that UN-Women is proposing to optimize its Headquarters structure in a cost-neutral manner aimed at strengthening and streamlining key functions to support the delivery of the Strategic Plan.

30. The Director of SPRED reported that UN-Women’s draft integrated budget for the biennium 2026–2027 reflects a disciplined and impact-driven approach to resource allocation, with a total estimated voluntary contribution of \$1.05 billion, comprising \$350 million in regular resources and \$700 million in other resources, despite a challenging financial landscape. She stressed that the proposal prioritizes programmatic delivery, with 87.3 per cent of total resources directed towards development results, while institutional expenditures are reduced by \$2 million to

\$202.4 million, supported by an additional \$4.6 million in cost recovery income in line with harmonized United Nations cost recovery policies. The Director added that the draft budget already reflects the organization's ongoing Pivoting to Regions and Countries initiative, relocating 50 institutional budget-funded posts at the Headquarters to Bonn and Nairobi to enhance cost-efficiency and proximity to beneficiaries. She concluded by stating that ongoing optimization efforts include the establishment of a dedicated Division of Communications and Advocacy, integration of financial resource management functions, and consolidation of results and performance oversight mechanisms.

31. One Member State speaking in their national capacity thanked UN-Women for its transparent and comprehensive briefing on the integrated budget estimates for 2026–2027. With regards to the Pivoting to Regions and Countries initiative, the delegation urged greater dialogue with Member States and asked to be given more information on progress. Another Member State requested more information on the rationale behind the proposed organizational changes to the budget unit and how UN-Women will ensure that resources continue to be linked to results. The delegation also requested to know which areas of UN-Women will achieve efficiency gains, and requested an update on the implementation of the cost recovery policy and on challenges that persist in fully implementing it.

32. Responding to the interventions of Member States, the Deputy Executive Director for Resource Management, Sustainability and Partnerships clarified that SPRED was established to reinforce the critical link between resources and results, with the budget function integrated into SPRED to support this mandate. Reflecting on her 18-month tenure and building on recommendations from a prior external financial review, she emphasized the need for a more integrated approach to financial resource management. To address this, UN-Women has initiated a process, with the support of external experts, to establish a more holistic financial management framework. This includes the proposed creation of a new Division of Financial Administration, which will work in close coordination with SPRED and other units to maintain strong results linkages while enhancing focus on budgeting and financial reporting. Additionally, the role of Director of the Division of Management and Administration will be restructured into a Chief Financial Officer position, deemed essential for an organization of UN-Women's scale. The Deputy Executive Director for Normative Support, United Nations System Coordination and Programme Results responded to interventions by Member States by reflecting that in the context of developing its Strategic Plan amid constrained resources, UN-Women has reaffirmed its commitment to delivering impactful results for women and girls by aligning resources with strategic priorities. The Entity is prioritizing investments in its normative and coordination mandates areas often supported through assessed rather than non-core contributions. UN-Women is centring its efforts on inclusive, participatory approaches that empower local actors to sustain progress in partnership with Member States. She concluded by noting that through the Integrated Results and Resources Framework, the Entity is striving to balance effectiveness with efficiency.

33. The Director of SPRED added that the observed budgetary efficiencies primarily stem from reductions in allocations previously categorized under special purpose costs, facilitated by the implementation of the ERP system and information and communications technology investments. She noted that strategic planning processes at the country level are conducted collaboratively across budgeting, planning and risk management functions, reinforcing coherence despite structural shifts. She highlighted that the Transparency Portal and enhanced results management systems are enabling more seamless linkages between resources and results across all organizational levels. On cost recovery, the Entity reaffirmed its full commitment to

policy adherence, supported by updated guidance, regional consultations and capacity-building efforts.

