

UN80 INITIATIVE | UNITED TO DELIVER

Executive Board Requests under the UN80 Initiative

Further evidence and analysis on both the merger scenario and on alternative options to enhance alignment, impact and efficiency

Deliverable – Alternative Options Assessment

August 14, 2026



Supported by **EY**

Outline

1. Executive summary	03
2. Assessment scope and methodological approach	04
3. Overview and refined rationale for each strategic areas	09
4. Detailed assessment of means of implementation by strategic areas	13
5. Potential sequencing	35

Executive Summary

Purpose of this deliverable

Why this deliverable

- As part of the UN80 Initiative, and building on the Strategic Merger Assessment, the Executive Boards requested further evidence on complementary alternative options for UNFPA and UN Women within existing institutional frameworks, without revisiting or prejudging the merger.
- This deliverable assesses the benefits, feasibility and risks individually across a set of options (organized into four strategic areas and 16 means of implementation) and as package to strengthen alignment, impact and efficiency, while providing a potential sequencing and monitoring framework.

Key messages

1

Alternative Options can be pursued within existing institutional frameworks:

- All 18 means of implementation are likely feasible within existing institutional frameworks, without altering mandates or requiring General Assembly action (new governance arrangements which require joint decision making could necessitate GA action).
- The means of implementation could, in principle, be pursued within existing institutional frameworks, but their feasibility varies and remains subject to agreement on scope, governance, accountability, financing, legal arrangements, implementation capacity and country context
- Building on the Strategic Merger Assessment and in strong alignment with UN80 and its work packages, they can offer a degree of strengthened alignment, impact and efficiency.

2

The proposed options seek to enhance complementarity between the two organizations:

- Civil society consultations highlighted the value of stronger collaboration in areas of demonstrated complementarity while maintaining the distinct strengths and roles of both organizations.
- The options leverage the respective comparative advantages of UNFPA and UN Women to strengthen delivery on gender equality and the empowerment and rights of women and girls. UN Women's mandate encompasses the full spectrum of gender equality and the empowerment and rights of women and girls, while UNFPA contributes to gender equality through its specific mandate areas, including sexual and reproductive health and rights, population and development, and gender-based violence.
- The alternative options aim to deepen collaboration in the limited areas of duplication while preserving the distinct mandates and value propositions of each organization.

3

Integrated country-level approaches could strengthen results in agreed areas of complementarity, subject to clear mandate-based roles, country context, financing, accountability, institutional commitment and implementation capacity.

- Aligned planning, joint workplans and coordinated delivery - notably on EVAWG/GBV and SDG5 data - can reduce duplication and present a more coherent offer to governments, civil society partners and Resident Coordinators.
- Operational and delivery gains are mainly qualitative and process-related, realized progressively within areas of complementarity.

4

Operational interoperability offers organizational benefits across support functions:

- Closer collaboration on procurement, ICT, data and workforce could strengthen efficiency, coherence and access to shared expertise, including using existing UN shared service platforms where appropriate. This work is being pursued under other UN80 streams, though not identical in scope, on among others, unified services, technology and others.
- Benefits require careful management of operational differences, harmonization and change management.

5

Governance coordination is a cross-cutting strategic area (SA5) in capacity to support better alignment, oversight and accountability:

- A range of implementation modalities can contribute to achieving these objectives while maintaining distinct mandates, leadership, and governance arrangements, though with more limited operational impact due to their informality.
- Better articulating the governance arrangement with a steering committee can support changes through a structured project management across the SA with a clear workplan and reporting mechanisms on matters of common interest.

6

A modular and phased approach could allow options to be tested and adapted, provided implementation follows explicit decision gates, includes adequate resourcing and evaluates both benefits and transaction costs before scaling

- Phased implementation lets options be tested, adapted and scaled based on readiness and emerging evidence.
- However, these alternative options are not risk-free: their effectiveness and transformative impact would depend on sustained leadership commitment, joint planning, aligned incentives, governance discipline, dedicated capacities and funding and operational, accountability mechanisms, and operational follow-through across entities.

Outline

1. Executive Summary
2. **Assessment scope and methodological approach**
3. Overview and refined rationale for each strategic areas
4. Detailed assessment of means of implementation by strategic areas
5. Potential sequencing

Background and strategic rationale

Background

- The assignment is part of the UN80 Initiative, which aims to strengthen the effectiveness, efficiency and coherence of the UN system, including delivery for women and girls.
- It builds on the Strategic Merger Assessment of UNFPA and UN Women and responds to Executive Board requests for further evidence on the merger scenario and complementary alternative options.
- This deliverable further elaborates alternative options within existing institutional frameworks, without revisiting or prejudging the Strategic Merger Assessment or UN80 deliberations.
- The analysis draws on relevant Executive Board decisions, the Joint Executive Directors' letter of 28 May 2026, and the informal consultation on alternative options held on 6 July 2026

Problem Statement

- UNFPA and UN Women have distinct and complementary mandates on selected areas. UNFPA's mandate encompasses sexual and reproductive health and rights, population and development, gender-based violence and harmful practices, and work with adolescents and youth. UN Women's integrated triple mandate encompasses normative support, UN-system coordination and operational activities across the full spectrum of gender equality and the empowerment and rights of women and girls, including EVAWG, women, peace and security, women's economic empowerment, women's leadership and participation in decision-making, and gender-responsive humanitarian action. Within these distinct mandates, and guided by the broader UN80 agenda, this analysis explores the potential risks and benefits of greater alignment in the following areas.
- Their current institutional architecture offers scope to strengthen alignment, coherence, accountability and delivery where mandates, country engagement, thematic priorities or operations intersect.
- The core challenge is to identify complementary options that leverage both organizations' comparative advantages, strengthen delivery on SDG 5 and related health outcomes, and improve agility without while minimizing risks.

Strategic Rationale

- Institutional and operational alignment - reinforcing mandate clarity, operational continuity and stability, while generating credible programmatic synergies and targeted UN80 efficiency gains.
- The alternative options explore how greater coherence, interoperability and collective delivery can be achieved within existing governance and legal frameworks.
- These changes, as envisioned, can be pursued within existing authority of the EDs and in consultation with the Executive Boards as appropriate.
- The options are not mutually exclusive and may be pursued progressively or in combination, depending on feasibility, readiness and scaling potential.
- The rationale is to focus on areas where deeper collaboration can add practical value, including joint programming, thematic coordination, data, operational service delivery, resource mobilization, accountability and country delivery models.
- The analysis considers both global demographic shifts and the evolving gender-equality context, including population growth, ageing, fertility decline, urbanization, persistent structural inequalities, discrimination, violence, exclusion from decision-making, unequal economic systems and growing opposition to gender equality and women's rights. These dynamics affect the mandates and delivery requirements of both organizations.

Scope and methodology

Scope	• Build on and further substantiate existing strategic areas to strengthen the analytical rationale. • Clarify their expected contribution to enhanced alignment, impact and efficiency. • Assess benefits, feasibility, risks and implementation considerations. • The alternative options assessed in this deliverable may include a range of measures to enhance coherence, efficiency, and alignment between UNFPA and UN Women while maintaining the separate identities and mandates of the two subsidiary organs under the Charter. • The assessment considers the respective mandates of UNFPA and UN Women on an equal basis. UNFPA advances distinct mandate areas relating to SRHR, population and development, GBV and harmful practices, and adolescents and youth. UN Women's integrated normative, UN-system coordination and operational mandate addresses the full spectrum of gender equality and the empowerment and rights of women and girls. Areas of intersection are assessed as potential fields of complementarity.	
Data collection tools and analytical methods	Documentary review: • Strategic Merger Assessment and supporting documentation • Existing alternative options analysis • Executive Board decisions, Civil Society's contributions and documentation on the merger scenario and alternative option	Targeted interviews (52) • Strategic leadership • HQ Directors and Regional Directors affected by alternative options • Working session with Civil Society Organisations Country focus consultations • Survey targeting UNFPA and UN Women representatives in a sample of 26 countries. • Targeted interviews with UN Resident Coordinators in a selected number of countries where UN Women is non-resident.
Methodological approach	• Capitalize on existing analytical work and evidence base • Gather perceptions from UNFPA and UN Women, challenge key assumptions through targeted interviews • Apply a structured assessment framework across all strategic areas and means of implementation. • Compare options against common criteria (impact, feasibility, risk, implementation complexity including legal, financial, alignment aspects) • Assess alternative measures both individually and as a mutually reinforcing package. • Anchor this assignment within relevant UN reform and accountability frameworks (including UN80, the RC system, Cooperation Frameworks, regional and humanitarian reforms, and the UN System-wide Gender Equality Acceleration Plan)	

Considerations

The analysis should be interpreted in light of the following considerations:

- First, the assessment was conducted within a compressed timeframe (approximately 2.5 weeks), limiting the extent to which all options could be explored, and compared systematically across all dimensions.
- Second, the analysis relied on available evidence, stakeholder inputs and existing documentation, and did not benefit from full access to all potentially relevant operational, financial and country-level data.
- Third, the analysis relies on existing strategic area (without suggesting additional areas), without developing new institutional reform options.
- The analysis does not establish a single overall ranking of the alternatives (or of the merger in other deliverables) and alternative pathways by speed of implementation, benefits or risk. Such conclusions would require equivalent option definitions, evidence thresholds, risk categories and likelihood-and-impact scoring.
- The assessment builds on the understanding that a merger could protect the mandates and the work of UNFPA and UN-Women. In order to ensure the retention and continuation of the existing mandates, the General Assembly could explicitly spell out this point in a resolution on the merger of UNFPA and UN-Women (following the approach in General Assembly resolution 64/289 (OP. 49) on the establishment of UN-Women).

CSO perspectives on the deliverable's themes

CSO perspectives

- Civil society perspectives emphasized the importance of preserving the UN system's capacity to advance gender equality and women's rights, including through continued attention to mandate clarity and institutional effectiveness.
- Participants frequently highlighted stronger collaboration in areas of demonstrated complementarity while maintaining the distinct strengths and roles of both organizations.
- Discussions often situated the reform debate within the broader UN gender equality architecture and wider UN80 reform agenda, with particular attention to coherence, accountability and country-level impact.
- Consultations reflected significant skepticism regarding merger scenarios. Many participants questioned the rationale for a merger in the absence of compelling evidence of added value and indicated that support would depend on clear evidence that it would lead to demonstrably better outcomes for women and girls, with benefits outweighing associated risks and transition costs.
- Consultation participants underscored the importance of transparent governance and decision-making processes, including visibility on how stakeholder perspectives inform deliberations.

Outline

1. Executive Summary
2. Assessment scope and methodological approach
- 3. Overview and refined rationale for each strategic areas**
4. Detailed assessment of means of implementation by strategic areas
5. Potential sequencing

A Modular Approach: Four Strategic Areas for Impact for SDG5 and related SDGs

- Four strategic areas (SA) emerged as key areas of complementarity between UNFPA and UN Women. Together, they provide a comprehensive approach to support increased efficiency and effectiveness of end-to-end results delivery. They are supported by enhanced governance coordination as a cross-cutting area.
- 18 means of implementation brings together a number of operational modalities and coordination mechanisms intended to advance stronger institutional alignment, collective impact and delivery coherence within existing legal and governance frameworks.

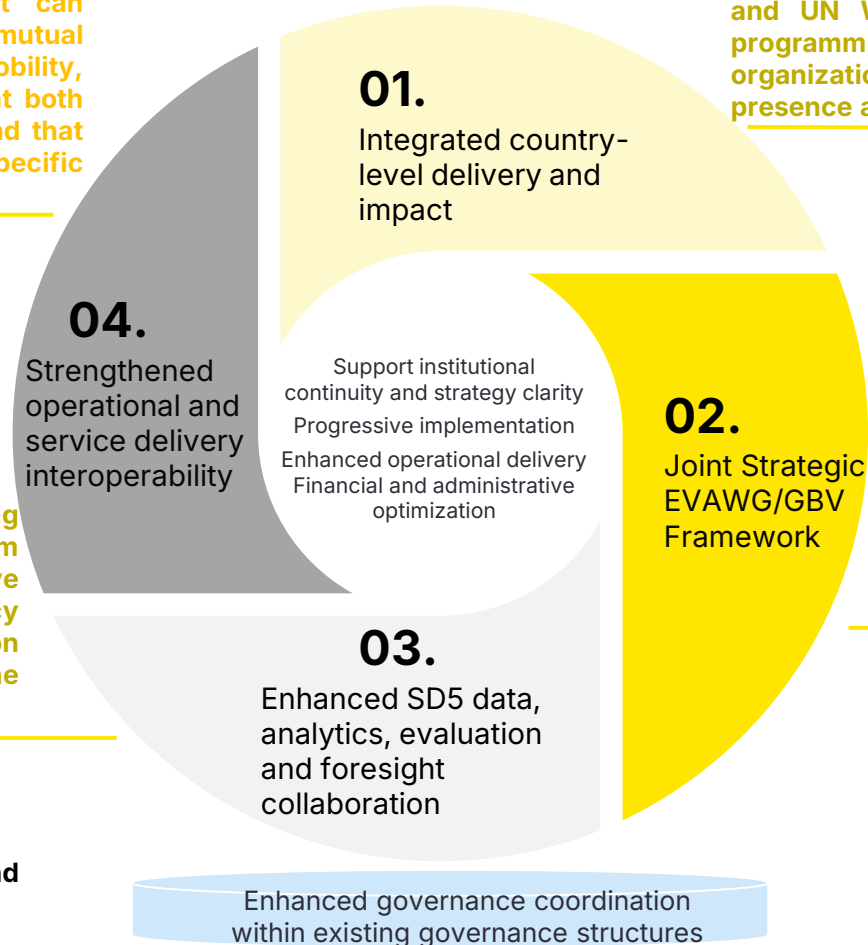
Pursue targeted operational interoperability where it can generate practical value such as shared premises, mutual recognition, selected procurement services, talent mobility, dashboards and digital innovation, while recognizing that both organizations already use several shared UN services and that efficiencies should be grounded in realistic, function-specific evidence.

