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Proposed programme budget for 2023

Programme planning

Proposed programme budget for 2023

Part IV

International cooperation for development

Section 17

UN-Women

Programme 14

Gender equality and the empowerment of women

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* [A/77/50](#).

** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



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Foreword

The year 2023 presents an opportunity for the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to accelerate the implementation of its strategic plan 2022–2025, with a focus on integrated and well-coordinated approaches to address the root causes of gender inequality and effect broader systems change.

Through its mandate of normative, coordination and programmatic support, UN-Women will work closely with Member States and partners across and outside of the United Nations system to drive the acceleration of the Beijing Declaration and Platform for Action and the achievement of the 2030 Agenda for Sustainable Development and Sustainable Development Goal 5 in particular. UN-Women will continue to serve as a global knowledge centre on gender equality and the empowerment of women, providing thought leadership, advocacy and capacity-building on key issues, with a focus on significantly enhancing cooperation and accountability across the United Nations system. The Entity will prioritize the creation of opportunities for young people to engage equally and meaningfully in decision-making spaces and continue the focus on leaving no one behind, including by addressing multiple and intersecting forms of discrimination.

The proposed programme plan is formulated to maximize the achievement of the agreed objectives and the fulfilment of the mandate of UN-Women. It sets out examples of progress, including steps to ensure that in 2023, UN-Women will continue to achieve measurable results, fill critical knowledge gaps and build long-term resilience among the women and girls of the world.

(Signed) Sima **Bahous**
Under-Secretary-General/Executive Director, UN-Women

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 17.1 The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) is responsible for supporting the achievement of gender equality and the empowerment of all women and girls as actors and beneficiaries of sustainable development, human rights, humanitarian action and peace and security. The mandate derives from the priorities established in relevant General Assembly, Economic and Social Council and Security Council resolutions, including General Assembly resolutions [64/289](#), in which the Assembly established UN-Women as a composite entity that functions as a secretariat, carries out operational activities at the country and regional levels and leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and the empowerment of women; [70/1](#) on the 2030 Agenda for Sustainable Development, pursuant to which UN-Women supports the gender-responsive implementation of the 2030 Agenda; [72/279](#) on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; and [75/233](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in which the Assembly called on the United Nations development system to enhance and accelerate gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of UN-Women.
- 17.2 The mandate of UN-Women endows it with a unique role and capacity to: (a) support the strengthening and development of global norms and standards, including with country-level experiences; (b) promote more effective coordination, coherence and gender mainstreaming across the United Nations system in support of commitments for gender equality and the empowerment of women; and (c) support Member States, upon request, to translate global norms and standards into legislation, policies and development plans as part of its operational activities. UN-Women also has a critical role in supporting the mobilization of civil society, the private sector and other relevant stakeholders, at all levels, in support of the implementation of the Beijing Declaration and Platform for Action and the gender-responsive implementation of the 2030 Agenda.

Strategy and external factors for 2023

- 17.3 The UN-Women strategic plan 2022–2025 guides the Entity's activities and its strategic direction, objectives and approaches to support the efforts of Member States to accelerate the realization of gender equality and the empowerment of all women and girls, as well as the enjoyment of all human rights by women and girls (General Assembly resolution [76/142](#)).
- 17.4 The strategic plan is based on an extensive consultative process and draws from analysis of progress and persistent challenges, including recommendations from the 25-year review and appraisal of the Beijing Declaration and Platform for Action, as well as lessons learned from the Entity's first decade.
- 17.5 In the next four years, UN-Women will continue its work on its established thematic impact areas: (a) governance and participation in public life; (b) women's economic empowerment; (c) ending violence against women and girls; and (d) women and peace and security, humanitarian action and disaster risk reduction. UN-Women will focus on integrated approaches to address the root causes of gender inequality and effect broader systems change by advancing seven systemic outcomes across the four thematic impact areas, given the interconnected nature of global challenges: (a) the strengthening of global normative frameworks and gender-responsive laws, policies and institutions; (b) financing for gender equality; (c) positive social norms, including by engaging men and boys; (d) equitable by women to services, goods and resources; (e) women's voices, leadership and agency;

