

OUTCOME XM-DAC-41146-CHN_D_1.1

People's lives in China are improved further as headway is made in ensuring access to childcare, education, healthcare services, elderly care, housing, and social assistance, and more people in China, including left-behind groups, benefit from equitable and public services and social protection systems as well as accelerated efforts to reduce gender inequality and other forms of social inequality throughout the life-course.

In 2022, some progress has been made in gender responsive governance through the collective efforts led by UN Women and its strategic partners, through joint advocacy, strengthened evidence base for policy making, provision of technical support for policy making and strengthened institutional mechanism for capacity development, and promotion of women's leadership and participation. This progress has contributed to China's UNSDCF Outcome 2 and the office's draft SN Outcome 2:

People's lives in China are improved further as headway is made in ensuring access to childcare, education, healthcare services, elderly care, housing, and social assistance, and more people in China, including left-behind groups, benefit from equitable public services and social protection systems as well as accelerated efforts to reduce gender inequality and other forms of social inequality throughout the life-course. With technical and financial support under UN Women's China Gender Fund (CGF) initiative, Dehong Municipality Communist Party (CPC) and Dehong County Government have jointly issued a red title Order for the 2021 election, emphasizing women's political participation and leadership and stipulating that the proportion of women in three important leadership positions of two village committees should reach 30 per cent. This is the first policy in Yunnan that has stipulate the proportion of women. This will ensure women especially minority women's political participation in rural area. The amended Law on the Protection of Women's Rights and Interests of People's Republic of China (the Law) was adopted in October 2022 and has come into effect on 1 January, 2023. The amended law further strengthens the legal and policy basis for Chinese women's rights to fully participate in political, social and economic activities. Leveraging the UNGTG mechanism, UN Women led the coordination for the development of common messages and feedback from all interested UN agencies and prepared a consolidated a report of UN system's review recommendation and inputs on the draft law, aligned to the international norms and standards. UN Women and UNICEF jointly organized closed on line meeting with the Legislative Affairs Commission (LAC) with participation of the ILO and UNFPA, and written feedback from the FAO IFAD, and WFP. The technical inputs received were well received and some recommendations were mostly incorporated into the finalization of the law amendment, including the need to pay special attention to vulnerable groups of women, including the elderly women and women living with disabilities, the roles and responsibilities of different government and social stakeholders' role in anti-trafficking of women, and accountability of government on women's rights violation cases, etc. In 2022, with the support provided from UN Women's CGF grant-making support, a dedicated UN Women Gender Equality and Women's Empowerment and CEDAW Training Center (GEWE and CEDAW) has been established in Zhejiang Women Carders School, China. The training center aims to strengthen national partners capacity especially CSOs and individuals' capacity on application of CEDAW normative framework in policy making and programming, with a specific focus on supporting the CSO on CEDAW based policy advocacy through periodic training organized by the training center. By using the UN Women developed standard curriculum on gender equality and CEDAW, a Training of Trainers (TOT) was conducted for 31 trainers in the first round. The trainers will serve as resource persons to roll out subsequent trainings for interested

organizations and persons. A new research study Enhancing ‘Her’ Power: A Survey of Women’s Career Development in the Artificial Intelligence Industry and Countermeasures has been finalized by Jiangsu AI Association with grant making support from UN Women’s China Gender Funds initiative. The research provides important insights to the gender gaps in policy and programming in the field of AI, and recommendations for strengthening gender responsive governance of the AI sector. Based on the study, UN women has partnered with the Institute for Interdisciplinary Information Core Technology (the same team of Tsinghua) to develop a policy brief on the issue and will organize a policy dialogue on how to mainstream gender equality in AI sector in China in 2023.

OUTCOME XM-DAC-41146-CHN_D_2.1

(Link to SN Output 1.3) Relative poverty and multi-dimensional poverty are reduced, and more coordinated development leads to reduction in gaps between rural and urban areas and among regions, as more people in China, including left-behind groups, benefit from sustainable, innovation-driven and shared high-quality economic development, with enhanced access to economic opportunities arising through innovation, entrepreneurship and rural revitalization, enjoying decent work, sustainable livelihoods, and the right to develop equally for both women and men.