- 4.1. Harmonize targeted business processes and shared operational services
- 4.2. Specialized procurement continuity and vendor management
- 4.3. Joint talent management and workforce interoperability framework
- 4.4. ICT interoperability and shared digital capabilities

Build a more coherent SDG 5 evidence offer by combining UNFPA's demographic and national statistical system capacities with UN Women's gender data, normative support, UN-system coordination, operational and policy influence expertise, prioritizing interoperability, common standards, joint analytical products and alignment with the UN80/UN 2.0 data agenda

- 3.1 Joint strengthening of data systems and increased data production for SDG5
- 3.2 Research and data for policy and programming
- 3.3 Strengthened partnerships for data use in context and evidence-based policy advocacy

Strengthen strategic alignment, a structured project management, oversight and accountability to implementing changes across the four alternative options, with a clear workplan, governance structure and reporting mechanisms on matters of common interest including agreed priorities, while separate institutional, leadership and decision-making structures.



Strengthen country-level coherence and accountability by aligning UNFPA and UN Women engagement in UNCT planning, UNSDCF, country programming and joint workplans, while preserving clearly defined organizational roles and adapting delivery models to country typologies, presence and operational capacity.

- 1.1. Targeted country-level collaboration, to be considered case by case in a phased approach
- 1.2. Regional level support to country-delivery
- 1.3. Support to countries where either organization does not maintain a resident country office, while recognizing existing personnel-based, programme, multi-country and non-resident coverage arrangements
- 1.4. Country-level representation and leadership

UNFPA-UN Women collaboration framework for EVAWG/GBV. The framework-development process would examine areas of complementarity, programme and financing arrangements, accountability and links to existing UN-system and humanitarian coordination mechanisms, in line with both Entities' mandates and comparative advantages. No division of labour or institutional design is presumed at this stage.

- 2.1. Joint Strategic Framework
- 2.2. Joint programming and coordinated delivery
- 2.3. Aligned financing and resource mobilization for programmes
- 2.4. Shared accountability and country-level results

- 5.1. Steer joint governance dialogue and strategic oversight
- 5.2. Harmonize agenda-setting and follow-up mechanisms
- 5.3. Operationalize management-led implementation and technical coordination

Potential benefits and key risks

What the assessment finds

- Net benefits could be delivered but conditional: these options strengthen alignment, impact and efficiency in specific areas within existing frameworks only with disciplined implementation, clear accountabilities and active risk management.
- Potential benefits have been identified, but net benefits have not been demonstrated consistently across the package and remain dependent on implementation choices, sustained funding and institutional support, clear accountability and active risk management

Dimension	✓ Benefits	▲ Risks
Mandate continuity & clarity	• Preserves current institutional arrangements. • Enables closer alignment and clearer positioning in areas of EVAW/GBV and data.	• Mandate blurring if roles and accountabilities stay unclear. • Needs governance discipline across both institutions
Progressive implementation	• Potential for phased implementation and adaptation; actual timing depends on the agreement, design, financing and implementation requirements of each option. • Context-specific design before scaling.	• Fragmented or symbolic delivery without sustained leadership • Requires revised incentives, performance management and change management
Operational results & delivery	• Potential for greater coherence and potentially joint impact on EVAWG/GBV. • Stronger SDG5 data and country delivery.	• Added coordination burden. • Risk of weak follow-through.
Financial & administrative optimization	• Lower transition costs and operational disruption. • Targeted efficiency gains: shared premises, mutual recognition, third-party procurement, HR interoperability, common services.	• Limited savings if coordination and governance needs are underestimated. • Added implementation complexity.

Comparative overview

Strategic area	Means of implementation	Main potential benefits	Main feasibility and risks	UN 80
Integrated country-level delivery and impact	1.1. Targeted country-level collaboration, to be considered case by case in a phased approach	Could generate stronger country coherence and joint accountability; mostly qualitative efficiency.	Feasible via existing UNCT/UNSDCF; risk of added coordination; needs aligned funding.	WP5
	1.2. Regional level support to country-delivery	Could generate more consistent delivery in areas of EVAW/GBV and data via pooled regional expertise; limited financial gains.	Feasible building on regional offices; risk of an extra layer; needs resourcing.	WP6
	1.3. Support to countries where either organization does not maintain a resident country office, while recognizing existing personnel-based, programme, multi-country and non-resident coverage arrangements	Could extend selected support where one organization lacks a country office, building on existing personnel, programme, multi-country and non-resident coverage.	Requires case-specific authority, expertise, resourcing and accountability; should not presume that physical presence enables delivery of the other entity's mandate	WP5 WP8
	1.4. Country-level representation and leadership	Could improve representational coherence in selected contexts	Any change requires country-specific assessment of mandate requirements, programme delivery, legal authority, technical capacity, government and partner relationships, humanitarian context and UN-system coordination responsibilities.	WP5
Joint Strategic EVAWG/GBV Framework	2.1. Joint Strategic Framework	Could provide a process through which both organizations could seek agreement on complementary EVAWG/GBV roles and accountability.	Needs an agreement on the framework's scope and institutional arrangements Feasible on strong complementarity; needs sponsorship and alignment with the relevant CEB-mandated accountability frameworks; aligned roadmap.	
	2.2. Joint programming and coordinated delivery	Could support more coherent programming in agreed areas	Feasible via joint workplans; needs clear roles and funding links. Joint programming may also add transaction costs, dual management and reporting burdens	WP18
	2.3. Aligned programme financing and resource mobilization	Potentially strengthens donor engagement and better-coordinated GBV/EVAWG funding.	Needs agreed cost-sharing, visibility and aligned funding cycles.	
	2.4. Shared accountability and country-level results	Could strengthen accountability for jointly agreed activities.	Needs agreed contributing roles, decision rights, monitoring, reporting, financing and escalation arrangements are mutually agreed; avoid adding to existing reporting or coordination layer.	WP18
Enhanced SDG5 data, analytics, evaluation and foresight collaboration	3.1 Joint strengthening of data systems and increased data production for SDG5	Could offer coherent SDG5 support to national statistical systems; combined gender, GBV and SRHR expertise; less duplication.	Technical collaboration on existing mandates via coordinated workplans; a "no solo flights" rule manages GBV/EVAWG overlap.	WP16
	3.2 Research and data for policy and programming	Could provide integrated analytics, foresight and co-branded evidence products; less duplication.	Technical and phased on existing data hubs; needs data governance and clear roles.	WP16
	3.3 Strengthened partnerships for data use in context and evidence-based policy advocacy	Could enable greater uptake of SDG5 data in policy, planning and financing; stronger joint advocacy.	Builds on country partnerships via light arrangements; needs national ownership and capacity.	WP16
Strengthened operational and service delivery interoperability	4.1. Harmonize targeted business processes and shared operational services	Could generate targeted efficiency from harmonized processes and use of existing shared-service providers.	Complex; spans HR, finance, procurement and ICT under different rules.	WP14
	4.2. Specialized procurement continuity and vendor management	Procurement continuity; cost efficiencies.	Feasible via mutual recognition and existing shared-service providers.	WP14
	4.3. Joint talent management and workforce interoperability framework	Could generate stronger talent mobility and workforce interoperability; better use of capacity.	Needs HR interoperability; medium complexity, upfront change-management.	WP7 WP8 WP14
	4.4. ICT interoperability and shared digital capabilities	Could generate interoperable digital tools and shared dashboards; efficiency over time.	Needs sustained investment and maintenance before benefits materialise.	WP15 WP16
Enhanced governance coordination	5.1. Enhanced governance coordination	Could generate stronger alignment and oversight across all four areas.	Feasible via Executive Boards and Bureaux coordination; needs a Committee of MS and Executive leadership representatives.	

Outline

1. Executive Summary
2. Assessment scope and methodological approach
3. Overview and refined rationale for each strategic areas

4. Detailed assessment of means of implementation by strategic areas

5. Potential sequencing

Methodological note for the slides of this section:

Implementation speed

- Immediate: phased approach during SPs
- Medium-term integration: at the end of SPs 2029
- Long-term alignment: post SPs 2029

Implementation risks

- High: characterized by significant implementation risks that could affect mandate, delivery, visibility, influence, accountability or coherence;
- Medium: characterized by identifiable and manageable risks that may limit impact if not mitigated;
- Low: risks are limited and can be managed within existing practices and control frameworks.

1. Integrated country-level delivery and impact (1/4)

Means of implementation	1.1. Targeted country-level collaboration, to be considered case by case in a phased approach in countries where either organization does not maintain a resident office or where specific areas of complementarity are jointly identified.
Objective	Strengthen end-to-end delivery, coherence, and accountability at country-level through targeted country-level collaboration. Existing UN Women personnel-based, programme, multi-country, GEC and NRA arrangements constitute forms of country coverage and must be reflected in determining whether any additional arrangement is required.

Key features	Potential benefits	Feasibility and risks
Joint engagement in UN Country Teams planning and reporting processes (Common Country Analysis (CCAs) and UN Sustainable Development Cooperation Framework (UNSDCF), including joint advocacy for the integration of shared priorities, specifically focused on EVAWG/GBV and common SDG5 data work, while distinguishing bilateral UNFPA-UNW coordination from wider UNCT coherence (UN80's WP5) and accountability on gender equality Integrated, end-to-end strategic planning and reporting in support of the delivery of UNSDCF results, through aligned/harmonized Strategic Notes (SN) and Country Programme Documents (CPDs): - To be rolled out in a phased approach, starting with SNs/CPDs to be developed in 2027, in line with new UNSDCFs to be finalized in 2026. - SN/CPD approval process to remain separate, but derived from common analysis and, where relevant, aligned results (outcomes, outputs, and indicators), and partnerships sections, anchored in the UNSDCF and Joint Work Plan. Development and implementation of joint work plans, supported by joint monitoring and reporting, communications and advocacy, and aligned and coordinated resource mobilization in complementary areas (i.e., EVAWG/GBV, SDG5 data), to be assessed against agreed KPIs on joint programming, with joint accountability limited to demonstrated areas of programmatic overlap and linked to a clear theory of change for improved country-level coherence.	Impacts on operational results and delivery - Could strengthen country-level coherence by aligning UN Women Strategic Notes and UNFPA CPDs with the same CCA/UNSDCF evidence base on areas of common interest (EVAWG/GBV and SDG5), while preserving separate governance and approval processes. - Could improve the UN country team's ability to present a more coherent offer on EVAWG/GBV and data to governments, civil society and Resident Coordinators, by clarifying what would change from current practice and how bilateral coordination would contribute to, rather than substitute for wider UNCT coherence. - Could create clearer division of labour, complementarity and stronger accountability for joint results, reducing duplication and competition where mandates intersect. - Benefits should be calibrated as thematic and programmatic rather than system-wide: the option supports stronger collaboration in selected areas, but does not in itself create a fully integrated country-level proposition. - Could support more integrated advocacy, communications, monitoring and reporting, while maintaining mandate-specific technical roles and institutional identities. Impacts on organisational efficiency - Savings from co-locating teams into a single office where both entities operate from different premises within the same country. - Expected efficiency gains in selected thematic are mainly qualitative and process-related: reduced parallel planning, fewer fragmented donor approaches, better use of existing UNCT mechanisms and more systematic joint workplans. - Potential financial efficiencies may arise from co-location, common premises, but these are likely to be context-specific and modest rather than transformational.	Feasibility Medium to high feasibility if implemented in targeted thematics through existing UNCT, CCA/UNSDCF, Strategic Note and CPD processes, without changing mandates, legal identities or Executive Board approval responsibilities, and with the intended model clearly defined for each country context. Feasibility also depends on anchoring it under host-government leadership and national ownership, with UNFPA and UN Women supporting government-led priorities through existing RC-led UNCT planning, implementation and reporting processes. Most feasible where both entities are present, where collaboration already exists, and where the model is limited to clearly defined areas of complementarity rather than generalized country-level integration. Requires global guidance, regional oversight and country-level adaptation to avoid uneven interpretation across contexts. Staff selection is critically important and must be underpinned by a robust global performance and accountability framework that incorporates behavioral factors to enact these targeted changes at all levels. Accountability and incentive structures, particularly for management positions, must explicitly incentivize teamwork, interdependence and collective visibility. Accountability would be operationalized through joint KPIs limited to areas of common interest, explicit lead/contributing-agency roles. Implementation must preserve UN Women's UN-system coordination and accountability functions under resolution 64/289, including its system-wide gender-mainstreaming responsibilities and existing non-resident coverage arrangements. Dedicated joint-coordination or focal-point time would be required in participating countries, supported by regional oversight and existing RC/UNCT structures. The additional workload should be limited by using existing CCA/UNSDCF, Joint Work Plan, monitoring and reporting processes rather than creating new standing coordination bodies. Implementation risks Risk of creating additional coordination burden if joint planning is not linked to clear decision rights, resource mobilization incentives and measurable joint KPIs. Risk of blurring accountability if joint workplans are not anchored in mandate-specific roles, separate approval processes and clear lead/contributing agency arrangements, or if stronger bilateral coordination is conflated with a broader UN-system response to gender equality. Implementation complexity will vary by country depending on agency presence, existing UNCT dynamics, donor incentives, programme cycles, systems compatibility and availability of coordination capacity. Resource mobilization remains a critical dependency: joint plans are unlikely to translate into joint delivery unless funding approaches and donor engagement are aligned.