- (f) the production, analysis and use of gender statistics, sex-disaggregated data, and knowledge; and
(g) United Nations system coordination for gender equality and the empowerment of women.
- 17.6 UN-Women will continue to implement its programme by leveraging its normative support function, United Nations system coordination and operational activities, as mandated by its founding resolution, in an integrated and mutually reinforcing manner for transformative results.
- 17.7 UN-Women will continue to act as a knowledge hub to support gender mainstreaming and provide research and data analysis to inform policies, strategies and other interventions, and substantive and technical support and expertise to Member States upon request. It will continue to facilitate the mainstreaming of a gender perspective into intergovernmental norms and standards. It will also provide support to Member States, upon request, in implementing commitments to gender equality and the empowerment of women and girls through operational activities. UN-Women will continue to work in partnership with a range of actors and support civil society, the private sector and other relevant stakeholders, at the request of Member States, when applicable, for accelerated action for gender equality and the empowerment of women and girls.
- 17.8 UN-Women will continue to engage closely as a key partner in a repositioned United Nations development system, as it is a strong priority of the Under-Secretary-General/Executive Director to enhance the engagement of the Entity in that area. Thus, UN-Women will take full advantage of the repositioned United Nations development system opportunities for integrated, cost-effective support to partners. Furthermore, the Entity has placed and will continue to place business transformation at the heart of its new organizational effectiveness and efficiency framework, creating a stronger culture of accountability and strengthening organizational performance management through a cascading internal management system to ensure that the organizational effectiveness and efficiency is a comprehensive management and leadership process to drive the implementation of the strategic plan.
- 17.9 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the coronavirus disease (COVID-19) pandemic. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.
- 17.10 With regard to inter-agency coordination and liaison, UN-Women will continue to comprehensively leverage its coordination mandate for gender equality and the empowerment of women. UN-Women will continue to enhance support for gender mainstreaming, including through inter-agency mechanisms, and the implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations country team System-wide Action Plan gender equality scorecard. With a view to working better together, UN-Women will continue to build strategic partnerships with United Nations entities, including through inter-agency mechanisms, to deliver results for women and girls in a coordinated and coherent way. Further, the Entity will collaborate with other United Nations entities, including through the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, providing a gender perspective on methodology development, monitoring and follow-up, as well as capacity development. UN-Women will also collaborate specifically with departments and offices of the Secretariat, including on issues related to women and peace and security, sexual violence in conflict, gender mainstreaming in peacekeeping operations and gender parity (*ibid.*).
- 17.11 Where it has a country presence, UN-Women will support the integration of a gender perspective in United Nations country team programming processes, including the United Nations Sustainable Development Cooperation Framework roll-out process, joint initiatives, collective advocacy and coordination to ensure a coherent system-wide approach in operational activities. UN-Women will

continue to chair or co-chair the gender theme groups¹ of United Nations country teams and provide technical leadership for the implementation of the United Nations country team System-wide Action Plan gender equality scorecard and the United Nations country team gender equality marker.

- 17.12 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
- (a) The continued availability of voluntary contributions, which account for approximately 98 per cent of UN-Women resources;
 - (b) The commitment of Member States to advance gender equality and the empowerment of all women and girls, including by achieving consensus on that issue in relevant intergovernmental meetings;
 - (c) The commitment of Member States to adopt and implement laws, policies and strategies and create and maintain an enabling environment for civil society and women's organizations in their work for the promotion of gender equality and the empowerment of women and girls.
- 17.13 In line with the United Nations Disability Inclusion Strategy and the UN-Women global strategy on disability inclusion, the Entity will continue to accelerate the effective mainstreaming of disability inclusion in its institutional processes and programming, including mitigating measures to overcome any operational challenges. At the corporate level, UN-Women will continue to chair the United Nations Inter-agency Group on Gender Equality and Disability Inclusion. Where it has a country presence, UN-Women will support gender-responsive disability inclusion and an intersectional approach in United Nations country team programming processes, including the United Nations Sustainable Development Cooperation Framework roll-out process, joint initiatives, collective advocacy and coordination to ensure a coherent system-wide approach in operational activities. Together with the Disability Team of the Executive Office of the Secretary-General, the Entity will develop a disability marker system to promote both the accountability and sustainability of disability inclusion work.

Programme performance in 2021

Impact of the pandemic

- 17.14 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular, the scaling down of the session of the Commission on the Status of Women for the second year in a row, with no participation from capital-based delegates or civil society in a session that typically includes the participation of more than 140 ministers, their delegations and other national delegations. To mitigate that impact, UN-Women continued to use alternative forms of gatherings and consultations, using virtual meeting platforms. In addition, it continued to support Member States and other stakeholders in their COVID-19 responses through advice, outreach, advocacy and other knowledge products or services, within the overall scope of the objectives.