In 2022, UN Women China has made significant progress towards the intended outcome results. More people in China, including left-behind groups, benefit from sustainable, innovation-driven and shared high-quality economic development, with enhanced access to economic opportunities arising through innovation, entrepreneurship, and rural revitalization, enjoying decent work, sustainable livelihoods, and the right to develop equally for both women and men. UN Women has continuously promoted gender equal employment, by supporting private sector companies to promote gender responsive policies and practices based on women’s empowerment principles (WEPs), mainly through WeEmpowerAsia, a programme supported by and partnered with EU, and ‘A place called home-Wecare’, a project funded by and in partnership with IKEA China. As of December 2022, 352 companies from the Chinese mainland have committed to promoting women’s decent work by signing the WEPs. Among them, 30 have integrated gender into their corporate policies and practices under UN Women’s support on implement gender responsive policies and practices in line with Women’s Empowerment Principles (WEPs). This benefits over 100,000 employees, including at least 50,000 women. Strategic partnership is developed between UN Women and ILO, China Enterprise Confederation, ICT and Textile industry associations. UN Women has made good efforts to benefit women owned SMEs, through capacity development, especially on digital literacy and enhancing their access to finance and market, through ‘Supporting Women to recover from socio-economic impacts of COVID-19’ a programme working with All-China Women’s Federation (ACWF) and WeEmpowerAsia. Over 550 women-owned SMEs and 6,000 women employees in Wuhan and Tianjin (among the COVID hardest-hit regions in China) directly benefitted from all-round model recovery support schemes including capacity development, training, dedicated business support and cash grants in 2022. A total of 53 women-owned SMEs increased their income by 70,000 CNY on average. The trainings on gender equality, WEPs, as well as on how to enhance SMEs’ access to market, have been provided to 1052 women entrepreneurs from SMEs. In 2022, UN Women and the Ant Foundation launched the Together Digital five-year partnership, with the purpose to support over 30,000 women to establish, maintain and expand their businesses in the digital era. UN Women continues to support rural women economically with enhancing their climate resilience through programme. Partnering with IFAD, Hunan Department of Agriculture and Rural Affairs, and Hunan Women’s Federation, we are working to improve the well-being of over 320,000 rural population. A comprehensive gender-disaggregated survey of 1,500 households showed that women’s unpaid care burden, less access to information and services, and lack of opportunities to move up along value chain, hindered their economic empowerment. Informed by these findings, gender-responsive interventions are being implemented, including climate-smart irrigation to sustain agriculture and public services to

prevent natural disasters. A total of 26,824 rural women are benefited from infrastructure construction and public services. In addition, the office is able to secure new programme in Qinghai focusing on advancing rural women's access to clean energy and strengthening their actions in green rural governance with support from ClimateWorks Foundation. This will help strengthen the implementation of commitments made in Action Coalition on Feminist Action for Climate Justice by engaging with women led CSOs and cooperatives in the context of China's rural revitalization and green transition. UN Women China convenes partners for collective climate actions through policy dialogues and public advocacies. Aligning with CSW 66 theme 'Gender Equality Today for a Sustainable Tomorrow', UN Women and Center for China and Globalization, a leading global think tank, hosted a high-level policy dialogue on 'Biodiversity and Climate Change from a Gender Perspective' on 8 Mar 2022. The dialogue brought over 60 representatives including 3 Chinese ministries, 3 ambassadors, and 4 UN agencies, reaching over 320,000 participants via livestreaming. The dialogue fostered a strategic partnership between UN Women and Chinese Academy of Environmental Planning (CAEP) of Ministry of Ecology and Environment, for joint research to look at China's climate and environmental policies through gender lens. The initial findings were shared on the Gender-just Green Transitions workshop, co-organized by UN Women, UNDP and GIZ on 15 November 2022. Prof. Ge Chazhong, Chief Scientist of CAEP shared current gender gaps and suggested 'incorporating gender perspectives into the ecological, environmental protection and climate change laws and policies'. UN Women leveraged interagency mandate to substantively engage the UN system, specifically UNDP, IFAD, UNFPA and UNEP, for joint advocacy on the importance of gender just climate governance, action, and mitigation. Besides, a UN system wide International Women's Day campaign on the theme of 'With Her A Greener Future' was organized, attracting 24 million views and discussions on social media. UN Women, together with RCO, UNDP, UNICEF, WFP, FAO, IFAD, ESCAP, WHO, UNV, UNHCR, UNFPA, UNIDO, ILO, and World Bank made joint video for public advocacy, with concrete recommendations for fully reflection of women's roles and rights in climate policies, programmes and investments. And three CSOs brought voices from the field through video too, revealing women's great contribution and pressing needs for supports in biodiversity conservation and climate response.