IX. Addressing racism and racial discrimination

34. The Deputy Executive Director presented an update on UN-Women's efforts to address racism and racial discrimination pursuant to decision 2024/6. She reaffirmed UN-Women's commitment to strengthen its organizational culture, improve the practice of its core values, and become a more diverse and inclusive workplace in alignment with the Secretary-General's Strategic Action Plan on Addressing Racism and Promoting Dignity for All. She shared examples of progress made so far, including the completion of key JIU recommendations and the implementation of initiatives promoting equity and inclusion, as well as offering unconscious bias training. She noted that UN-Women's current Strategic Plan intentionally centres its personnel, focusing on creating a positive workplace culture that respects inclusivity and diversity. She added that racial justice is fully integrated across all four impact areas and highlighted UN-Women's key efforts to address racism in programming and policy.

35. One delegation, speaking on behalf of 29 Member States, thanked UN-Women for its updates on efforts to prevent and address racism and racial discrimination in line with the recommendations of the JIU. The group condemned racism and underlined that UN-Women plays an important role in ensuring an intersectional approach by applying a gender lens to work on racial justice and addressing racial discrimination as part of its work towards achieving gender equality. They commended UN-Women for making progress, but encouraged more transparency around the challenges in addressing racial discrimination and noted that reporting on complaints of racial discrimination received by the IEAIS, if any, should be discussed under this agenda item. The delegation also requested to know what is being done to ensure that racism and racial discrimination is prevented and addressed within implementing partner organizations at the country level.

36. The Deputy Executive Director responded to interventions of Member States and expressed appreciation for their continued encouragement, and reaffirmed UN-Women's commitment to addressing racism within the Entity. It was noted that while overt racism has diminished over the decades, the more complex challenge lies in addressing unconscious bias and subtle perceptions that are difficult to document but deeply felt. To address this, she shared that UN-Women is investing in human resources strategies that foster inclusive workplace relations. She further emphasized the importance of shifting language and perceptions, particularly in recognizing the equal value of colleagues working in regional and country offices. The Deputy Executive Director also acknowledged the difficulty in reporting racial injustice, due to concerns around protection and retaliation. She concluded by stating that leadership remains committed to addressing racism, not only through policy but by transforming attitudes and interpersonal dynamics within the institution. With regards to inquiries regarding allegations of racism, the Director of Human Resources acknowledged the importance of transparency and committed to engaging with IEAIS to determine how such matters can be appropriately reflected in future briefings, while respecting confidentiality protocols. He updated the Executive Board on the rollout of ClearCheck 2.0, noting that a United Nations-wide database is now expanded to include categories on anti-racism and racial discrimination, with reporting on the implementation expected from 2026 onwards. He further highlighted progress on the JIU recommendations, with three of six recommendations already implemented by UN-Women and inter-agency collaboration under way to address the

remaining items, while recognizing the need for shared resources, capacity and alignment through mechanisms such as the High-Level Committee on Management.

37. The Director of the Policy, Programme and Intergovernmental Division reaffirmed that UN-Women's work is fully aligned with international norms and standards and that principles of human rights, inclusion and non-discrimination are incorporated comprehensively in its triple mandate. She shared that, at the country level, the Entity prioritizes the selection and capacity-building of implementing partners aligned with a localization agenda and committed to addressing all forms of discrimination. She continued to say that UN-Women's approach complements broader United Nations efforts by emphasizing the gender dimensions of racial injustice. Additionally, UN-Women leverages its expertise in gender data and statistics to promote intersectional analysis and collaborates with civil society, academia and United Nations entities to advance inclusive research and evidence-based advocacy.