Implementation level

Implementation speed

1. Integrated country-level delivery and impact (2/4)

Means of implementation	1.2. Regional level support to country-level delivery
Objective	Strengthen regional-level support to country delivery by mobilizing coordinated regional technical expertise, oversight, troubleshooting and cross-country learning, while ensuring alignment with existing UN regional platforms and country-level priorities.

Key features	Potential benefits	Feasibility and risks
Supported by co-located Regional Offices, with integrated cells in key areas, coordinating with the Regional Platforms for Integration being established under the UN80 Regional Reset (WP6) and clearly distinguishing regional bilateral support from wider UN-system gender coordination functions.	Impacts on operational results and delivery - Could strengthen the consistency and quality of country-level implementation in areas of EAW/GBV and data by providing sustained global guidance and coordinated regional technical support, guidance and troubleshooting to country offices. - Could help translate global frameworks into context-specific country support, including through regional expertise on EAW/GBV, SDG 5 data, UNSDCF engagement, gender coordination and resource mobilization, with support focused on defined complementarities and assessed against their contribution to country-level coherence. - Creates a stronger link between country delivery and broader UN reform processes, including the Regional Reset, Issue-Based Coalitions, Peer Support Groups and expertise-on-demand models. - Supports cross-country and cross-regional learning, peer exchange, South-South collaboration and dissemination of good practices, reducing reliance on ad hoc collaboration or individual relationships. - Could support coordinated efforts to address opposition to gender equality and rights-based agendas through more coherent messaging, advocacy and country support. Impacts on organisational efficiency - Savings from co-locating teams into a single office where both entities operate from different premises within the same country. - Efficiency gains would mainly come from pooled regional expertise, common tools, coordinated missions, shared knowledge products and reduced duplication in support provided to countries. - Potential financial efficiencies are likely to be limited unless regional support cells replace parallel advisory processes or enable more systematic use of existing regional platforms.	Feasibility - Medium feasibility, as the option can build on existing regional offices, regional collaborative platforms, Issue-Based Coalitions, peer support mechanisms and UN80 regional reform workstreams. It can also build on and recognize UN Women's existing non-resident coverage and its UN-system coordination and accountability role, provided regional arrangements do not create parallel coordination channels or weaken existing gender equality accountability mechanisms. - Most feasible where regional offices have established collaboration practices, and where regional leadership provides clear incentives for joint support to countries. - Requires clear global guidance on the mandate, scope and authority of regional integrated cells, including how they relate to existing regional management lines and Resident Coordinator support structures. Implementation risks ■ Risk of creating an additional coordination layer if regional cells are not linked to concrete country demand, decision rights, workplans and accountability for results or if they duplicate rather than support existing UN regional and UNCT gender coordination mechanisms. ■ Risk of uneven implementation across regions due to different regional architectures, country portfolios, leadership dynamics and levels of agency presence. ■ Potential tension with broader Regional Reset arrangements if roles are not aligned with emerging UN-wide regional platforms and expertise-on-demand mechanisms. ■ Requires dedicated coordination capacity; without resourcing, regional support may remain informal and dependent on personal relationships rather than institutionalized practice.

Implementation level

Implementation speed

1. Integrated country-level delivery and impact (3/4)

Means of implementation	1.3. Support to countries where either organization does not maintain a resident country office, while recognizing existing personnel-based, programme, multi-country and non-resident coverage arrangements
Objective	Explore whether additional support arrangements are required in countries where one organization does not maintain a resident office, taking account of existing non-resident, multi-country, programme and regional coverage.

Key features	Potential benefits	Feasibility and risks
Harmonization of country presence models, so that coverage in single-agency contexts follows common rules and principles rather than case-by-case arrangements. Where one agency is non-resident, any arrangement for the resident agency to support or host selected programme resources would require case-specific approval, a formal legal basis and clear safeguards, and should not be treated as a default model. It will be subject to confirmed mandate-based expertise, partnerships, operational capacity, legal authority and dedicated human and financial resources. Hosting in the Resident Coordinator/Humanitarian Coordinator Office remains a model among several potential models, aligned with UN Country Team/UNSDCF priorities, in case the objective is to deploy resources dedicated to normative, advocacy and/or coordination with UNCTs. Either agency retains the option to deliver through other UN entities where better placed to meet programme objectives, facilitated by common hosting and cross-representation rules UNFPA and UN Women regional and global expertise remains available to support Resident Coordinators, the Resident Agency and UN Country Teams, drawing on relevant UN system capacities and aligned with UN80 Expertise on Demand (WP8) and UNCT Reconfiguration (WP5) work packages.	Impacts on operational results and delivery - Could expand effective coverage in non-presence contexts by ensuring that selected UNFPA or UN Women priorities remain visible and supported through the resident agency and UNCT mechanisms, while limiting such support to defined mandate-related priorities. - Could strengthen delivery on EVAW/GBV and data by combining country-level proximity with regional and global technical expertise on gender equality, GBV/EVAWG and SRHR, in line with the UN80 Expertise on Demand work package. - Could improve coherence of government and partner engagement by providing a clearer UN offer in contexts where one entity is not physically present. - Preserves current institutional arrangements by limiting support to clearly defined areas, with technical backstopping and escalation to the non-resident entity as needed. Impacts on organisational efficiency - Savings from co-locating teams into a single office where both entities operate from different premises within the same country. - Can reduce the need for parallel stand-alone presence by leveraging existing field infrastructure, RC/HC leadership and UNCT coordination mechanisms. - Efficiency gains are likely to be strongest where support is targeted, funded, and supported by simple guidance, standard operating procedures and remote expertise-on-demand.	Feasibility - Medium feasibility in selected non-presence contexts, given UNFPA's and UN Women's long-term institutional presence, strong government and national partner relationships, and political capital built over decades. Any arrangement involving representation, hosting or support for the other organization's priorities should remain case-specific and conditional on legal authority, mandate-based expertise, operational capacity, technical backstopping, dedicated resources and explicit accountability. - Can be implemented through light inter-agency arrangements, delegated authority where needed, and clear country-specific protocols aligned with Basic Agreements, host country arrangements and existing accountability frameworks. - This approach should therefore not be new to the system in principle, but rather formalize and streamline existing country-level cooperation practices through clearer protocols and accountability arrangements. - Requires dedicated human and financial resources, or cost-recovery arrangements, where the resident agency is expected to take on substantive coordination, representation, hosting or programme-support functions. Implementation risks ■ Risk of mandate dilution or over-extension if physical presence is treated as sufficient evidence that the resident entity has the mandate-based expertise, partnerships or operational capacity to represent or deliver the other entity's functions. ■ Risk of unclear accountability if roles, reporting lines, signature authority, escalation mechanisms and quality assurance arrangements are not explicitly defined. ■ Implementation complexity will be higher in politically sensitive, humanitarian or large-programme contexts, where reputational, operational and safeguard risks are more significant. ■ The model should remain reversible and implemented through a phased approach, with periodic review to confirm whether it strengthens delivery without creating hidden costs or parallel coordination burdens. ■ Representation by another entity cannot be assumed: any proposed hosting, delivery or delegation arrangement will require a case-specific assessment, formal legal basis, explicit safeguards, technical backstopping and dedicated human and financial resources.

Implementation level

Implementation speed

1. Integrated country-level delivery and impact (4/4)

Means of implementation	1.4. Country-level representation and leadership
Objective	Strengthen country-level accountability, leadership and representational coherence for shared priorities, by exploring practical models for clearer roles, delegated responsibilities and joint leadership arrangements within existing UNCT, RC/HC and entity-specific governance frameworks.

Key features	Potential benefits	Feasibility and risks
- Further examine different models for strengthening joint accountability and leadership at the country level, (recognizing the complexity of this work and the time required to explore and address the issues in detail), including the distinction between bilateral coordination, joint programming in areas of complementarity, and wider UNCT coherence and accountability on gender equality. - Where one organization is not physically present, the other could, where appropriate and mutually agreed, facilitate access to selected programme, normative, policy and coordination capacities, including support to RC/UNCT and Gender Theme Group arrangements, while preserving each organization's mandate and accountability.	Impacts on operational results and delivery - Could strengthen country-level leadership and accountability for areas of complementarity, notably gender equality, GBV/EVAWG, SRHR, youth and SDG5 data, by clarifying who leads, contributes and reports on shared priorities, without extending joint leadership to UN Women's broader system-wide coordination and accountability mandate. - Could improve the clarity of the UN offer in delivering for women and girls to governments, Resident Coordinators, donors and partners, particularly where fragmented representation or parallel engagement currently weakens coherence. - May support stronger follow-through from joint planning to implementation by linking leadership roles to workplans, results frameworks, resource mobilization and reporting. Impacts on organisational efficiency - Potential savings from country-leadership will depend on country-by-country assessment of programme scale, mandate requirements, political and legal considerations, accountability, technical capacity and stakeholder context, consistent with the representation models and safeguards set out in Deliverable "Country, Regional & Programmatic Implications Assessment". - Savings from co-locating teams into a single office where both entities operate from different premises within the same country. - Efficiency gains would mainly result from reduced duplication in external engagement, clearer division of labour, fewer parallel coordination processes and more streamlined country-level decision-making. - Potential savings are likely to remain context-specific unless leadership arrangements are linked to broader joint planning, common premises, use of existing shared-service providers or coordinated resource mobilization.	Feasibility - Medium feasibility, as the approach can be explored within existing UNCT and RC/HC coordination arrangements, but would require careful definition of roles, authority, accountability and reporting lines, as well as an explicit theory of change explaining how each leadership model would improve coherence beyond current practice. - Potential arrangements may include: (i) co-location of personnel; (ii) administrative hosting or operational support; and, where explicitly agreed, (iii) joint or delegated representation for defined functions. Co-location or administrative hosting would not in itself imply joint representation or transfer of mandate accountability." - Most feasible as a phased implementation model in selected countries, starting with clearly bounded thematic areas and contexts where collaboration is already mature. - Would require country-specific assessment of mandates, presence, host country arrangements, programme cycles, funding streams and leadership capacity before any broader roll-out. Implementation risks ■ Risk around mandate clarity or accountability gaps if joint leadership is not clearly limited to agreed thematic priorities and backed by formal role definitions, or if bilateral representation is conflated with UN Women's authority to convene the wider UN system on gender equality. ■ Risk of additional coordination burden if leadership models create new meetings or reporting layers without simplifying existing processes. ■ Implementation complexity is high where both entities have substantial interventions, distinct donor portfolios or sensitive government relationships, and lower where the model is limited to non-presence or low-footprint contexts. ■ This should therefore be treated as exploratory, with a phased implementation and reversible, with clear safeguards to preserve separate mandates, legal identities and Executive Board accountability. ■ Representation by another entity cannot be assumed: any proposed hosting, delivery or delegation arrangement will require a case-specific assessment, formal legal basis, explicit safeguards, technical backstopping and dedicated human and financial resources.

Implementation level

Implementation speed

2. Joint Strategic UNFPA-UN Women EAWG/GBV Framework (1/4)

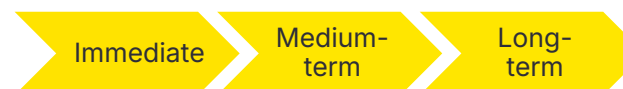
Means of implementation	2.1. Joint Strategic Framework: establish a high-level UNFPA-UN Women EAWG/GBV framework to guide joint action across prevention, response and humanitarian-development nexus programming.
Objective	Develop a UNFPA-UN Women EAWG/GBV collaboration framework. The process would define its scope, principles, relationship to existing architecture and potential areas of complementarity. No division of labour, programme coverage, lead roles, financing or institutional arrangements are presumed

Key features	Potential benefits	Feasibility and risks
Shared document mandated by executive leadership and governing bodies, defined at headquarters level rather than negotiated country by country Endorsed through each agency's existing governance and Executive Board procedures, without implying a formal joint Board decision, and providing a high-level basis for collaboration on EAWG/GBV Leverages existing programmes to preserve momentum, and keeps processes light-touch in new areas so collaboration does not add heavy process or slow delivery A common taxonomy, shared outcomes, KPIs and data requirements defined at HQ, so results are measurable and comparable across countries Joint vision, complementary priorities, results and accountabilities, aligned — once the joint framework is defined — with the relevant CEB-mandated accountability frameworks. Grounded in mandates across development, peace and security, and humanitarian contexts, respecting existing roles and designations. Applies across global, regional and country levels The Framework should encompass GBV/EAWG activities across the organizations' respective mandates, including GBV integrated into SRHR programming. Implementation arrangements should remain flexible and context-specific, reflecting mandates, roles, expertise and strategic priorities	Impacts on operational results and delivery - Provides a common strategic reference point for UNFPA and UN Women engagement on EAWG/GBV, reducing fragmentation across policy dialogue, programming, advocacy, humanitarian response and reporting. - Could clarify complementary roles and comparative advantages across prevention, survivor support, access to justice, services, operational delivery, normative leadership, data, crisis response, partnerships with women's rights organizations and Ministries of Gender, accountability and humanitarian-development-peace nexus programming - Could strengthen the link between governing body commitments, system-wide gender equality priorities, country-level planning and measurable results for women and girls. - Could support a more coherent external narrative to Member States, civil society, Resident Coordinators, donors and partners, while maintaining mandate integrity and avoiding the creation of new structures. Impacts on organisational efficiency - Efficiency gains would mainly result from reduced duplication in strategic planning, guidance, advocacy, reporting and donor engagement, rather than from immediate financial savings. - The framework could enable more targeted use of existing coordination platforms, technical expertise and knowledge products by providing shared priorities, common terminology and clearer division of labour.	Feasibility - Medium to high feasibility if framed as a light strategic alignment instrument endorsed through existing executive and governing body processes, rather than as a new governance structure. - Can build on existing mandates, EAWG/GBV coordination mechanisms, UN Women's EAWG coordination and convening role, gender equality system-wide planning, humanitarian coordination arrangements and country-level UNSDCF processes. - Requires strong executive sponsorship, alignment with the relevant CEB-mandated accountability frameworks (to be agreed once the joint framework is defined), clear ownership for drafting and validation, and a practical implementation roadmap linking global priorities to regional and country action. - Sustained funding for UN Women's normative and UN-system coordination functions would be required, to avoid these roles being cross-subsidized from operational programming resources. Funding models could include dedicated contributions from other UN entities, joint programmes or pooled arrangements, while preserving mandate-specific accountability. Implementation risks Risk that the framework remains a high-level statement if not accompanied by operational guidance, measurable joint results, reporting expectations and incentives for country-level uptake. Risk of mandate sensitivities if the framework does not clearly distinguish normative, coordination, operational, data and humanitarian roles. Potential coordination burden if the framework adds another layer of reporting or consultation instead of simplifying existing planning and accountability processes. Implementation complexity is manageable if the framework is modular, time-bound, linked to existing planning cycles and periodically reviewed to remain relevant and actionable.