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“incorporating gender perspectives into the ecological, environmental protection and climate change laws and policies”; UN Women leveraged interagency mandate to substantively engage the UN system, specifically UNDP, IFAD, UNFPA and UNEP, for joint advocacy on the importance of gender just climate governance, action, and mitigation. Besides, a UN system wide International Women's Day campaign on the theme of 'With Her A Greener Future' was organized, attracting 24 million views and discussions on social media. UN Women, together with RCO, UNDP, UNICEF, WFP, FAO, IFAD, ESCAP, WHO, UNV, UNHCR, UNFPA, UNIDO, ILO, and World Bank made joint video for public advocacy, with concrete recommendations for fully reflection of women's roles and rights in climate policies, programmes and investments. And three CSOs brought voices from the field through video too, revealing women's great contribution and pressing needs for supports in biodiversity conservation and climate response.

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In 2022, through the implementation of programme “Domestic Violence Prevention and Response in Post CoVID-19 China”; UN Women China Office contributed to the outcome and made significant progress in strengthening of ensuring essential services to women and girls subject to/at risk of gender-based violence (GBV) and increasing public awareness and understanding on healthy social norm towards ending violence against women (EVAW). UN Women China Office achieved results in localization and implementation of Essential Services Package for Women and Girls Subject to Violence (ESP) in strengthening of both social and judicial services to women and girls experiencing GBV. A Domestic Violence (DV) Social Service Training Manual adapted from the ESP has been developed by Beijing Dongcheng Yuanzhong Family and Community Development Service Center (Yuanzhong) with technical and financial support from UN Women. By applying the manual and the guideline in capacity development, 37 civil society organizations, including 10 women's rights organizations, from diverse background (including women living with HIV, women living with disability, LGBTIQ+ and migrant women), have strengthened capacities on GBV case management, outreach and referral services to survivors, and increased awareness on community level prevention of GBV based on feedbacks of the pre- and post-assessment. 376 women and girls subject to/at risk of GBV have benefited from the services provided by these organizations. This also includes community level interventions for women living with HIV being delivered in partnership with National Women's Network Against Aids in China and Aizijia. In the strengthening of judicial service provided to DV survivors, ten guiding cases for domestic violence court trial are under development by the China Institute of Applied Jurisprudence (CIAJ), an affiliated entity of the Supreme People's Court of the People's Republic of China. The guiding cases are real trial cases which have been analyzed against a set of indicators developed by UN Women to assess legislation, protection measures, and access to justice for survivors of domestic violence in China. The CIAJ will use the guiding cases to identify gaps in current domestic violence case trial practice and use as a reference point to be used by local courts and judges for future DV case trials, with the aim of strengthening people-centered approach to justice and court decision for domestic violence cases. UN Women China provided financial support and developed the indicators with support from UN Women Regional Office for Asia and the Pacific. Three social norms change campaigns on EVAW have been organized by UN Women China, receiving a total of 120 million views, and generating 11.9 thousand positive comments on various social media platforms. A wide range of stakeholders from bilateral, private sector, women's rights organizations and CSOs, UN agencies, media platforms and key opinion leaders (KOLs) have been mobilized by UN Women China to provide technical and pro bono support. These three campaigns are tailored-made to engaged young people, men and boys and the

broader public to become action takers on ending violence against women and girls as following: A campaign titled ‘Be the supporter, start by supporting your children who experience Gender-Based violence’ was organized on the 2022 Father’s Day (19 June 2022) to advocate male’s role in prevention of violence and supporting survivors. The link to video: <https://video.weibo.com/show?fid=1034:4782026151362627>. The campaign also includes an online round table live-streaming inviting three male key opinion leaders who have in-total 5 million subscribers to discuss how to set-up male role model in respectful relation. A campaign titled ‘Acknowledge the unsafe experience by women and respect other’s boundaries’ was launched on the International Youth Day (12 August 2022) and called for young people to become champions in respectful relationship and stop violence. The link to the video: <https://video.weibo.com/show?fid=1034:4801723722825748>. The campaign also includes an online round table live-streaming inviting four young key opinion leaders who have in-total 1.2 million subscribers to discuss how to advocate their peers towards zero tolerance on violence against women and girls. A campaign titled ‘Be the light in the dark’ was launched on the 16-day campaign of activism on EVAW (25 November 2022). An immersive exhibition calls for public support on frontline service organization and WRO was launched by UN Women, engaging over fifteen young gender equality advocates, representative from WRO, bilateral, UN Agencies and six leading female artists in China and an international artwork from GBV survivors. The link to the exhibition: https://mp.weixin.qq.com/s/cn0mhSgn4m9hK_SpDfKsvw. Based on the above progress, the original strategy and Theory of Change for this outcome is still applicable. There was delay in the capacity development to the local women’s federation staff on coordination of essential services to women and girls experiencing GBV due to CoVID-19 control measures as well as the outbreak in end of 2022. UN Women China Office will need to catch up the progress in 2023. With the further national roll-out of the Domestic Violence Social Service Training Manual and capacity development to local women’s federation staff on coordination of essential services to women and girls experiencing GBV, there will be more women and girls reached by the trained staff and benefiting from receiving quality, coordinated, and survivor-based essential services.