X. UN-Women's operational response at the regional level

38. In her presentation, the Regional Director for Europe and Central Asia noted that, despite many countries in the region experiencing complex legacies of political and economic transitions, countries have continued to advance commitments to gender equality. She shared that between 2000 and 2024, the share of seats held by women in national parliaments more than tripled. She added that, despite this progress, no country in the region is fully on track to achieve gender equality by 2030. The Regional Director highlighted challenges facing women in the region, including the disproportionate undertaking of unpaid care work, the gender pay gap and high levels of violence against women, particularly technology-facilitated violence. In addition, she emphasized that the persistence and escalation of armed conflict in the region continue to have a profound impact on gender equality. She further expressed concern regarding the growing backlash against gender equality and erosion of the civic space in the region. She noted that at the normative level, UN-Women has been leading and supporting normative work on key international frameworks, including the regional Beijing+30 review meeting in which 95 per cent of countries produced national reports on Beijing+30. She highlighted that UN-Women's operational response has focused on supporting gender-responsive governance through strengthening women's leadership and political participation, engaging with other United Nations agencies to invest in gender data systems and promoting gender-responsive budgeting. The Regional Director further highlighted key results achieved by UN-Women on women, peace and security, and shared examples of humanitarian response in the region. On ending violence against women, she highlighted that UN-Women has supported integrated programming contributing to more survivor-centred and accountable systems and that a UN-Women advocacy campaign to address and transform gender stereotypes reached more than 27 million people and affected legislative reform in six countries. The Regional Director noted that UN-Women has leveraged its triple mandate to strengthen partnerships with sister agencies and United Nations country teams in the region, and thanked funding partners for their increased contributions to non-core resources, allowing country offices to implement flexible, demand-driven interventions. She added that the regional office is exploring diversifying funding sources and building partnerships with the private sector and international financial institutions. In conclusion, the Regional Director expressed that the regional office is developing a forward-looking regional strategic note that takes UN80 reforms into account and seeks to optimize efficiencies.

39. After opening the floor, one Member State acknowledged the progress achieved by UN-Women in the region, particularly in promoting women's participation and

leadership in government, monitoring instances of violence against women in politics, and assisting national governments with gender mainstreaming in policymaking and budgeting. Another Member State asked how UN-Women plans to deliver on its triple mandate in the region given tightening financial constraints. Finally, a third Member State thanked UN-Women for its work to improve the situation of women and children in the region but called on UN-Women to adhere to the principle of neutrality when discussing the conflict in Ukraine.

40. In response, the Deputy Executive Director thanked Member States for their comments, taking note of both the complexities of funding constraints and UN-Women's adherence to the principle of neutrality. On the question from a delegation regarding delivering UN-Women's triple mandate amid funding constraints, the Regional Director emphasized that the regional office is working alongside sister agencies to deploy joint initiatives tackling gender equality challenges. She also emphasized that the office's upcoming strategic note aims to strengthen UN-Women's operational response in the region and anchor it in UN-Women's coordination and normative mandate. The Deputy Director of the Policy, Programme and Intergovernmental Division emphasized the importance of strengthening UN-Women's coordination mandate in order to ensure the success of joint programming.

XI. Implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system

41. The Deputy Executive Director presented an update on the implementation of the General Assembly resolution 72/279 on the repositioning of the United Nations Development System. She first expressed her appreciation to Member States for adopting Economic and Social Council resolution E/2025/L.14 on mainstreaming a gender perspective into all policies and programmes in the United Nations system and underscored UN-Women's commitment to supporting a reinvigorated Resident Coordinator System. The Deputy Executive Director emphasized that the Entity provides crucial advisory and technical guidance to the United Nations country teams in their prioritization of gender equality and empowerment of women in line with UN-Women's mandate to lead, coordinate and promote gender equality accountability within the United Nations system. She shared several examples of how UN-Women supports United Nations system coordination mechanisms for prioritizing gender equality in ensuring United Nations actions are grounded in diverse country contexts, including by highlighting UN-Women's engagement in joint programmes, Funding Compacts and UN-Women led funds such as the Trust Fund to End Violence Against Women. She shared that UN-Women supported 116 country teams in 2024 – a 20 per cent increase from the previous year – and 75 United Nations entities in their implementation of United Nations country team- and United Nations sector-wide approaches on gender equality. The Deputy Executive Director reiterated UN-Women's commitment to repositioning the United Nations system and stated that 90 per cent of UN-Women country offices participate in the use of shared global services. In conclusion, she stressed UN-Women's role as a leader in mainstreaming gender equality in UN80 reforms and expressed UN-Women's support for the revitalization of the Commission on the Status of Women and the implementation of the Pact for the Future.