Implementation level

HQ	Regional	Country	All
----	----------	---------	-----

Implementation speed



* High Medium Low

2. Joint Strategic UNFPA-UN Women EAWG/GBV Framework (2/4)

Means of implementation	2.2. Joint programming and coordinated delivery: move from parallel programming to integrated delivery through joint work plans, joint programmes, and functionally integrated teams where appropriate.
Objective	Move from parallel EAWG/GBV programming to more coherent and integrated delivery by using joint work plans, coordinated programming arrangements, functionally integrated teams and aligned resource mobilization where appropriate, within the Joint Strategic Framework and existing UNCT, UNSDCF and entity-specific accountability arrangements.

Key features	Potential benefits	Feasibility and risks
Joint work plans at global, regional, and country levels Joint or coordinated programming may be considered in specific areas and contexts jointly agreed by both organizations, based on mandates, roles, expertise, strategic priorities, national context and existing coordination arrangements Context-specific implementation within the abovementioned Framework Built-in flexibility to involve other UN entities (for example UNICEF, UNDP, WHO) where relevant to delivery, using existing coordination mechanisms rather than creating duplicative platforms Possible team-level collaboration or co-location may be explored where jointly agreed and demonstrably beneficial; no integrated staffing model is presumed. Possible arrangements for improved exchange and use of EAWG/GBV evidence, guidance and data may be examined, taking account of existing institutional and UN-system knowledge architecture Joint communication and advocacy where appropriate, presenting coherent and complementary UNFPA and UN Women positions on EAWG/GBV to governments, donors and the public, while preserving mandate-specific roles and voices	Impacts on operational results and delivery Could strengthen delivery coherence by moving from parallel interventions to coordinated or jointly planned EAWG/GBV programming, with clearer links between prevention, response, service delivery, data, advocacy and accountability. Could clarify the respective roles of UNFPA and UN Women by mandate, expertise and strategic priority in areas of complementarity, while preserving mandate integrity and avoiding a generalized integration of all field-level delivery. Could support stronger country-level alignment with UNSDCFs, Resident Coordinator priorities and government engagement, while enabling regional and global backstopping through the knowledge hub, technical networks and existing system-wide EAWG coordination mechanisms, including the IANWGE EAWG thematic group where relevant. Could create a scalable delivery model that can be implemented through a phased approach in selected contexts and progressively expanded where there is demonstrated value, demand and enabling conditions. Impacts on organisational efficiency Efficiency gains would mainly come from reduced duplication in planning, guidance, missions, partner engagement, reporting, communications and resource mobilization. Potential financial efficiencies may arise through pooled expertise, coordinated workplans, co-location or shared support functions, but are likely to be context-specific and dependent on disciplined implementation.	Feasibility Medium feasibility, as the option can build on existing joint thematic initiatives, UNCT/UNSDCF processes, country-level coordination mechanisms and inter-agency arrangements, but requires strong alignment of planning cycles, funding streams and operating modalities. Most feasible as a phased implementation approach in selected countries or regions, focused on EAWG/GBV and related gender equality priorities rather than full integration of country programmes. Requires clear joint programme architecture, including agreed roles, lead/contributing agency arrangements, results framework, governance, quality assurance, escalation routes and links to resource mobilization and alignment with existing EAWG and humanitarian coordination arrangements. Feasibility also depends on preserving the respective humanitarian roles and coordination responsibilities of both organizations. This includes UNFPA's long-standing leadership in GBViE programming and coordination under the cluster system, as well as UN Women's institutional leadership of Gender in Humanitarian Action (GiHA) working groups and policy and its Security Council-mandated role on women, peace and security. The design of any joint approach should recognize and preserve the distinct operational contributions, expertise and partnerships of both organizations. UNFPA's work includes GBV prevention and response, survivor services and humanitarian GBV programming and coordination, including linkages with SRHR. UN Women's operational contribution includes EAWG prevention and response, access to justice, survivor support, institutional and legal reform, support to women's rights organizations and service providers, and gender-responsive humanitarian programming, alongside its normative and UN-system coordination functions. Expenditure volume should not be treated as determining institutional lead or comparative advantage Implementation risks Risk of coordination-heavy processes if joint work plans and integrated teams add meetings, clearance layers or reporting requirements without simplifying delivery. Risk that joint approaches may not be adaptable to highly sensitive or politically complex contexts, Risk of partial integration if joint planning is not matched by aligned funding, partner arrangements, staffing capacity and decision-making authority. Risk of accountability gaps or mandate sensitivities or duplication of existing coordination architecture if roles are not clearly defined, especially in humanitarian, politically sensitive or high-risk operating contexts. Implementation complexity is medium to high and should be managed through modular design, with a phased implementation testing, reversibility, strong technical backstopping and periodic review before scaling.

Implementation level

Implementation speed

2. Joint Strategic UNFPA-UN Women EAWG/GBV Framework (3/4)

Means of implementation	2.3 Aligned financing and resource mobilization for programmes: align financing behind joint priorities using existing mechanisms.
Objective	Align financing and resource mobilization for programmes behind jointly agreed EAWG/GBV and gender equality priorities, using existing UNSDCF, pooled funding, joint programme and donor coordination mechanisms to reduce fragmentation, strengthen predictability and support coherent country-level delivery without creating new financing structures.

Key features	Potential benefits	Feasibility and risks
Aligned and coordinated resource mobilization for programmes as part of the UNSDCFs in coordination with Resident Coordinators and with financing roles defined by mandate, expertise and strategic priority. Joint advocacy to present a coordinated funding case, while preserving each entity's mandate and comparative advantage. Use of existing financing and coordination tools rather than new ones, as appropriate, with periodic review to ensure efficiency, clarity and results focus. Joint monitoring and reporting where feasible, aligned with existing accountability mechanisms to avoid additional burden.	Impacts on operational results and delivery Could strengthen coherence between strategic priorities, programming and financing by linking resource mobilization for programmes to jointly agreed EAWG/GBV and gender equality priorities under UNSDCFs and country-level workplans, while recognizing mandate-based divisions of labour. Potentially strengthens donor engagement: A clearer and more coordinated offer could support donor engagement in priority areas, although any effect on resource mobilization would depend on demonstrated results, mandate clarity and donor preferences. Could support more predictable delivery by aligning funding discussions, joint programming, monitoring and reporting around shared results and country-level priorities, anchored in existing UNSDCF, UNCT and EAWG coordination arrangements. May reduce competition between UNFPA-UNW where mandates intersect, while enabling clearer lead/contributing roles and stronger collective accountability for EAWG/GBV outcomes. Impacts on organisational efficiency - Efficiency gains would mainly come from reduced duplication in donor engagement, proposal development, reporting, monitoring missions and communications. - Potential financial efficiencies are likely to be indirect and context-specific, depending on whether aligned financing leads to pooled expertise, shared monitoring systems, joint reporting and streamlined transaction costs.	Feasibility - Medium to high feasibility, as the option can rely on existing UNSDCF processes, joint programmes, pooled funding windows (as promoted by UN's80 WP18), donor coordination forums, entity-specific resource mobilization systems and established EAWG and humanitarian coordination mechanisms. - Most feasible where joint priorities, results frameworks and reporting arrangements are already defined, and where Resident Coordinators and country teams can provide a neutral coordination platform, without creating parallel governance or financing structures. - Requires agreed principles on lead/contributing agency roles, cost-sharing, visibility, reporting, allocation criteria and management of earmarked versus flexible resources, with roles grounded in mandate, expertise, operational capacity and accountability arrangements. - Success will depend on established senior-level co-coordination mechanisms to guide implementation, clarity on roles and resolve potential conflicts. Implementation risks Risk of limited uptake if donors continue to fund entity-specific priorities or earmarked activities rather than joint priorities and pooled approaches, especially where mandate-based roles and accountability arrangements are not clearly articulated. Risk of competition or perceived loss of visibility if roles, branding, reporting lines and attribution of results are not clearly defined from the outset, including where financing arrangements blur distinct mandates or comparative advantages. Risk of additional transaction costs or duplication if aligned financing creates extra coordination, clearance or reporting requirements or establishes mechanisms that overlap with existing EAWG, IANWGE, UNSDCF or humanitarian coordination architecture. - Need to streamline joint monitoring and reporting requirements to remain aligned with existing UN gender-related accountability processes. - Implementation complexity is manageable if financing alignment remains modular, voluntary, linked to concrete joint workplans and periodically reviewed before broader scaling, with safeguards to preserve entity-specific mandates, governing-body procedures and accountability lines.

Implementation level

Implementation speed

2. Joint Strategic UNFPA-UN Women EAWG/GBV Framework (4/4)

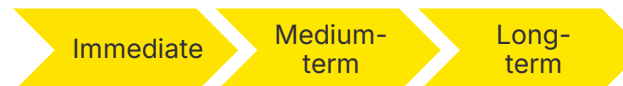
Means of implementation	2.4 Shared accountability and country-level results: establish common accountability arrangements that connect global commitments to implementation and measurable results for women and girls.
Objective	Strengthen shared accountability for EAWG/GBV and related gender equality priorities by connecting global commitments, Strategic Plan results, UNSDCF implementation and country-level delivery through common results frameworks, joint monitoring and reporting, and clear lead/contributing agency responsibilities within existing governance and management structures.

Key features	Potential benefits	Feasibility and risks
Common results framework anchored in Strategic Plans and UNSDCFs, using the shared taxonomy and KPIs defined at HQ Potentially more coherent presentation of jointly agreed results, while preserving mandate-specific results, institutional accountability, distinct contributions and visibility. Commitment to develop and implement the proposed Joint Strategic EAWG/GBV Framework, with the detailed allocation of roles to be defined through its development based on mandates, expertise, strategic priorities and country context Possible coordinated reporting through existing Executive Board processes, subject to agreement by both organizations and their respective governing bodies Appropriate arrangements for resolving disagreements would be considered as part of framework development and would remain subject to agreement by both organizations Oversight through each agency's existing management structures, aligned with country UNSDCFs, rather than a new governance body	Impacts on operational results and delivery - Could strengthen the link between global commitments, Strategic Plans, UNSDCFs and measurable country-level results for women and girls, reducing the risk that collaboration remains limited to high-level coordination. - Could provide a structured pathway for UNFPA and UN Women to jointly define the scope, principles and modalities of a future EAWG/GBV collaboration framework, while avoiding premature decisions on the division of labour, lead roles or accountability arrangements. - Could improve visibility of joint progress for Member States, civil society, Resident Coordinators, governments, donors and partners, while preserving entity-specific mandates and Executive Board accountability. - Could support stronger learning and course correction by using common indicators, joint reviews and shared evidence to identify what works and where implementation bottlenecks remain. Impacts on organisational efficiency - Efficiency gains would mainly result from streamlined monitoring, reduced duplication in reporting, more coherent Board briefings and a clearer division of responsibilities across entities and levels. - Potential administrative efficiencies are likely to be qualitative and process-based unless joint monitoring and reporting replace, rather than add to, existing reporting requirements.	Feasibility - Medium to high feasibility, as the approach can build on existing Strategic Plan results frameworks, UNSDCF monitoring, joint programme reporting, UNCT mechanisms and Executive Board briefing/reporting practices. - Most feasible where shared priorities, joint workplans and results frameworks have already been defined, and where country teams can align monitoring and reporting without creating parallel systems or additional reporting burdens. - Requires agreement on common indicators, reporting periodicity, lead/contributing agency roles, data sources, quality assurance, data ownership, institutional responsibilities and escalation channels. Implementation risks Risk of adding another reporting or coordination layer if shared accountability arrangements are not integrated into existing Strategic Plan, UNSDCF and Board reporting cycles. Risk of blurred accountability if joint results are not accompanied by clear lead/contributing roles, ownership of data, decision rights, leadership commitment and escalation mechanisms. Risk of limited behavioural change if coordination mechanisms do not shift incentives or translate joint evidence into shared priorities and practical uptake by programme and policy teams. - Implementation complexity is medium: the option is technically feasible within existing structures, but requires disciplined simplification, interoperable data practices, regional/global technical backstopping and periodic review before scaling.