OUTCOME XM-DAC-41146-CHN_D_5.1

China’s international financing, investments and business engagements, including through connectivity initiatives, programmes and projects, contribute to SDG attainment in partner countries

In 2022, some progress has been made by China CO under this outcome area, including the development of a draft of a joint scoping report ‘Chinese Firms’ Overseas Operations: The Responsible Business Conduct Regulatory Framework Scoping Report’ and a training manual ‘Handbook of Responsible Business Conduct, Promoting Responsible Business Conduct of Chinese Overseas Investment for the Contributions to the SDGs’ has been developed jointly by UN Women, UNDP, UNICEF and the ILO, focusing on promoting responsive business conduct of Chinese companies practices, including in their investment and operation overseas. When finalised, the knowledge products will be used to support advocacy and capacity development initiatives for partners, which will ultimately contribute to SDG attainment of China’s international development financing, investments and business engagement in partner countries. At least 12 UN agencies in China and over 900 company representatives have been trained on gender responsive procurement, particularly on the support services for women owned SMEs, by UN Women in partnership with UNDP in support for an implementation of UNDP programme ‘Knowledge Sharing and Capacity Building Programme on Sustainable Procurement of UN/International Organisations’. UN Women provided technical support for training the partners on gender responsive procurement practices. A landscape analysis of gender financing status in China has been initiated by UN Women China CO to identify opportunities as well as potential challenges, for the CO to work in this area more strategically. Outcome of the analysis will draw a roadmap for China CO to identify its strategy, including partners, to promote gender responsive financing in China. Through UN system’s

collective efforts and under the leadership of the RC, UN Women contributed to the collective efforts of advocating for SDG principles to be included in follow-up initiatives of the 2021 FOCAC (Forum on China Africa Cooperation) Outcomes. On 18 January 2022, the ‘Symposium Following the 8 th FOCAC Ministerial Conference’ was held in Beijing, and was co-hosted by the African Ambassadors Group in China, the African Department of Ministry of Foreign Affairs, the West Asia and Africa Department of Ministry of Commerce, and the UN in China. The event was attended by a wide range of partners including Chinese and African government, experts, international organisations and private sector. UN Women China CO provided thought leadership at the Symposium and advocated for women’s rights to be put at the centre of China–Africa collaboration.

OUTCOME XM-DAC-41146-CHN_O_1

Enhanced coordination, coherence, and accountability of the UN system for commitments to gender equality and women’s empowerment