Legislative mandates

- 17.15 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

| | | | |
|--------|--|------------------|---|
| 34/180 | Convention on the Elimination of All Forms of Discrimination against Women | 54/4 | Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women |
| 50/42 | Fourth World Conference on Women | | |
| 50/203 | Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action | 54/134 S-23/2 | International Day for the Elimination of Violence against Women Political declaration |

¹ See <https://unsdg.un.org/resources/gender-theme-groups-standards-and-procedures>.

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| S-23/3 | Further actions and initiatives to implement the Beijing Declaration and Platform for Action | 74/128 | Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly |
| 62/136 | Improvement of the situation of women in rural areas | | |
| 64/289 | System-wide coherence | 74/235 | Women in development |
| 66/130 | Women and political participation | 75/158 | Trafficking in women and girls |
| 69/313 | Addis Ababa Action Agenda of the Third International Conference on Financing for Development | 75/160 | Intensifying global efforts for the elimination of female genital mutilation |
| 70/1 | Transforming our world: the 2030 Agenda for Sustainable Development | 75/161 | Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment |
| 71/243 ; 75/233 | Quadrennial comprehensive policy review of operational activities for development of the United Nations system | 76/140 | Improvement of the situation of women and girls in rural areas |
| 72/279 | Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system | 76/141 | Violence against women migrant workers |

Economic and Social Council resolutions and decisions

| | | | |
|----------|---|--|---|
| 76 (V) | Communications concerning the status of women | 2005/232 | Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women |
| 304 (XI) | Report of the Commission on the Status of Women (fourth session) | | |
| 1992/19 | Communications on the status of women | 2009/16 | Working Group on Communications on the Status of Women of the Commission on the Status of Women |
| 1996/6 | Follow-up to the Fourth World Conference on Women | | |
| 1996/31 | Consultative relationship between the United Nations and non-governmental organizations | 2015/6 | Future organization and methods of work of the Commission on the Status of Women |
| 1999/257 | Enabling the Commission on the Status of Women to continue to carry out its mandate | 2019/2 ; 2020/9 ; 2021/7 | Mainstreaming a gender perspective into all policies and programmes in the United Nations system |
| | | 2020/15 | Multi-year programme of work of the Commission on the Status of Women |

Security Council resolutions

[1325 \(2000\)](#),
[1820 \(2008\)](#),
[1888 \(2009\)](#),
[1889 \(2009\)](#),
[1960 \(2010\)](#),
[2106 \(2013\)](#),
[2122 \(2013\)](#),
[2242 \(2015\)](#),
[2467 \(2019\)](#),
[2493 \(2019\)](#)

Agreed conclusions of the Commission on the Status of Women

| | | | |
|------|--|------|------------------------------------|
| 1996 | Implementation of strategic objectives and action in the critical area of concern: poverty | 1997 | Women and the environment |
| | | 1997 | Women in power and decision-making |
| 1996 | Women and the media | 1997 | Women and the economy |
| 1996 | Child and dependent care, including sharing of work and family responsibilities | 1997 | Education and training of women |
| | | 1998 | Violence against women |

Part IV International cooperation for development

| | | | |
|------|---|------|---|
| 1998 | Women and armed conflict | 2007 | Elimination of all forms of discrimination and violence against the girl child |
| 1998 | Human rights of women | | |
| 1998 | The girl child | 2008 | Financing for gender equality and the empowerment of women |
| 1999 | Women and health | | |
| 1999 | Institutional mechanisms for the advancement of women | 2009 | The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS |
| 2001 | Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome | 2011 | Access and participation of women and girls in education, training and science and technology, including for the promotion of women's equal access to full employment and decent work |
| 2001 | Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance | 2013 | Elimination and prevention of all forms of violence against women and girls |
| 2002 | Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world | 2014 | Challenges and achievements in the implementation of the Millennium Development Goals for women and girls |
| 2002 | Environmental management and the mitigation of natural disasters | | |
| 2003 | Participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women | 2015 | Political declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women |
| | | 2016 | Women's empowerment and the link to sustainable development |
| 2004 | The role of men and boys in achieving gender equality | 2017 | Women's empowerment in the changing world of work |
| 2004 | Women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding | 2018 | Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls |
| 2005 | Political declaration on the occasion of the tenth anniversary of the Fourth World Conference on Women | 2019 | Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls |
| 2006 | Enhanced participation of women in development: an enabling environment for achieving gender equality and the advancement of women, taking into account, inter alia, the fields of education, health and work | 2020 | Political declaration on the occasion of the twenty-fifth anniversary of the Fourth World Conference on Women |
| | | 2021 | Women's full and effective participation and decision-making in public life, as well as the elimination of violence, for achieving gender equality and the empowerment of all women and girls |
| 2006 | Equal participation of women and men in decision-making processes at all levels | | |