42. After opening the floor, a delegation speaking on behalf of 30 Member States welcomed the Secretary-General's UN80 initiative and stressed that UN80 builds on reforms already under way. The group emphasized that they see great potential in the further consolidation and increased use of shared services, common back offices and common premises. It then asked the Secretariat what actions UN-Women is taking to consolidate joint business operations within the United Nations system and requested

that UN-Women keep Member States informed of current cost reduction measures. The group noted with concern that implementation of the Management and Accountability Framework has stalled and asked how UN-Women will ensure improved implementation of this framework. The group also asked UN-Women to elaborate on challenges faced in sufficiently implementing the dual reporting model. The group further noted that Resident Coordinators estimate that 79 per cent of entity-specific programming instruments are aligned with the cooperation framework, but argued that this alignment does not translate into genuine derivation from the cooperation frameworks into agency-specific plans. Finally, the group called on UN-Women to connect ongoing business model reviews and reorganization exercises to the goal of needs-based country presence.

43. Responding to Member States' comments, the Deputy Executive Director for Normative Support, United Nations System Coordination and Programme Results expressed appreciation for Member States' guidance on United Nations reforms. She noted that UN-Women brings gender equality issues to the foreground of discussions in the United Nations system Development Cluster within UN80. She also emphasized UN-Women's involvement in the United Nations system coordination evaluation review, recognizing Member States' commentary on proper alignment. The Deputy Executive Director further noted that UN-Women works within the United Nations system to define gender outcomes at the cooperation level, including through joint programmes. The Deputy Executive Director for Resource Management, Sustainability and Partnerships emphasized that UN-Women's business model requires external services to ensure efficiency. She noted UN-Women's commitment to the use of common premises, but emphasized that there were not significant savings in country offices with common back offices. She further underlined the importance of global shared services in optimizing efficiency and pooling resources across the United Nations system. In response to the question from Member States regarding the Management Accountability Framework, the Deputy Director of the United Nations system Coordination Division noted UN-Women's engagement in the Management and Accountability Framework update and review process, especially in gender and human rights contexts. The Deputy Director also noted that despite UN-Women's nearly 90 per cent compliance with the dual reporting model, there is still room for improvement. She emphasized the mutually reinforcing relationship between UN-Women and Resident Coordinators in advancing the gender equality agenda. The Director of SPRED noted that UN-Women has a mandatory step of soliciting inputs throughout the strategic note development process from the Resident Coordinator, as well as a sign-off and approval of the Resident Coordinator. The SPRED Director concluded her response by emphasizing that the Secretariat works closely with regional directors in collaboration with relevant divisions and at UN-Women Headquarters to maximize results where country-based needs are the greatest.

XII. Update on policies and procedures to tackle sexual exploitation and abuse and sexual harassment

44. The Under-Secretary-General/Executive Director delivered an update on UN-Women policies and procedures to tackle sexual exploitation and abuse and sexual harassment. She reaffirmed UN-Women's commitment to preventing and responding to sexual exploitation and abuse (SEA) and sexual harassment (SH), emphasizing its importance as both a moral duty and a matter of trust. The Head of UN-Women noted progress in the following areas: strengthened and more accessible survivor-centred reporting mechanisms, with over 90 per cent of staff knowing how to report SEA/SH, risk assessments integrating SEA/SH considerations in 98 per cent of risk-owning units, and the deployment of SEA/SH focal points and a new outreach guide for local

civil society. She emphasized that UN-Women is leading knowledge-sharing across the United Nations system as part of the United Nations Executive Group. The Head of the Entity also noted UN-Women's work on SEA/SH outside the United Nations system, noting initiatives such as Safe Cities and advocacy for gender-responsive policies in collaboration with the World Health Organization, the United Nations Office on Drugs and Crime, the United Nations Educational, Scientific and Cultural Organization and the International Labour Organization. She concluded by reaffirming UN-Women's dedication to ensuring safety, dignity and justice for survivors.