In 2022, adequate guidance, tools, and platforms were established or strengthened for enhancing the coordination, coherence, and accountability of the UN system in China, which includes: 1) Well-functioning Gender Theme Group (GTG) co-chaired by UN Women and UNFPA, with clear Terms of Reference (ToR), an elaborated joint workplan and members from 21 UN agencies, has built synergies across the UN system to advance gender equality and contributed to over 10 joint actions for programme support, advocacy, policy dialogue and advice. From September 2022 to January 2023, the GTG has participated in the piloting of GTG Standards and Procedures (S&P) in Asia-Pacific as one of the four piloting UNCTs in the region. Coordinated by UN Women, senior GTG members shared China GTG’s good practice, and provided inputs and feedback for the roll-out. 2) Established working mechanism of an Inter Agency Team (IAT) coordinated by UN Women completed the 2022 annual assessment of Gender Equality Scorecard. 7 performance indicators were reassessed, previous action points were reported back and the action plan was updated to strengthen the system-wide accountability for the UN Country Team (UNCT) towards gender equality and women’s empowerment. As follow-up activities for the previous gender scorecard action points, led by the OMT, with technical support from UN Women, an organizational culture survey for all UN in China personnel was conducted and gender parity data was collected in 2022, demonstrating positive trends towards GEWE within the UN system in China. 3) Localized Gender Equality Marker (GEM) guideline was developed by UN Women with inputs from the RCO to facilitate the process of GEM application in the Joint Work Plan planning, implementation, monitoring and reporting, which contributes to mainstream gender in the UNSDCF. Three technical briefing sessions were carried out to the Results Groups and Programme and Monitoring and Evaluation Group as a part of the preparation for the 2023-2024 UNCT Joint Work Plan. The capacity of key focal points, including GTG, Results Groups, Programme Monitoring and Evaluation Group members, and Thematic Groups, was strengthened through an internal gender training for UN personnel in China, regular group meetings for work discussion and knowledge sharing, as well as technical brief sessions of Gender Scorecard and GEM. As a result, colleagues from all groups have increased knowledge to enhance gender equality and women’s empowerment within and across joint programmes and systematic coordination structures. Furthermore, UN Women and UNFPA, as co-chairs of Prevention of Sexual Exploitation and Abuse (PSEA) network of UN in China, successfully led the development and implementation of 2022 UN China PSEA Action Plan. In 2022, PSEA network conducted mapping exercise to identify achievements and gaps in PSEA of UN agencies in China, held UN personnel training to ensure in-depth understanding of PSEA, and held the first implementing partners training in China, which strengthened the collaboration on PSEA between UN and partners in China. As a result, all the participants from across the UN system and 162 participants from 87 implementing partners were informed of PSEA issues, their rights and obligations towards PSEA, and available measures and remedies against prohibited conduct, towards creating a more harmonious work environment conducive to all staff irrespective of gender and other factors of social diversity. (Linked to DRF SN Output 1.1)

Increased engagement of partners in support of UN-Women's mandate

In 2022, all teams within UN Women China CO has actively engaged wide range of partners in support of UN Women's mandate and operations in China. Government partners have been engaged in advocacy events and programs in topics include major legislation amendment, women's economic empowerment, climate change, EVAW, and peacekeeping. Private sector partners were reached and mobilized to provide financial and/or technical support to UN Women's operation in China, or to improve their own internal governance and external practices for them to be more gender responsive, to contribute to GEWE. Consultations were carried out with CSOs partners, especially women-led organizations, to understand challenges they face as well as their needs, and leveraged private sector partner to provide capacity development for CSOs. UN Women also provided opportunities for women-led organization, especially the ones work with vulnerable women, for them to better showcase their work to wider audience. Consider media's important role and their impact on the general public, UN Women held workshop with 30 journalists, editors, key opinion leaders and PR agency staff and discussed what media could do to stop gender bias and discrimination and to advance gender equality in reporting. As of 2022, UN Women has also introduced a professional media monitoring system to track mentions of our work in Chinese media. Our team uses new data and insights for analysis of the media landscape as well as reporting and evaluation. In March, 17 UN partners, Goodwill Ambassadors and influencers were mobilized to support our communications efforts during our signature IWD (International Women's Day) campaign.

High quality of programmes through knowledge, innovation, results-based management, and evaluation.

2022 is the first year of China CO to operate as a full-fledged country office since Delegation of Authority was granted in Oct 2021. We carried out capacity development for staff covering internal controls, results-based management (RBM), monitoring and evaluation (M&E), project management and operations management etc., and ensured a smooth transition and full adherence to business operations standards. Nine project managers and young professionals participated M&E training in March and RBM & project management in Sep, staff capacity to develop and implement comprehensive M&E work, application of RBM approach in project management are further strengthened. In 2022, the office submitted six quality donor reports timely in line with corporate guidance on donor reporting and submission, incl. UN Women DV Prevention and Response in Post CoVID-19 China Programme; WeCare-Mobilizing companies to address unpaid care work and violence against women in the workplace; project under China Gender Fund; and project in supporting Women to recover from Socio-Economic Impacts of COVID-19 in China. For reporting monitoring, in addition to the compulsory of semi-annual reporting for Q2 and Q4, China office also did Q1 reporting for additional oversight on the workplan implementation. The quality reporting was timely submitted in Result Management System (RMS). In line with 2022 corporate evaluation guidance, the thematic evaluation of Women's Economic Empowerment portfolio in China was conducted based on UN Women's WEE strategy (2021-2025) and focused on two WEE projects e.g. WeCare project and Supporting Women to recover from socio-economic Impacts of COVID-19. The evaluation draws mainly on analysis of information collected on these two projects, while linking it to the broader WEE thematic area in order to provide a holistic and strategic recommendations to decision making, learning and accountability for the WEE portfolio of UN Women China country office. The evaluation report is under quality review by Regional Office, and the office aims to produce quality evaluation report with quality assurance support from both regional level and country office level.