Deliverables

17.16 Table 17.1 lists all cross-cutting deliverables of the programme.

Table 17.1

Cross-cutting deliverables for the period 2021–2023, by category and subcategory

| Category and subcategory | 2021 planned | 2021 actual | 2022 planned | 2023 planned |
|--|-----------------|----------------|-----------------|-----------------|
| A. Facilitation of the intergovernmental process and expert bodies | | | | |
| Parliamentary documentation (number of documents) | 3 | 3 | 1 | 2 |
| 1. Annual report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women | 1 | 1 | 1 | 1 |
| 2. Biennial integrated budget estimates for UN-Women | 1 | 1 | – | 1 |

| Category and subcategory | 2021 planned | 2021 actual | 2022 planned | 2023 planned |
|--|-----------------|----------------|-----------------|-----------------|
| 3. Strategic plan 2022–2025 | 1 | 1 | – | – |
| Substantive services for meetings (number of three-hour meetings) | 3 | 3 | 3 | 3 |
| Meeting of the: | | | | |
| 4. Fifth Committee | 1 | 1 | 1 | 1 |
| 5. Committee for Programme and Coordination | 1 | 1 | 1 | 1 |
| 6. Advisory Committee on Administrative and Budgetary Questions | 1 | 1 | 1 | 1 |

Evaluation activities

- 17.17 The following evaluations completed in 2021 have guided the proposed programme plan for 2023:
- (a) Evaluation on the Entity’s United Nations system coordination and broader convening role in ending violence against women;
 - (b) Evaluation on the approach of UN-Women to innovation;
 - (c) Meta-synthesis of the Entity’s evaluations;
 - (d) Thirty-nine decentralized evaluations, including eight country portfolio evaluations and five regional evaluations.
- 17.18 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2023. For example, the evaluation on the Entity’s United Nations system coordination and broader convening role in ending violence against women found that the UN-Women mandate to “lead, promote and coordinate” gender mainstreaming and the empowerment of women across the United Nations system was a strong, strategic asset; however, current system-wide accountability and reporting frameworks were inadequate to enable effective coordination for system-wide results in thematic areas. In response to the evaluation findings, UN-Women strengthened its results framework in its strategic plan to better reflect its United Nations system coordination efforts to support the achievement and systematic reporting of results in key thematic areas such as ending violence against women and girls. Further, in response to the evaluation on the Entity’s approach to innovation, UN-Women will continue its role as a knowledge hub to support gender analysis (General Assembly resolution [74/235](#)) and gender mainstreaming. UN-Women will develop more comprehensive and organized systems and practices for capturing and sharing lessons learned in the process of piloting and testing innovative initiatives that might have a significant potential impact on gender equality and the empowerment of women. The results and lessons learned from decentralized, country portfolio and regional evaluations were applied by the respective UN-Women offices to strengthen their technical support and advice, advocacy support, training and capacity development in the majority of results covered by the subprogrammes.
- 17.19 The following evaluations are planned for 2023:
- (a) Evaluation on support by UN-Women to capacity development;
 - (b) Evaluation on the work by UN-Women in the area of women’s economic empowerment;
 - (c) Evaluation on support by UN-Women to civil society;
 - (d) Evaluation on financing for gender equality;
 - (e) Approximately 10 country portfolio and regional evaluations;
 - (f) Decentralized evaluations to be planned and undertaken by programmatic offices in 2023, in accordance with the parameters established in the UN-Women evaluation policy.

Programme of work

Subprogramme 1

Intergovernmental support, coordination and strategic partnerships

Objective

- 17.20 The objective, to which this subprogramme contributes, is to strengthen the achievement of gender equality and the empowerment of all women and girls, including full enjoyment of their human rights.