Implementation level

HQ	Regional	Country	All
----	----------	---------	-----

Implementation speed



* High Medium Low

3. Enhanced SD5 data, analytics, evaluation and foresight collaboration (1/1)

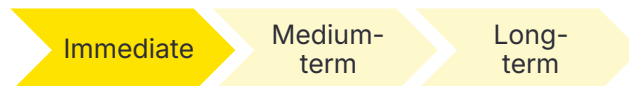
Means of implementation	3.1 Joint strengthening of data systems and increased data production for SDG5
Objective	Strengthen national gender data systems and statistical capacity to increase the production, interoperability, quality and use of SDG5 data, in line with national statistical priorities and with clearer complementarity between UNFPA and UN Women.

Key features	Potential benefits	Feasibility and risks
Joint strengthening and modernization of SDG5-related data systems, with a focus on sustainable statistical capacity building and stronger support to National Statistical Offices and relevant line ministries. Coordinated global, regional and country workplans, informed by joint annual consultations and mid-year progress reviews, to clarify roles, sequencing and complementarity of support. Harmonized guidance, terminology, methodologies and minimum indicator sets for SDG5 monitoring, including GBV/EVAW, SRHR, harmful practices, administrative, humanitarian and citizen data. Support to interoperable gender data systems at country, regional and global levels, aligned with national data systems and the UN System Data Commons where relevant. Aligned and pooled technical and financial support to priority data production, including GBV/EVAW surveys, Demographic and Health Surveys, administrative data systems, humanitarian data and citizen data, while promoting and supporting minimum indicator sets to monitor SDG5.	Impacts on operational results and delivery - Governments could receive more integrated technical support and access to more coherent and compatible UN data solutions to monitor and inform SDG5 implementation and enhanced impact on strengthened gender data systems. - Coordinated workplans could improve clarity of roles, sequencing and complementarity of support on SDG5 capacity building and data collection, reducing the burden on national partners. - Could generate strengthened expertise by combining UN Women's gender data expertise with UNFPA's GBV and SRHR data expertise. Impacts on organisational efficiency: - Increased complementarity between UN Women's expertise on discrimination against women (SDG 5.1), Care work (SDG 5.4), political and economic participation (SDG5.5), Equal rights to economic resources (SDG 5(a)), ICT for women empowerment (SDG 5(b), and policy and legislation for women empowerment (SDG 5(c)), and UNFPA expertise on data on harmful practices (SDG 5.3) and data on SRHR (SDG 5.6) - Reduced duplication in data production and statistical capacity building (particularly for SDG 5.2 – on VAWG/GBV) through joint planning, shared methodologies and implementation, joint survey technical support teams - Economies of scale, more efficient use of scarce data resources. Consolidated structures, data teams and larger scale projects	Feasibility - Feasible as a technical collaboration building on existing mandates and complementarities: UN Women on gender data gaps and the enabling environment for gender statistics (This includes VAWG, time-use surveys, women's economic empowerment, care economy, Citizen data, financial inclusion, economic survey etc, and UNFPA on SRHR, GBV/FGM, child marriage and harmful practices data systems. - Can be implemented incrementally through coordinated global, regional and country workplans, annual consultations, mid-year progress reviews and alignment with existing national statistical processes. - Overlap areas, particularly GBV/EVAWG, can be managed through a "no solo flights" rule requiring prior technical consultation, agreed lead/support roles and clear links to national data priorities. - Alignment with UN80 common data work package priorities is feasible if national data ownership, data sovereignty and trusted country partnerships remain central. Implementation risks Duplication may persist if coordinated workplans do not translate into shared priorities, behavioural change and practical collaboration across statistical, programme and policy teams. Coordination mechanisms may add burden without improving the country-facing offer unless they are backed by clear accountability, leadership commitment, dedicated resources and practical uptake by country teams. Data governance and interoperability may be complex, requiring agreement on methodologies, standards, terminology, quality assurance, safeguards, ownership and institutional responsibilities. - Implementation may require investment in data system modernization, interoperable platforms, support to national statistical systems, joint technical assistance and change management.

Implementation level

HQ	Regional	Country	All
----	----------	---------	-----

Implementation speed



* ■ High ■ Medium ■ Low

3. Enhanced SD5 data, analytics, evaluation and foresight collaboration (1/1)

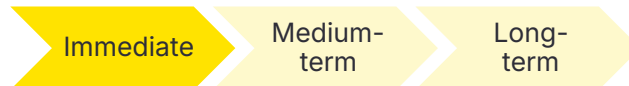
Means of implementation	3.2 Research and data for policy and programming
Objective	Transform SDG5 data into integrated analytics, evidence products and foresight capabilities that support programming, policy dialogue and decision-making at global, regional and country levels.

Key features	Potential benefits	Feasibility and risks
Greater connectivity and interoperability between UN Women's Women Count Data Hub and UNFPA's Population Data Portal, focused on SDG5 indicators and aligned with the UN System Data Commons. Joint and co-branded data-use products, including briefs, dashboards, trainings, analytical notes and evidence packages, to replace parallel outputs and strengthen the country-facing evidence offer. Deeper cooperation on regional and country programmes on data, analytics and evidence-based advocacy, including joint support to produce UN Country Gender Equality Profiles. Joint foresight capability on demographic, social, humanitarian and gender risks, joint applied analytics and rapid analysis, including integrated SDG5 analytics Data use organized around country context, national priorities, population and gender analysis, humanitarian and development needs, and relevant policy and planning cycles	Impacts on operational results and delivery - Co-branded data-use products, briefs, dashboards, trainings, analytics and evidence products replace parallel outputs and offer a more coherent SDG5 evidence package to countries, Member States and partners. - May generate more powerful integrated data and evidence are available to governments, UN Country Teams and partners, linking SDG5 data with policy and programmatic interventions. - Could reduce risks of conflicting data, overlapping products and duplicated trainings aimed at similar audiences, including in areas such as VAWG/GBV evidence and analysis. - UN Women leverages UNFPA's geospatial capacity to increase access to geospatial gender data and strengthen spatially informed SDG5 analysis, programming and policy dialogue. Great alignment with the UN System Data Commons, greater visibility, access and use of gender data. - Stronger applied analytics, rapid analysis and foresight help anticipate needs before they become delivery gaps. Impacts on organisational efficiency: - Reduced duplication in databases, platforms, dashboards, analytics, research and evidence products through joint planning, shared methodologies and clearer complementarity across the evidence offer. WHO manages the estimates database, UN Women the global database on VAW with measures, and UNFPA's kNOWVAWdata initiative - Pooled technical and financial resources on research, data, analytics and foresight, as agreed in coordinated annual workplans by the two agencies. - Economies of scale and reduced transaction costs through shared platforms, dashboards, knowledge products and a more coherent SDG5 evidence offer to countries, Member States and partners.	Feasibility - Mainly technical and feasible through phased interoperability, joint evidence products, shared platforms and existing UN-system capacities, including alignment with UN80 Workstream 16 on the UN Data Commons and System-wide Road Map for Innovating UN Data and Statistics - Builds on existing data hubs, regional programmes, analytical products, evaluation capacities and country-facing evidence work, without requiring a new institution. - Can be implemented incrementally, through phased data interoperability, joint evidence products, shared platforms, leveraging existing UN-system capacities. - Requires clear governance for data access, quality assurance, ownership, safeguards and institutional responsibilities, especially where interoperability supports sensitive EVAWG/GBV analysis. Implementation risks Duplication and silos may persist, if joint evidence work does not translate into shared priorities, behavioral change and sustained collaboration across organizations. Implementation may require more resources than anticipated, including investment in interoperable systems, shared platforms, joint analytics, evaluation capacity and change management. Data governance and alignment may be complex, requiring agreement on methodologies, standards, terminology, quality assurance, ownership and institutional responsibilities. - The boundary between interoperability work and analytics/evaluation work may blur unless roles, products and accountabilities are clearly defined in annual workplans.

Implementation level



Implementation speed



* ■ High ■ Medium ■ Low

3. Enhanced SD5 data, analytics, evaluation and foresight collaboration (1/1)

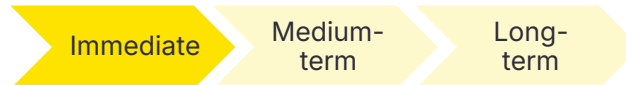
Means of implementation	3.3 Strengthened partnerships for data use in context and evidence-based policy advocacy
Objective	Strengthen evidence-based delivery and decision-making through better use of SDG5 data for impact.

Key features	Potential benefits	Feasibility and risks
Policy-facing thought leadership and a stronger joint data and evidence offer to regions, countries and UN Country Teams, focused on the uptake of SDG5 evidence in policy and programming. Coordinated evaluations in areas of shared programming, including EVAWG/GBV, to generate evidence on results and inform future programming, policy dialogue and accountability. Joint evidence-based advocacy and partnership engagement with governments, UN Country Teams, Member States, development partners and civil society to increase demand for and use of gender data. Humanitarian action: a joint influence strategy to mobilize better-resourced agencies, humanitarian and development actors to invest in gender and SDG5 data. Development: coordinated data use, analysis and advocacy aligned with national planning, budgeting, financing and policy-review cycles.	Impacts on operational results and delivery - Greater use of gender and SDG5 data in national policies, programmes, budgets, financing decisions and humanitarian responses. - May increase influence, joint voice and country-facing evidence offer enables UN Women and UNFPA to promote evidence-based policies with governments, UN Country Teams, Member States and development partners. - Improved policy, planning, financing and accountability through shared platforms, integrated analytics, joint evidence products, common measurement approaches and stronger links to national priorities. - May generate more timely and policy-relevant evidence responds to the needs of governments, UN Country Teams and development partners, including through analysis organized around country typologies and beneficiaries' life journeys. - Could contribute to stronger capacity among decision-makers and advocates to interpret, communicate and apply gender data. - Could generate increased investment in persistent gender-data gaps, including EVAWG/GBV, unpaid care, women's economic empowerment and humanitarian gender data. Impacts on organisational efficiency: - Reduced transaction costs through coordinated data-use support, policy engagement and evidence-based advocacy with governments, UN Country Teams and partners. - Greater reach and uptake of existing data by leveraging UN Women's and UNFPA's regional, country and partner networks. - More efficient use of evidence products, evaluations, analytics and advocacy resources by linking them to national planning, budgeting, humanitarian and policy-review processes.	Feasibility - Builds on existing data platforms, analytical products, country partnerships, evaluation work and established policy-engagement mechanisms. - Can be implemented incrementally by aligning data products, evaluations, foresight and advocacy outputs with national planning, budgeting, humanitarian and policy-review processes. - Can be implemented through light inter-agency arrangements, including coordinated development of data, research, evaluation, knowledge and advocacy workplans. - Requires close connection with national ownership, data sovereignty and trusted country partnerships to ensure the evidence offer is demand-led and relevant to national priorities. Implementation risks ■ Duplication and silos may persist if joint evidence work does not translate into shared priorities, behavioural change and sustained collaboration across organizations. ■ Implementation may require more resources than anticipated, including investment in interoperable systems, shared platforms, joint analytics, evaluation capacity, foresight expertise and change management. ■ Requires strong coordination and collaboration at all levels between UN Women and UNFPA teams working on data, evaluation, analytics, thematic policy and programme delivery. ■ Could result in increased workload unless coordination is backed by dedicated technical capacity, clear accountability, leadership commitment and practical uptake by country and regional teams. There is a risk that evidence products remain supply-driven unless they are anchored in country typologies, beneficiaries' life journeys, humanitarian and development needs, and national policy cycles.

Implementation level



Implementation speed



* ■ High ■ Medium ■ Low

4. Strengthened operational and service delivery interoperability (1/4)

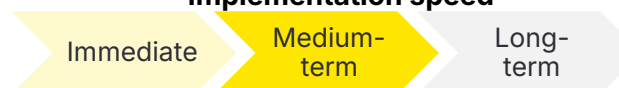
Means of implementation	4.1 Harmonize targeted business processes and shared operational services
Objective	Generate efficiencies through harmonization of targeted business processes, common premises, and shared operational services in key areas.

Key features	Potential benefits	Feasibility and risks
Targeted harmonization of business processes where feasible and relevant. Promote shared premises and common operational services through the strategic co-location of UNFPA and UN Women, where operationally and financially viable. Leverage mutual recognition and shared operational expertise at global, regional, and country levels. This may include areas such as security, IT, procurement, and operations leadership. Explore a common automated lease management system. Align with the UN80 Unified Services Roadmap work package (WP14), using existing shared service platforms where appropriate.	Impacts on operational results and delivery - Could improve quality, consistency and responsiveness of operational support, through harmonized business processes, shared services and mutual recognition arrangements across key functions. - Could generate increased operational interoperability and institutional resilience, enabling both organizations to leverage each other's expertise, systems and operational capacities while preserving separate mandates. - Could generate stronger support to country offices, particularly smaller or resource-constrained presences, through access to shared platforms, common services and operational expertise. - Could result in, over time, more staff time available for programme delivery and strategic priorities, by reducing administrative burdens and transactional activities. - Clearer operational efficiencies where mutual recognition and existing UN service platforms can be applied selectively. Impacts on organisational efficiency: - Efficiency opportunities arise from integrating support functions (e.g. Finance, HR, ICT), removing duplicated activities and consolidating functional leadership roles with harmonized processes (Overall efficiency gains calculated on the overall Alternative Option 4 (more details in D3)) - Reduced duplication of back-office functions (payroll, HR administration, procurement support, treasury and other transactional services) through existing UN shared-service providers (e.g., UNDP) rather than new shared service arrangements. - Economies of scale and potential cost savings through common operational services, shared premises and greater use of existing UN service platforms. - More efficient HR and procurement processes through mutual recognition, shared verification procedures and centralized vendor or administrative services. - Faster operational processing and better use of specialized expertise, reducing parallel processes and allowing scarce operational capacities to be shared across entities.	Feasibility - Relatively high feasibility, as the option builds on existing UN precedents for shared services (payroll, treasury, procurement and administrative support) and does not require changes to mandates or governance structures. - Most barriers appear institutional rather than legal, where interoperability can be expanded through policy decisions, mutual recognition arrangements and leadership commitment. - Can be implemented progressively and selectively, focusing on transactional and back-office functions where benefits are clearest, while maintaining separate mandate-specific functions. - Strong alignment with broader UN reform directions, notably the UN80 Unified Services Roadmap (Work Package 14), which prioritizes further use of existing Global Shared Services and Common Back Offices rather than creating new shared service centres. - Creates an additional opportunity to offer data analytics as a service supporting mandate implementation through enhanced visibility and data-driven decision-making. Implementation risks ■ Requires coordination across policy owners and business functions, particularly HR finance, ICT and operations, while procurement can build on existing mutual recognition arrangements. ■ Risk of implementation complexity outweighing short-term efficiency gains, particularly if harmonization efforts involve extensive policy revisions, system changes and/or change-management requirements. Would require realistic implementation planning. ■ Implementation may require careful change management and stakeholder engagement to support alignment on standardization and mutual recognition approaches, particularly where organizational cultures, existing processes, accountability frameworks, and risk management practices differ. ■ Not all functions are suitable for harmonization and attempts to extend interoperability into mandate-specific or technical areas may generate limited efficiencies while increasing complexity and role ambiguity. Clear boundaries would therefore be required between shared and entity-specific functions.