Improved management of financial and human resources in pursuit of results

2022 is the first year of China CO to operate as a full-fledged country office since Delegation of Authority was granted in Oct 2021. The office established internal control measures and standardized operating procedures (SOP) for each business stream, ensured smooth transition and full adherence to UN Women's standards for business operations. Among the SOPs developed for each business stream, the office also established the first ever China office local project appraisal committee (LPAC) for Pro Docu review and approval and partner agreement selection approval within Delegation of Authority (DoA) threshold. In 2022, UN Women China office maintained effective management on its financial resources and other resources with accountability, efficiency and transparency. The office developed effective monitoring tool to closely monitor financial resources planning, allocation, budgeting, commitment and expenditure. The office effectively implemented total planned budget of \$3.5 million for the year of 2022 from regular resources and other resources, with total delivery rate at 91% and budget utilization rate at 100%. The office exercised rigid and standardized review and verification for all financial transactions to ensure fully abide by corporate financial rules and regulations. Moreover, the office strictly followed the requirements on monthly checklist to verify the indicators for all categories on financial management and project management are achieved. With quality assurance in place, the office has achieved targets for key performance indicators in 2022. Besides, the office has one Responsible Partner (RP) was included in UN Women's partner audit plan. The final audit opinion is unqualified opinion without any findings. Moreover, the office doesn't have outstanding internal audit recommendations. To further strengthen cash transfer management to the RPs to ensure the entrusted fund from UN Women China office is properly utilized, the office organized two tailored clinical training to the existing two RPs in Aug on Fund Authorization and Certification of Expenditure (FACE) submission and UN Women's requirements on mandatory documentation review. The training built mutual understanding between the RPs and UN Women, and strengthened capacity of the RPs in FACE preparation and supporting documentation submission, and therefore increased efficiency and effectiveness of cash management to the RPs. The office ensured services and supplies available for smooth operations. Besides, the office implemented accessibility improvement plan based on accessibility assessment report which was led by UN Disability Theme Group (UNDTG), and UN Women China office was selected as best practice and shared experiences in UN Operations Management Team (UNOMT). China office has set up a solid business continuity plan (BCP) and contingency plan for remote working set-up when required, and exercises maximum flexibility for all staff to be accountable to their work whilst managing personal lives in the current challenging environment. In line with the duty of care, the office has invested in team building activities, daily stretch for all staff as part of promoting exercise/wellbeing and encouraging all staff to participate in the regional office led mental health wellbeing programmes. The office has 100% compliance rate in Business Continuity and Crisis Management (BCCMA). We are also fully compliant with the requirements under Security Risk Management (SRM) China. The office has warden system and emergency telephone tree in place and regularly updated. Moreover, to improve the staff skill in emergency situation, the office organized First Aid Training in Aug 2022. With UN Women China office transited from project office to a full-fledged country office, the office reclassified one core position contractual modality and upgraded one core position in line with the organization's corporate staffing structure and ensured the office has adequate core staff to perform the critical functions. In 2022 the office timely recruited three new service contract staff members, fifteen consultants, four new UNVs, four interns and processed contract amendments for existing contract holders to ensure full human resource capacity in place to deliver UN Women mandates. The average time in recruiting different categories of contract types have been greatly shortened, i.e. FTA 3.2 months, SC 1.7 months, UNV and Interns 1.5 months. The office established Staff Learning and Team Building Committee to maintain an inclusive, empowering and engaging working environment, which consists of a variety of team members incl. operations staff, HR, young consultant and intern, and project managers etc. The committee conducted needs assessment survey in the beginning of the year to promote participatory decision-making process and to better understand staff learning needs. Based on the survey results and in line with the planned activities in 2022

work plan, the office organized a broad range of team building activities and training sessions, which further enhanced solidarity and inspired a sense of joyfulness in working together and strengthened staff capacity in increasing efficiency and effectiveness. Besides, experiences shared in brown bag sessions also strengthened bonds among teams and the three informal meetings planned in a year between supervisors and team members further built trust among the teams to better support each other to achieve results.