45. After opening the floor, one delegation speaking on behalf of 40 Member States and donors commended UN-Women's survivor-centred approach to preventing and responding to SEA/SH. The group welcomed efforts to promote an inclusive, diverse and safe organizational culture to address root causes of SEA/SH and urged UN-Women to ensure sufficient resources for SEA/SH prevention and response, particularly at the country level, amid financial constraints. The group highlighted the need for inter-agency collaboration and resource pooling, especially in risk analysis, community engagement and partner capacity-building. The Member States also called on UN-Women to leverage its expertise in combating gender-based violence to support mapping and expanding of gender-based violence services. The group encouraged the use of the Misconduct Disclosure Scheme and the United Nations Secretary-General's 2025 special measures report, asking UN-Women whether it plans to expand the Scheme beyond its 2025 pilot. In closing, the group requested insights from the 2024 Protection from SEA perception survey, particularly key outcomes and areas identified for improvement.

46. Responding to Member States' comments, the Deputy Executive Director for Resource Management, Sustainability and Partnerships noted that UN-Women hosts the United Nations system-wide Knowledge Hub on addressing SH, which was recently enhanced with accessibility features and translations into all six official United Nations languages. She shared that a comprehensive report is being developed under the United Nations Executive Group to assess current policies, tools and practices surrounding SEA/SH prevention and response. The Deputy Executive Director noted several key findings of the report, including widespread but inconsistent application of tools across agencies, challenges in policy coverage for non-staff and concerns regarding fear of retaliation in reporting. She emphasized that an emerging recommendation is to integrate prevention mechanisms under a unified survivor-centred framework. In addition to her colleague's response, the Deputy Executive Director for Normative Support, United Nations System Coordination and Programme Results underscored the importance of UN-Women collaboration with Member States in ensuring survivors of SEA/SH have access to effective legal recourse at the country level. In addressing Member States' comments urging UN-Women to maintain proper funding for addressing SEA/SH, the Director of Human Resources reaffirmed his commitment to sustainably resourcing SEA/SH prevention and response. The Director shared that UN-Women is piloting the Misconduct Disclosure Scheme in 2025 and will consider a broader roll-out following the pilot phase if sufficient resources are available. The Director also shared results of the Protection from SEA perception survey, which indicated that 96 per cent of UN-Women respondents could distinguish SEA from SH and were aware of relevant policies and reporting mechanisms. The Director concluded his response by reaffirming UN-Women's commitment to awareness-building efforts and strengthening reporting mechanisms based on survey findings.

XIII. Closing

47. In her closing statement, the Under-Secretary-General/Executive Director thanked the President for her steadfast leadership of the Executive Board and the Vice-Presidents for their support and dedication through the session. She expressed appreciation for the Executive Board Secretary and his team for their professionalism and coordination of the session. The Head of UN-Women commended all Member States for their partnership, flexibility and engagement during negotiations and field operations, particularly in complex and crisis-affected environments. She emphasized that the decisions adopted at the session represent meaningful progress, strengthening UN-Women's accountability, strategic direction and operational effectiveness.

48. The Head of UN-Women stressed the importance of gender mainstreaming in United Nations reform processes, particularly UN80. She underscored UN-Women's commitment to ensuring that gender equality remains central to all system-wide transformations. She highlighted Beijing+30 as an opportunity to assess progress and renew commitments to gender equality. She noted the Executive Board's guidance on ethics, internal oversight and governance reform as key to solidifying UN-Women's transparency and institutional strength. The Head of UN-Women acknowledged the recognition by Member States of UN-Women's current resource constraints and thanked them for advocating for predictable, flexible and adequate funding.

49. In closing, the Under-Secretary-General/Executive Director highlighted the central role of SDG 5 in the 2030 Agenda. She welcomed Member States' reaffirmation of UN-Women's triple mandate and their commitment to embedding gender equality across all areas of United Nations work. The Head of the Entity highlighted upcoming milestones such as the fourth International Conference on Financing for Development in Seville, the eightieth session of the United Nations General Assembly, the thirtieth Conference of the Parties in Belém and the Second World Summit for Social Development in Doha as key platforms where gender equality must remain a priority. The Under-Secretary-General/Executive Director concluded by reaffirming UN-Women's dedication to transparency, impact and principled reform. She pledged that UN-Women would remain committed to advancing the shared vision of the Charter of the United Nations and delivering meaningful results for women and girls.