Implementation level

HQ	Regional	Country	All
----	----------	---------	-----

Implementation speed



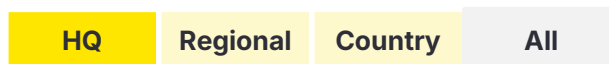
* ■ High ■ Medium ■ Low

4. Strengthened operational and service delivery interoperability (2/4)

Means of implementation	4.2. Specialized procurement continuity and vendor management
Objective	Strengthen procurement effectiveness and service delivery by leveraging coordinated supplier relationships, and, where applicable, third-party procurement services provided by one organization on behalf of the other.

Key features	Potential benefits	Feasibility and risks
Procurement-as-a-service through Third-Party Procurement arrangements where applicable, whereby one agency procures goods or services on behalf of another and charges a service fee. This could be complemented, where relevant, by mutual recognition of procurement processes or vendor-related arrangements.	Impacts on operational results and delivery - May strengthen continuity and reliability of specialized procurement, particularly for SRHR commodities and other supply chains where uninterrupted availability is critical for program delivery. - Could generate greater access to specialized procurement capabilities and commodity-supply expertise beyond what would be available through generic system-wide service arrangements. - Could improve operational support where applicable through Third-Party Procurement arrangements, whereby one agency procures goods or services on behalf of another and charges a service fee, while preserving distinct mandates and accountability arrangements. - May support greater country ownership and sustainability, by strengthening procurement planning, supplier management, capacity development and fraud prevention in program countries. Impacts on organizational efficiency: - Efficiency opportunities arise from integrating support functions (e.g. Finance, HR, ICT), removing duplicated activities and consolidating functional leadership roles with harmonized processes (Overall efficiency gains calculated on the overall Alternative Option 4 (more details in D3)) - Reduces transaction costs in defined procurement categories by using existing procurement capabilities, service arrangements and supplier relationships rather than duplicating structures. - Generates potential economies of scale and purchasing efficiencies, particularly where procurement volumes and established supplier arrangements can be leveraged. - Improves vendor management efficiency through more centralized approaches, clearer supplier oversight and better use of existing procurement expertise. - Allows efficiency gains without full structural integration, although expected savings should be treated as targeted and category-specific rather than broad-based.	Feasibility - High feasibility through phased implementation, as the option builds on existing inter-agency procurement mechanisms and service-provider arrangements. - Incremental value must be demonstrated relative to existing provider arrangements, including UNDP, UNOPS and other UN-system procurement mechanisms, taking into account procurement capability, service quality, cost, prior investments and responsiveness. - Most relevant for selected procurement categories where specialized procurement capabilities provide a demonstrable advantage over existing arrangements, particularly where technical expertise, supplier networks or quality-assurance requirements are critical. - It does not require structural integration and would mainly depend on clearly defined third-party procurement. Implementation risks Capacity and service delivery risks if additional procurement demand exceeds available resources or service arrangements are insufficiently defined. Supply chain continuity risks, including potential disruption of quality assurance, liability protections, concessional pricing, stockholding and bridge-financing mechanisms. Legal and operational complexities where existing host-country agreements or operating modalities do not automatically support shared-service arrangements. Governance and alignment risks if further bilateral efficiencies are not steered through ongoing inter-agency discussions, including UN80 and the HLCM Supply Chain Network. Limited and uneven efficiency gains, as a non-structural model may not fully address fragmentation and would require sustained cross-entity coordination.

Implementation level



Implementation speed



* ■ High ■ Medium ■ Low

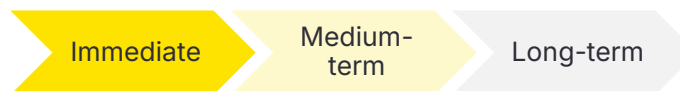
4. Strengthened operational and service delivery interoperability (3/4)

Means of implementation	4.3. Joint talent management and workforce interoperability framework	
Objective	Strengthen organizational resilience and country-level delivery through interoperable talent management, shared expertise and flexible workforce deployment mechanisms	
Key features	Potential benefits	Feasibility and risks
Strengthen deployment of expertise where required and relevant Support knowledge and talent sharing across entities in areas of complementarity	Impacts on operational results and delivery - Could improve access to specialized expertise across both organizations, allowing talent to be deployed more strategically in response to country, regional and thematic needs. This could strengthen support to program without requiring a permanent presence in every location. - May generate greater workforce flexibility and organizational resilience, enabling the two entities to draw on a broader pool of skills, experience and technical capacities in areas of complementarity. - Could promote enhanced knowledge sharing and cross-fertilization of expertise, promoting stronger collaboration and dissemination of good practices across technical, program and operational functions. - Stronger capacity to support integrated country-level delivery and broader UN reform objectives, including expertise-on-demand approaches (UN80's WP8) and more networked ways of working across the UN system Impacts on organisational efficiency: - Efficiency opportunities arise from integrating support functions (e.g. Finance, HR, ICT), removing duplicated activities and consolidating functional leadership roles with harmonized processes. (Overall efficiency gains calculated on the overall Alternative Option 4 (more details in D3)). - More efficient use of scarce specialist resources, reducing the need for parallel expertise in areas where talent could be shared or jointly mobilized across the two organizations. - Reduced duplication in workforce planning and talent deployment, enabling expertise to be allocated where needs are greatest rather than being constrained by organizational boundaries. - Lower costs associated with maintaining separate technical capacities, particularly for highly specialized profiles that may not be needed full-time within each organization. - Faster access to technical expertise and surge capacity, improving responsiveness to country demands, emerging priorities and crisis situations.	Feasibility - Relatively high feasibility, as the option builds on existing UN reform discussions around expertise-on-demand, talent sharing, workforce mobility and regional support mechanisms, rather than requiring structural integration or mandate changes. - Can be implemented progressively, starting with talent pools, short-term deployments, communities of practice, joint learning initiatives and targeted mobility arrangements in areas of complementarity. - Responds to recognized capacity and resource constraints, particularly in smaller country offices and locations where maintaining dedicated specialist positions may not be feasible. - Aligns with broader UN objectives to increase flexibility and access to expertise, while allowing both organizations to preserve their separate mandates, leadership structures and workforce management systems Implementation risks ■ Differences in HR policies, contractual arrangements, career structures and workforce management systems could complicate staff mobility and interoperability across the two organizations. ■ Feasibility would depend on the availability and flexibility of core/regular funds and other/earmarked resources, as growing reliance on earmarked funding for specific focus areas and countries already limits UNFPA's ability to deploy expertise flexibly across areas and offices. ■ Potential accountability and reporting-line ambiguities, particularly where staff support both organizations or operate in shared deployment arrangements, requiring clear governance and supervisory mechanisms. ■ Risk of resistance from staff and managers, including concerns about career progression, organizational identity, workload distribution and competition for talent across entities. Historical organizational behaviors may limit uptake. ■ Benefits may depend heavily on sustained leadership commitment and active workforce planning, as interoperability alone may not generate efficiencies unless supported by incentives, common frameworks and clear deployment mechanisms.

Implementation level



Implementation speed



* High Medium Low

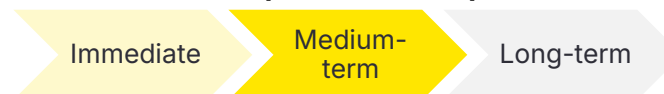
4. Strengthened operational and service delivery interoperability (4/4)

Means of implementation	4.4. ICT interoperability and shared digital capabilities	
Objective	Strengthen collaboration, decision-making and service delivery through interoperable ICT systems, shared digital platforms and common data capabilities.	
Key features	Potential benefits	Feasibility and risks
Establish a joint ICT governance forum to align digital investments, maintain a shared technology roadmap, share best practices and evaluate options for reusable or shared ICT services Establish a targeted interoperability framework, focusing on areas where alignment is most feasible, notably shared data platforms, analytics tools, and selected digital applications Develop, expand and/or scale up existing AI resources to serve both agencies programmatically and operationally, where relevant and applicable, underpinned by sustainable cost-recovery mechanisms	Impacts on operational results and delivery • Could generate enhanced interoperability of digital systems and data platforms, enabling more seamless information sharing, integrated analytics and collaboration across the two organizations. This could support more coherent programming, planning and decision-making. • May generate greater organizational capacity to leverage data, analytics and emerging technologies, including AI-enabled tools and shared digital applications, in support of both program delivery and corporate functions. • Could improve access to common digital solutions and technical expertise, allowing both organizations to benefit from shared innovations, best practices and technology investments. • Could generate greater institutional alignment and collaboration, through common technology governance, shared digital roadmaps and interoperable platforms that facilitate cooperation while preserving separate mandates and structures. Impacts on organisational efficiency: • Efficiency opportunities arise from integrating support functions (e.g. Finance, HR, ICT), removing duplicated activities and consolidating functional leadership roles with harmonized processes. (Overall efficiency gains calculated on the overall Alternative Option 4 (more details in D3)). • Reduced duplication of digital investments and technology development, through greater reuse of platforms, applications, tools and digital services across both entities. • Economies of scale in ICT governance, system maintenance and digital innovation, enabling resources to be pooled around common priorities rather than invested in parallel solutions. • More efficient data management and analytics, through interoperable systems, shared platforms and common approaches to data architecture, reducing fragmentation and duplication of effort. • Faster deployment and adoption of digital capabilities, including analytics tools, shared applications and AI-enabled solutions, by leveraging joint expertise and shared technology infrastructure rather than developing separate solutions.	Feasibility • Moderate to high feasibility, as the option focuses on interoperability rather than full system consolidation. It allows each organization to retain its own systems while progressively aligning platforms, data architectures, governance arrangements and selected digital applications. • Strong alignment with Option 3 (Data, Analytics and Foresight Collaboration) and with broader UN80/UN 2.0 priorities around data sharing, digital transformation, analytics and the UN System Data Commons, creating natural synergies and a clear strategic rationale. • Can be implemented incrementally through targeted interoperability initiatives, such as shared dashboards, common analytics tools, AI capabilities or interoperable data platforms, without requiring immediate replacement of existing systems. • Builds on existing collaboration and expertise-sharing arrangements, making it easier to identify practical phased implementation areas where shared digital capabilities can demonstrate value before broader rollout. Implementation risks • Significant technical complexity associated with interoperability, including differences in ICT architectures, software ecosystems, data models, cybersecurity requirements, governance frameworks and legacy systems. • Requires sustained investment and specialized change-management capacity, as digital integration efforts often demand upfront resources, dedicated technical expertise and ongoing maintenance before benefits are realized. • Data governance, ownership and security considerations may create implementation challenges, particularly where systems exchange sensitive operational, program or workforce information and require agreement on standards, responsibilities and access rights. • Risk of fragmented implementation and limited uptake, if common governance mechanisms, technology roadmaps and leadership commitment are insufficient to drive consistent adoption across both organizations.