50. In her closing remarks, the Executive Board President thanked the Head of UN-Women for her commitment to defending women's rights. She then conveyed her appreciation for the efficient proceedings and the quality of discussions on each agenda item. She thanked the Bureau, the Vice-Presidents and their experts for their support during and in the lead-up to the session, including for the skilful facilitation of the decisions. She thanked the Executive Board members and observers for their constructive engagement and contributions throughout the session, as well as the Executive Board Secretary and Secretariat team for their support. The President concluded by thanking the briefers for their rich presentations and hard work, which helped to ensure the high quality of the Executive Board's deliberations.

51. The session was then adjourned.

Annex I

Decisions adopted at the annual session 2025

2025/5

Annual Report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on the implementation of the Strategic Plan 2022-2025

The Executive Board,

1. *Takes note* of the report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the implementation of the Strategic Plan 2022–2025 (UNW/2025/2), and *further notes* strong performance by UN-Women to date in meeting its annual targets;
2. *Encourages* UN-Women to take into account lessons learned from the implementation of the Strategic Plan 2022–2025, including its midterm review, as well as from its previous Strategic Plans;
3. *Urges* UN-Women to continue to align, as appropriate, its results framework with the Beijing Declaration and Platform for Action and the Sustainable Development Goals;
4. *Decides* to transmit the report to the Economic and Social Council.

19 June 2025

2025/6

Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women 2024

The Executive Board,

1. *Takes note* of the 2024 report on the evaluation function of UN-Women and the Independent Evaluation Service 2025 programme of work and budget;
2. *Takes note* of the report of the corporate thematic evaluation of UN-Women's support to women's participation in peace processes and the management response and *requests* the implementation of its recommendations in order to strengthen UN-Women's support to women's participation in peace processes;
3. *Takes note* that UN-Women continues to maintain an independent, credible and useful evaluation function and of its contribution to system-wide gender-responsive evaluation efforts and national evaluation capacity development, taking into account national plans, needs and priorities, and encourages UN-Women to continue to make use of evaluation results including in its decision-making processes;
4. *Recalls* previous Executive Board decisions on the Report of the evaluation function, and requests UN-Women to continue its efforts to achieve a high evaluation performance in order to reach all of the 2025 targets;
5. *Requests* UN-Women to increase investments towards allocation of at least 2 per cent and up to 3 per cent of its total programme expenditure to the evaluation function, and *requests* UN-Women to continue to safeguard the independence of the Independent Evaluation Service and ensuring evaluation expertise in the Advisory Committee on Oversight (ACO);
6. *Expresses* continuing support for strengthening the evaluation function in UN-Women and the use of evaluations, in line with the Evaluation Policy as endorsed by the Executive Board in 2020.

19 June 2025

2025/7

Report on internal audit and investigation activities for the period from 1 January to 31 December 2024

The Executive Board,

1. *Takes note* of the report and related annexes on internal audit and investigation activities for the period from 1 January to 31 December 2024;
2. *Takes note* of the Advisory Committee on Oversight's annual report;
3. *Takes note* of the management response to these two reports;
4. *Urges* UN-Women to expedite the implementation of the long-outstanding internal audit recommendations;
5. *Continues* to encourage UN-Women to ensure sustainable and long-term funding of UN-Women's Internal Investigation Function;
6. *Requests* UN-Women in advance of the First Regular Session 2026 to include, as part of its informal briefing on Organizational culture, anti-discrimination and anti-racism, information on the use of contractual modalities for affiliate personnel.

19 June 2025

2025/8

Annual report on the activities of the UN-Women ethics function

The Executive Board,

1. *Takes note* of the report on the activities of the UN-Women Ethics Function for the period 1 January through 31 December 2024;
2. *Takes note* of the management response to this report;
3. *Takes note* of the continued progress made by the ethics function in promoting and strengthening the ethical culture of UN-Women;
4. *Recalls* decisions 2023/10 and 2024/6 and *requests* UN-Women to take steps to ensure sufficient long-term resources to the ethics function to enable the sustainable and independent implementation of the ethics function's mandate.

19 June 2025

2025/9

Implementation of General Assembly resolution 72/279 on the repositioning of the United Nations Development System

The Executive Board,

1. *Welcomes* the update provided by UN-Women on the implementation of General Assembly resolution 72/279 and related mandates concerning the repositioning of the United Nations development system, in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system;
2. *Welcomes* the progress of UN-Women in implementing the United Nations development system reform checklist, which is included as an annex to the update, and requests that remaining areas of uneven progress be addressed;
3. *Recalls* decision 2024/7, *reaffirms* the strong commitment to the United Nations development system reform, and in this regard *welcomes* UN-Women's commitment to said reform and the Resident Coordinator System, and *encourages* UN-Women to fully leverage its comparative advantage and system-wide coordination mandate in implementing reform processes;
4. *Requests* UN-Women to contribute to the United Nations country team configuration exercises and the implementation of their outcomes, to ensure that its presence at the country level is tailored to meet the specific challenges, priorities and needs of programme countries;
5. *Requests* UN-Women to intensify its efforts to contribute to system-wide and inter-agency efficiencies, including through expanding the use of global shared services, common back offices and common premises, prioritizing the most cost-effective and resource-efficient efforts;
6. *Further requests* UN-Women to continue to pay in full its cost-sharing contributions in support of the resident coordinator system;
7. *Recalls* decisions 2022/6 and 2024/7 and *requests* UN-Women to take further steps to ensure its Strategic Notes are derived from the cooperation frameworks, including a) to attach to each Strategic Note the resident coordinator's confirmation of alignment with the Cooperation Framework and b) to inform the resident coordinator in a timely manner of new programmes and financial agreements signed to implement the Strategic Note, in line with the management and accountability framework;
8. *Requests* UN-Women to continue to work with other United Nations entities to scale up joint programming with relevant targets and indicators in the UN-Women Strategic Plan, 2026–2029, and at the country level, in line with its mandate and in line with national priorities and needs, and implementation of the Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system;
9. *Requests* UN-Women to adhere to all elements of the management and accountability framework and to constructively engage in the review of the framework;
10. *Takes note* of UN-Women's role as the Secretariat of the UN System-Wide Gender Equality Acceleration Plan and *requests* UN-Women to continue supporting the acceleration of gender equality in coordination with the UN System.

19 June 2025

2025/10

Update on UN-Women policies and procedures to tackle sexual exploitation and abuse and sexual harassment

The Executive Board,

1. *Welcomes* the update provided by UN-Women on policies and procedures to tackle sexual exploitation and abuse and sexual harassment;
2. *Urges* UN-Women to continue its efforts to implement the Secretary-General's zero-tolerance policy on sexual exploitation and abuse;
3. *Requests* UN-Women, with firm commitment and support from leadership, to continue to strengthen efforts to ensure a victim/survivor-centred, system-wide and coherent approach to the prevention of, and response to, sexual exploitation and abuse and sexual harassment;
4. *Requests* UN-Women to continue to increase the effectiveness and efficiency of prevention, protection and response through inter-agency and system-wide collaboration, including through conducting joint assessments of implementing partners and joint community engagement;
5. *Requests* UN-Women to contribute to and include in the update a brief collective summary outlining the joint progress and shared challenges of UN-Women, UNDP, UNFPA, UNOPS and UNICEF in preventing and responding to sexual exploitation and abuse and sexual harassment;
6. *Encourages* UN-Women management to ensure dedicated, adequate and sustainable staffing, expertise and funding to prevent and respond to sexual exploitation and abuse and sexual harassment;
7. *Recalls* decisions 2023/7 and 2024/8 on piloting the Misconduct Disclosure Scheme, *welcomes* that UN-Women plans to pilot the scheme in 2025, and *requests* the agency to report on results and lessons learned, within existing reporting, and contribute to ongoing efforts by the United Nations Secretariat to explore whether the Misconduct Disclosure Scheme and the UN ClearCheck database can serve as complements to each other.

19 June 2025