Implementation level



Implementation speed



* ■ High ■ Medium ■ Low

5. Enhanced governance coordination within existing governance structures

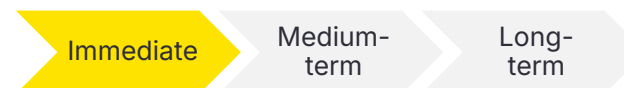
Means of implementation	5.1. Steer joint governance dialogue and strategic oversight
Objective	Steer strategic alignment, structured project management on matters of common interest, including agreed priorities across the four alternative options, while preserving separate mandates, leadership and decision-making structures

Key features	Potential benefits	Feasibility and risks
One joint formal session per year (without decision-making): Purpose: Provide a predictable annual forum for both Executive Boards to jointly review shared priorities, complementarities, progress on agreed collaboration workstreams and issues requiring coordinated governance guidance, without creating a joint decision-making body. Output: A concise non-decision record of discussion capturing key messages, areas for follow-up, responsible entities and links to each Board's separate formal agenda, documentation and reporting processes.	Impacts on operational results and delivery - Creates a visible and predictable Boards-level space to review shared priorities, complementarities and potential overlaps, while explicitly preserving each Board's separate mandate, authority and decision-making processes. - May strengthen political visibility and Member State engagement on selected cross-cutting themes, provided the annual session remains focused, non-decision-making and linked to clear follow-up points for each Board. - Can support a more consistent strategic narrative to Member States, donors, UNCTs and Resident Coordinators by providing a shared evidence base on collaboration progress and remaining coordination issues. - Operational impact is likely to remain indirect but may increase if the discussion record feeds into each Board's formal deliberations, separate decisions, management follow-up and reporting cycle. Impacts on organisational efficiency: - Efficiency gains are likely to be limited and indirect, as the annual session would not replace separate Executive Board deliberations, decisions or reporting requirements. - The mechanism would create a targeted additional workload for agenda-setting, background documentation, coordination between Secretariats, preparation of the non-decision record and follow-up tracking.	Feasibility - Feasible if framed as one annual formal joint session for discussion and guidance only, embedded in existing Board workplans and calendars, and explicitly excluding joint decisions. - Requires agreement on a limited annual agenda, preparation responsibilities, documentation format and follow-up pathway into each Board's separate formal processes. - May require clarification of procedural arrangements (update of rules of procedures) but should avoid changes to mandates or decision-making rules if the session remains non-decision-making and consultative. Implementation risks ■ Risk of remaining symbolic if the annual discussion is not linked to a concise follow-up record, responsibility owners and timelines for feeding issues back into each Board. ■ Risk of agenda congestion if the annual session is too broad or duplicates existing informal consultations, briefings or reporting moments. ■ Risk of perceived formalization should be mitigated by stating clearly that the session does not create joint authority, joint decisions or merged accountability lines. ■ Requires light but sustained additional capacity to prepare materials, document discussion outcomes and monitor follow-up without creating a heavy new governance layer.

Implementation level

HQ	Regional	Country	All
----	----------	---------	-----

Implementation speed



* ■ High ■ Medium ■ Low

5. Enhanced governance coordination within existing governance structures

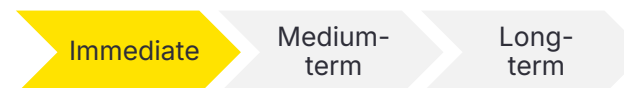
Means of implementation	5.1. Steer joint governance dialogue and strategic oversight
Objective	Steer strategic alignment, structured project management on matters of common interest, including agreed priorities across the four alternative options, while preserving separate mandates, leadership and decision-making structures

Key features	Potential benefits	Feasibility and risks
Joint EB informal sessions: Purpose: provide a structured informal space to discuss matters of common interest of the UNFPA and UN Women Executive Boards, including shared priorities, sequencing, implementation issues and areas of complementarity or potential overlap. These exchanges may help provide strategic direction and reinforce accountability for collaboration in areas such as GBV and gender equality. Output: shared discussion records, agreed follow-up points, and inputs to each Board's separate formal deliberations and reporting processes.	Impacts on operational results and delivery - Provides a visible but informal Boards-level space to review shared priorities, areas of complementarity or potential overlap, and follow-up on collaboration in selected themes such as GBV and gender equality. - May strengthen political alignment and visibility at Member State level without altering mandates or requiring General Assembly action, provided that discussions are linked to clear follow-up points and remain consistent with each Board's separate authority. - Can support a more consistent strategic narrative to Member States and other stakeholders, while avoiding claims of stronger coherence unless specific follow-up mechanisms, responsibilities and reporting links are demonstrated. - Operational impact is likely to remain indirect unless informal discussions generate actionable follow-up points that feed into each Board's formal deliberations, separate decisions and existing reporting processes. Impacts on organisational efficiency: - Efficiency gains should be treated as potential and indirect. Separate formal decisions and reporting to each Executive Board would remain, and the mechanism is not be presented as reducing reporting unless a concrete reporting simplification is defined. - Additional Board and Secretariat workload would be created through preparation of agendas, background notes, briefing materials, discussion records, follow-up tracking, and coordination between the two Secretariats and Board calendars.	Feasibility - Feasible, if designed as informal, theme-specific exchanges embedded in existing Board workplans and conducted within the current Rules of Procedure (or through the creation of new Rules of Procedures), without creating formal joint sessions or joint decision-making arrangements. - Minimum enabling conditions include a clear strategic narrative, a limited thematic focus, Member State consultation and support, and a defined follow-up pathway into each Board's formal processes. - Need to articulate the governance arrangement with a committee comprising both Member States and Executive leadership representatives overseeing the work conducted by Joint technical task force groups comprising entities staff. Implementation risks Risk of remaining discussion-based or symbolic if no follow-up mechanism, responsibility owner, timeline or link to formal Board processes is defined. Risk of agenda congestion and over-solicitation of Member States if periodicity, scope and sequencing are not kept limited and aligned with existing Board calendars. Risk of potential perceived formalization should be mitigated by explicitly stating that separate Executive Board decisions, mandates and reporting lines remain unchanged. - Additional capacity would be required to prepare materials, coordinate inputs, record discussions and monitor follow-up, even where the mechanism remains informal and light-touch.

Implementation level

HQ	Regional	Country	All
----	----------	---------	-----

Implementation speed



* ■ High ■ Medium ■ Low

5. Enhanced governance coordination within existing governance structures

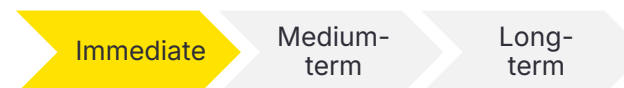
Means of implementation	5.2. Harmonize agenda-setting and follow-up mechanisms
Objective	Harmonize workplan and reporting mechanisms to support coordinated agenda-setting, follow-up and accountability for implementation across shared priorities.

Key features	Potential benefits	Feasibility and risks
Regular joint Bureaux engagement: Purpose: enable early coordination between the Bureaux of the two Executive Boards on agendas, documentation, timing of discussions and follow-up to Board guidance, without assigning any decision-making role to the Bureaux. Output: coordinated agenda planning, identified follow-up items, and practical inputs to support the preparation of separate Board sessions.	Impacts on operational results and delivery - May improve upstream coordination on agendas, sequencing and priority-setting before Board discussions, while remaining within existing governance structures. - Can help reduce fragmentation in Board discussions only where Bureau-level exchanges lead to clear agenda planning and follow-up points. - Benefits are likely to remain indirect for delivery, as the Bureaux do not have decision-making authority and any formal decisions would remain with each Executive Board. Impacts on organisational efficiency: - Efficiency gains should be treated as potential and limited to better agenda preparation and sequencing; separate formal Board decisions and reporting would remain. - The mechanism is not presented as reducing reporting unless a concrete simplification of briefing or reporting requirements is defined and agreed. - Additional Board and Secretariat workload would include scheduling regular Bureau exchanges, preparing agendas and background notes, aligning documentation timelines, recording follow-up points and coordinating inputs between the two Secretariats.	Feasibility - Highly feasible if framed as an informal working-methods arrangement between Bureau members, building on existing Bureau roles and interactions and requiring no structural change. - Minimum enabling conditions include agreement between Bureau members, a regular but proportionate cadence, clear scope limited to agenda-setting and coordination topics, and Secretariat support. Implementation risks ■ Risk of limited visibility beyond Bureau level and perceived lack of transparency if exchanges are not clearly documented or connected to Boards preparation. ■ Risk of limited operational effect if Bureau exchanges remain focused on process and are not linked to actionable follow-up by each Secretariat. ■ Risk of duplicating existing informal consultations or increasing agenda congestion if periodicity and scope are not carefully managed. ■ Separate Executive Board mandates, decisions and reporting lines would remain unchanged, and additional Secretariat capacity would be needed to prepare, document and follow up on the exchanges.

Implementation level

HQ	Regional	Country	All
----	----------	---------	-----

Implementation speed



* ■ High ■ Medium ■ Low

5. Enhanced governance coordination within existing governance structures

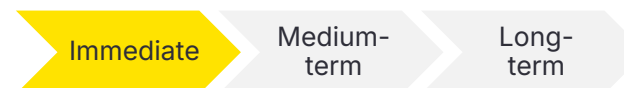
Means of implementation	5.2. Harmonize agenda-setting and follow-up mechanisms
Objective	Harmonize workplan and reporting mechanisms to support coordinated agenda-setting, follow-up and accountability for implementation across shared priorities.

Key features	Potential benefits	Feasibility and risks
Joint briefing and reporting: Purpose: provide both Executive Boards with a shared evidence base on progress, risks, implementation challenges and lessons learned, while maintaining separate formal reporting lines where required. Output: coordinated briefing materials, joint progress updates, risk and workload summaries, and inputs to the separate reports submitted to each Board.	Impacts on operational results and delivery - May improve information-sharing and provide a shared evidence base on progress, risks, implementation challenges and lessons learned. - Can support Board discussions and agenda-setting, provided that the briefing is clearly positioned as informational or preparatory and linked to each Board's separate formal processes. - Standalone operational impact is likely to remain limited unless briefings generate concrete follow-up points and are connected to management action or formal Board consideration. Impacts on organisational efficiency: - Efficiency gains should be treated as limited and conditional. Separate formal reports to each Board would remain unless a concrete reporting simplification is agreed. - Additional workload would include preparing a joint briefing package, aligning messages and evidence, coordinating timing with both Board calendars, and tracking follow-up in formal Board processes. - There is a risk of duplication and information fatigue if joint briefings are added without rationalising existing briefings, reports or informal updates.	Feasibility Highly feasible if aligned with existing informal briefing practices and kept within the current Rules of Procedure. - Minimum enabling conditions include a joint briefing package, alignment between Secretariats, clear positioning of the briefing, and defined follow-up into each Board's formal processes. Implementation risks Risk of limited traction given the non-decisional nature of the format. Risk of duplication with existing reports, updates or informal consultations if scope and timing are not clearly defined. Risk of weak translation into action if briefings do not generate follow-up points, owners or timelines. - Additional capacity would be required to align evidence, prepare materials, coordinate calendars and monitor follow-up.

Implementation level

HQ	Regional	Country	All
----	----------	---------	-----

Implementation speed



* ■ High ■ Medium ■ Low

5. Enhanced governance coordination within existing governance structures

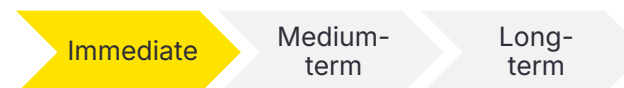
Means of implementation	5.3. Operationalize management-led implementation and technical coordination
Objective	Operationalize structured project management, oversight and accountability to implement changes across the four alternative options, clarify operational implications and address coordination bottlenecks.

Key features	Potential benefits	Feasibility and risks
Executive-level mechanism: Purpose: provide senior-level oversight of implementation across headquarters and field perspectives, support alignment across leadership, strategic and corporate functions, and identify coordination bottlenecks requiring management attention. Output: implementation updates, escalated issues, management guidance, and consolidated inputs for briefing both Executive Boards.	Impacts on operational results and delivery - May provide stronger senior-management visibility over implementation and help identify coordination bottlenecks across HQ, regional and country levels. - Can support a closer link between strategic direction and delivery, provided that objectives, workplans and accountability arrangements are clearly defined. - Stronger coordination or faster implementation should not be claimed unless the mechanism has clear authority, follow-up processes and reporting links. - Potential impact may be high on operational coordination but remains dependent on effective articulation with existing governance and field coordination platforms. Impacts on organisational efficiency: - Efficiency gains should be treated as conditional. Separate reporting and formal accountability lines would remain, and this mean of implementation may add coordination layers rather than reduce reporting requirements. - Additional workload would include preparing senior-level meetings, consolidating inputs from HQ, regional and country levels, tracking decisions or guidance, and producing updates for both Secretariats and, where relevant, both Boards. - Workload may be significant if the mechanism operates at several levels or requires regular follow-up across leadership, corporate functions and field structures.	Feasibility - Feasible if kept as an informal senior-management coordination mechanism, with clear objectives, regular but proportionate engagement and no change to formal governance arrangements. - Minimum enabling conditions include strong leadership commitment, agreed working methods, a joint workplan, and defined accountability and reporting arrangements. Implementation risks Risk of remaining informal or weakly enforced if not linked to management accountability and Boards oversight where relevant. Risk of insufficient articulation with existing field coordination platforms, including Resident Coordinator-led coordination mechanisms. Risk of perceived parallel governance if the mechanism is not clearly framed as management coordination rather than joint decision-making. - Additional capacity would be required to coordinate agendas, prepare consolidated updates, monitor follow-up and align inputs across levels.

Implementation level

HQ	Regional	Country	All
----	----------	---------	-----

Implementation speed



* ■ High ■ Medium ■ Low

5. Enhanced governance coordination within existing governance structures

Means of implementation	5.3. Operationalize management-led implementation and technical coordination
Objective	Operationalize structured project management, oversight and accountability to implement changes across the four alternative options, clarify operational implications and address coordination bottlenecks.

Key features	Potential benefits	Feasibility and risks
Joint technical task force groups: Purpose: examine specific workstreams, clarify operational implications, assess feasibility and workload, and develop technical options for consideration by management and, where relevant, the Boards (e.g.: through a committee comprising Executive leadership and Member States). Time-bound joint technical task forces may be established for specified alternative-option workstreams. Each task force should have a clear mandate, duration, workplan and reporting line through existing management and, where relevant, Board processes. They would provide technical advice and implementation support only and would not constitute permanent shared-governance or decision-making mechanism Output: technical notes, option papers, implementation roadmaps, workload assessments, and draft proposals for management or Board consideration.	Impacts on operational results and delivery - May generate concrete operational value by clarifying workstreams, identifying practical synergies and documenting operational implications in areas such as GBV and gender equality. - Can support more evidence-based technical discussions by producing technical notes, options and implementation roadmaps for management and/or Board consideration (through a Committee). - Expected impact only if the task force has clear terms of reference, designated focal points and a defined route for its outputs to be considered. - The mechanism would not have decision-making authority and would feed into existing management and Board processes. Impacts on organisational efficiency: - Potential efficiency gains would depend on whether technical work prevents duplication or clarifies division of labour; they should not be assumed without a defined workplan and follow-up process. - Additional workload would include developing terms of reference, appointing focal points, convening technical meetings, preparing technical notes and option papers, and tracking implementation implications. - Workload could be moderate to significant if multiple workstreams are launched or if outputs require review by both Secretariats and subsequent consideration by both Boards.	Feasibility - Feasible if established as an informal technical coordination arrangement within existing management practices, with no formal joint governance role. - Minimum enabling conditions include clear terms of reference, defined scope and workstreams, designated focal points, a monitoring approach and a clear reporting line to management and, where relevant, to Board processes. - Need to articulate the governance arrangement with a committee comprising both Member States and Executive leadership representatives overseeing the work conducted by Joint technical task force groups comprising entities staff. Implementation risks ■ Risk of limited traction if outputs are not anchored in management decisions or Board follow-up. ■ Risk of being perceived as a step toward institutional integration if scope, mandate boundaries and reporting lines are not clearly stated. ■ Risk of duplication with existing coordination platforms if workstreams are not mapped against current mechanisms. ■ Additional workload would be required to prepare outputs, coordinate focal points, review options and monitor follow-up.

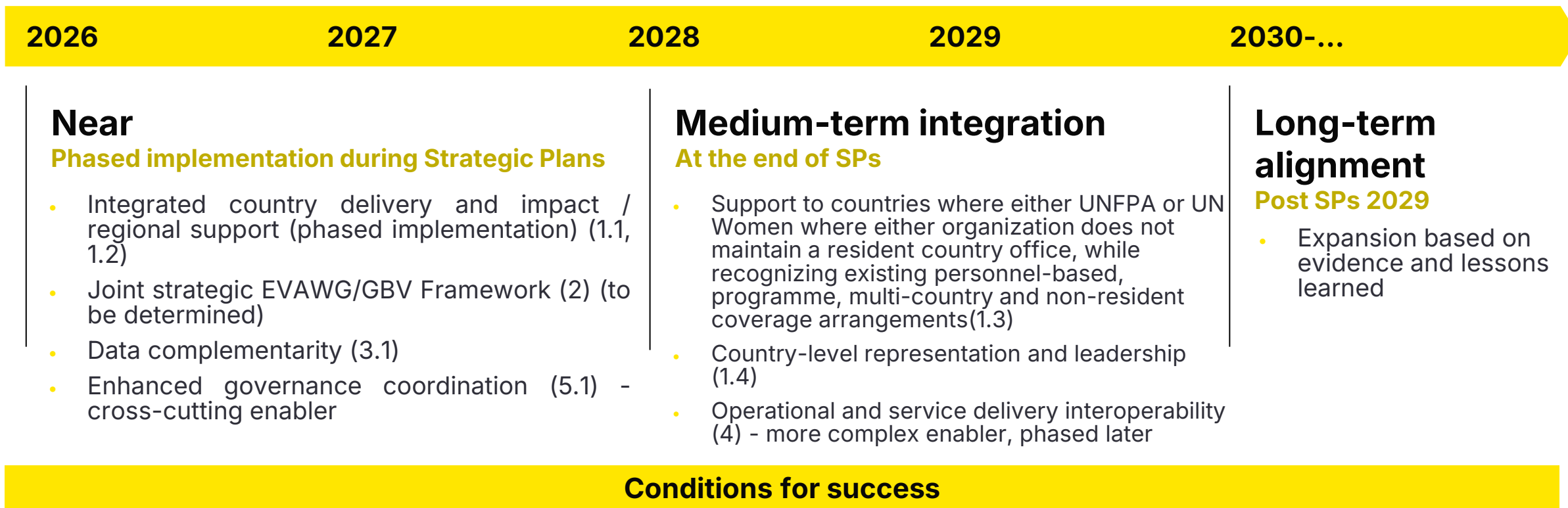
Implementation level

Implementation speed

Outline

1. Executive Summary
2. Assessment scope and methodological approach
3. Overview and refined rationale for each strategic areas
4. Detailed assessment of means of implementation by strategic areas
- 5. Potential sequencing**

Potential sequencing and conditions for success



Indicative monitoring framework

The below monitoring framework constitutes an indicative preliminary basis for work. A full monitoring, evaluation and learning framework, including theory of change, appropriate systems-level indicators, will need to be developed once a decision has been taken on the direction to pursue.

Strategic area	Means of implementation	Illustrative indicators	Illustrative baseline and target (by 2029)	Data source / lead
Integrated country-level delivery and impact	1.1. Targeted country-level collaboration, to be considered case by case in a phased approach	# countries with aligned outcomes on EVAWG/GBV and SDG5-data agreed in Strategic Notes/CPDs and consistent integration of SDG5 in common CCA/UNSDCF; # joint work plans with agreed EVAWG/GBV and SDG5-data KPIs; evidence of host-government leadership and alignment with national priorities	Baseline: validated existing aligned country work and joint work plans on EVAWG/GBV and SDG5-data. Target: expanded/strengthened country delivery aligned with national priorities and on specific areas of common interest	UNSDCF, Strategic Notes and CPD; UNCT (including both entities)
	1.2. Regional level support to country-delivery	# regions with co-located/integrated regional cells; # cross-country learning products and dissemination; evidence of demand from countries and alignment with national/regional priorities.	Baseline: validated existing regional support arrangements. Target: expanded/strengthened regional support where country demand and priorities are confirmed.	Regional office reports; Regional Directors;
	1.3. Support to countries where either UNFPA or UN Women where either organization does not maintain a resident country office, while recognizing existing personnel-based, programme, multi-country and non-resident coverage arrangements	# new legally established delegated/complementary arrangements beyond existing NRA/GEC coverage. # additional existing joint programmes	Baseline: existing 42 NRA + 5 GEC arrangements; existing joint programmes. Target: only additional legally established delegated/complementary arrangements measured beyond baseline or additional joint programmes.	NRA/GEC records; UNFPA/UN Women country/regional reporting; UNCT/RC reporting.
	1.4. Country-level representation and leadership	# phased implementation countries testing joint accountability models; % with documented lead/contributing roles; # countries where UN Women coordination/accountability role is explicitly reflected in UNCT/UNSDCF processes.	Baseline: validated existing representation/accountability arrangements. 2-3+ additional by 2028; reviewed before scaling	Phased implementation reviews; UNCT / RC
Joint Strategic EVAWG/GBV Framework	2.1. Joint Strategic Framework	Joint EVAWG/GBV framework endorsed by governing bodies; alignment with system-wide accountability framework confirmed	Timing subject to organizational agreement.	Board decisions; executive sponsors
	2.2. Joint programming and coordinated delivery	# existing/ new joint or complementary EVAWG/GBV programmes strengthened or expanded; joint work plans on EVAWG/GBV; # Number of jointly agreed coordination or programming arrangements demonstrating added value; reduction in parallel programmes	Baseline: validated existing EVAWG/GBV joint or complementary programmes. Target: expanded/strengthened quality-assured programmes beyond baseline by 2029.	Joint work plans; programme leads
	2.3. Aligned financing and resource mobilization for programmes	\$ jointly mobilized for EVAWG/GBV; # donors under coordinated/joint agreements;	3+ joint donor agreements by 2029	Resource-mobilization records; RM leads
	2.4. Shared accountability and country-level results	Common results framework with agreed indicators adopted; # joint reports to the Boards	Decision on whether a common or complementary results approach is appropriate, following agreement on scope, roles and accountability.	Strategic Plan and Board reporting; M&E leads
Enhanced SDG5 data, analytics, evaluation and foresight collaboration	3.1. Complementary data analytics, evaluation and gender/ gender-responsive foresight capacities and mechanisms	# joint/complementary country or regional data initiatives strengthened or expanded; scope of countries/regions covered; quality of outputs; # shared dashboards, evaluations or foresight products using agreed standards.	Baseline: validated existing joint/complementary data activities. Target: expanded/ strengthened quality-assured data products/programmes beyond baseline by 2029; UN80/UN2.0-aligned	Data and M&E systems; statistics and evaluation units
Strengthened operational and service delivery interoperability	4.1. Harmonize targeted business processes and shared operational services	# business processes harmonized; # common-premises/co-location sites; est. recurrent cost avoided	Phased implementation (2027); scale on evidence	Operations and finance records; Operations leads
	4.2. Specialized procurement continuity and vendor management	# mutual-recognition / shared-procurement arrangements; % spend via shared vendors; documented savings	2+ arrangements by 2029	Procurement systems; Procurement leads
	4.3. Joint talent management and workforce interoperability framework	Workforce-interoperability framework adopted; # staff mobility/exchange	Framework by 2028; phased implementation thereafter	HR systems; HR leads
	4.4. ICT interoperability and shared digital capabilities	# interoperable systems / shared dashboards deployed; adoption/usage rate	Phased implementation 2028; benefits post-2029	ICT systems; ICT leads
Enhanced governance coordination	5.1. Enhanced governance coordination	1 joint EBs formal session/ year, # informal Board sessions and Bureaux engagements per year; Joint Technical Task Force ToR adopted; Executive Session Leadership	1 joint formal sessions/year and 1+ Executive Session leadership from 2027	Board and Bureaux records; UNFPA and UN-Women EB focal points

Synthesis assessment of options individually and as a combined package

Overall assessment

What the synthesis finds

- Assessed individually, each of the 16 means of implementation offers incremental, that is feasible within existing institutional frameworks, while its transformative potential depends on actively managing key risks and dependencies.
- Assessed as a package, the strategic areas could be mutually reinforcing, compounding into greater coherence and efficiency and a stronger shared platform for SDG5 but combined implementation may also compound coordination, governance and financing risks. Package-level benefits and risks have not yet been tested.

Synthesis by dimension

1

Each option delivers incremental, mandate continuity:

- The means of implementation could, in principle, be pursued within existing institutional frameworks, but feasibility varies across alternative options and remains conditional on institutional agreement, resourcing, governance, accountability and country context
- Standalone efficiencies are often modest, and depend on disciplined design and follow-up.

2

As a combined package, the options are mutually reinforcing:

- Integrated country delivery, a joint EVAWG/GBV framework, data complementarity and operational interoperability compound into greater complementarity than any single option.
- The cumulative effect is contributing to less fragmentation and a stronger, shared platform for SDG5.

3

Clear connections across the four areas:

- Integrated country delivery (SA1), the joint EVAWG/GBV framework (SA2) and the shared data offer (SA3) overlap most and advance best in parallel.
- Governance coordination (SA5) is a cross-cutting enabler from the start, while operational interoperability (SA4) underpins delivery but is more complex and phased in later.

4

Sequencing should follow readiness:

- Begin with options that both organizations jointly determine are sufficiently defined and ready for the implementation phase. The EVAWG/GBV framework should first undergo a joint scope, governance, financing and accountability process before being categorized as implementation-ready.
- Phase in operational interoperability and joint engagement on selected areas as evidence and enabling conditions mature.

5

The package raises the operating-model and governance bar:

- Sustained delivery needs shared planning, common indicators and dedicated capacity across HQ, regional and country levels.
- Need to articulate the governance arrangement with a committee of MS and Executive leadership representatives.

6

Incremental gains differ from outcomes needing deeper integration:

- Most options are incremental and reversible within current frameworks.
- Joint leadership, full service consolidation and unified accountability would require deeper institutional integration and an explicit Board mandate.

Triangulation of evidence across assessment components

For each component assessed in this deliverable, evidence was triangulated across multiple sources, including the desk review and stakeholder consultations. The table below presents the key documents and interviews used to inform the assessment of each component.

Component	Component specific		Cross-cutting	
	Key documentation	Key interviews and consultations	Key documentation	Key interviews and consultations
Integrated country-level delivery and impact	- Organizational charts - Integrated Results and Resources Frameworks - Strategic Plans - Management and Administration Reviews - Sample of CPD, SN, UNSDCF - Operational Footprint	- Regional leadership representatives from UNFPA and UN Women - Sample of Resident Coordinators - Consultations of a sample of Country representatives	- Strategic Merger Assessment - Alternative Options Assessments - CSOs' Responses to the two reforms scenarios and minutes of CSO's consultations - EBs Consultations - Joint UNFPA UN Women Letter to the EBs (28 May 2026) - UN80 documents - Gender Equality Architecture Documents - MOPAN Assessments - Gender Review - Strategic Plans - Integrated Results and Resources Frameworks	- CSOs (working session/ consultations) - Legal Department
Joint Strategic EAWG/GBV Framework	Partnerships and Advocacy Documents	- Strategic Leadership (including Partnerships) - Programming Teams		
Enhanced SDG5 Data, analytics, evaluation and foresight collaboration	- Joint UNFPA-UN Women Data Proposal for alternative options. - Evaluation plans and knowledge management products	- Data and Analytics Teams - Independent Evaluation Office		
Strengthened operational and service delivery interoperability	- Procurement and supply chain documentation - Strategic and Workforce Planning Documents - Human Resources Policies and Governance Frameworks - IT consolidation proposals	Corporate Leadership (Procurement, supply chain, IT, HR)		
Governance and intergovernmental oversight	- Executive Boards' Rules and Procedures - UNGA Resolutions - Executive Board decisions and informal briefing notes	- Strategic Leadership, Governance and Partnership's interviews. - Regional Directors		