Strategy

- 17.21 To contribute to the objective, the subprogramme will:
- (a) Support the normative processes of intergovernmental bodies, including the Commission on the Status of Women, by facilitating the exchange of good practices and lessons learned among Governments and other relevant stakeholders, including through meetings, the issuance of reports and the presentation of analyses and policy options that enable discussion on key gender equality issues;
 - (b) Lead, coordinate and promote the accountability of the United Nations system for gender equality and the empowerment of women, and gender mainstreaming. This includes providing expertise, advocacy, monitoring of the development of relevant tools and guidance and capacity-building within the United Nations system. Actions towards system-wide improvement of the status of women will also be undertaken;
 - (c) Develop strategic partnerships by enabling civil society actors and other stakeholders to engage in intergovernmental processes, including through information dissemination, the convening of stakeholders to share lessons learned and recommendations for actions and the provision of funding for attending capacity- and alliance-building opportunities.
- 17.22 In doing so, the subprogramme will assist Member States in their efforts to achieve Sustainable Development Goal 5 and in the systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda for Sustainable Development.
- 17.23 The above-mentioned work is expected to result in:
- (a) A strengthened global normative framework and increased reflection of a gender perspective in the outcomes of intergovernmental processes;
 - (b) An enabling working environment to accelerate gender mainstreaming and gender parity goals in the United Nations system, leading to greater achievement of results towards gender equality;
 - (c) Enhanced cooperation among stakeholders and Governments on gender equality and the empowerment of women, as well as enhanced opportunities for stakeholders to present lessons learned and good practices in conjunction with intergovernmental processes, and the availability of a growing resource base.

Programme performance in 2021

Leaving no women and girls with disabilities behind

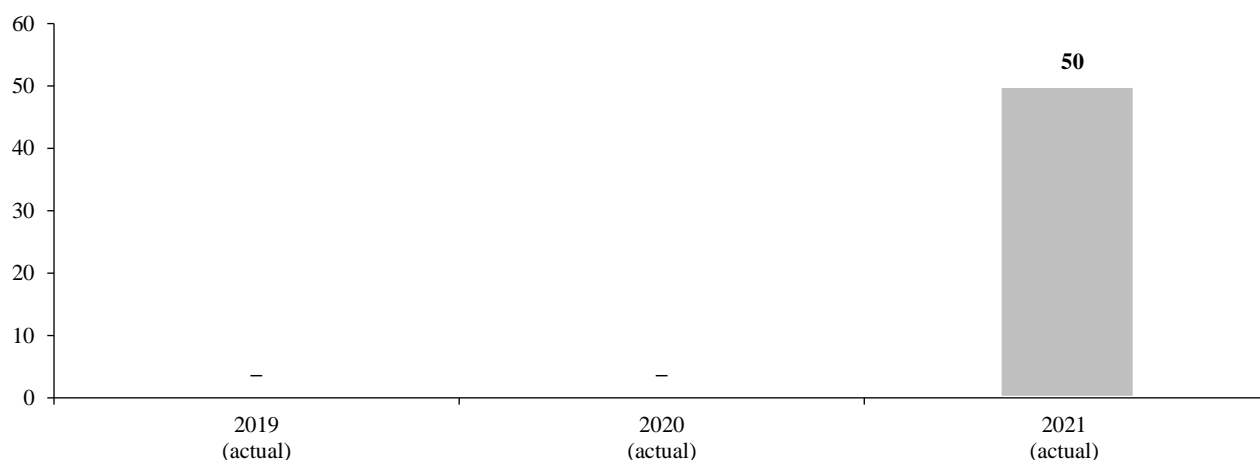
- 17.24 In the 2030 Agenda for Sustainable Development, Member States pledged to leave no one behind. In that regard, UN-Women increased its focus on the empowerment of women and girls with

disabilities in line with its internal disability strategy, the United Nations Disability Inclusion Strategy and the Convention on the Rights of Persons with Disabilities.

- 17.25 The subprogramme enhanced inter-agency coordination and collaboration to systematically address the situation of women and girls with disabilities. Specifically, the subprogramme supported the development of a global toolkit and resource guide to support United Nations country teams and diverse stakeholders to effectively implement an intersectional approach; a United Nations inter-agency joint programme to support countries in the design and implementation of disability-inclusive COVID-19 response and recovery strategies; and a joint UN-Women and United Nations Development Programme cross-regional programme to address stigma and barriers to the full and effective participation of women and girls with disabilities in all aspects of social, political and economic life.
- 17.26 In 2021, United Nations country teams in 50 countries were supported through the development of inter-agency knowledge products, services and capacity development initiatives, resulting in better understanding and integration of disability inclusion and leaving-no-one-behind approaches in their work. This also equipped the country teams to better support requests by Member States to foster disability inclusion in their respective policies and programmes.
- 17.27 Progress towards the objective is presented in the performance measure below (see figure 17.I).

Figure 17.I

Performance measure: number of United Nations country teams integrating disability inclusion in their work



Planned results for 2023

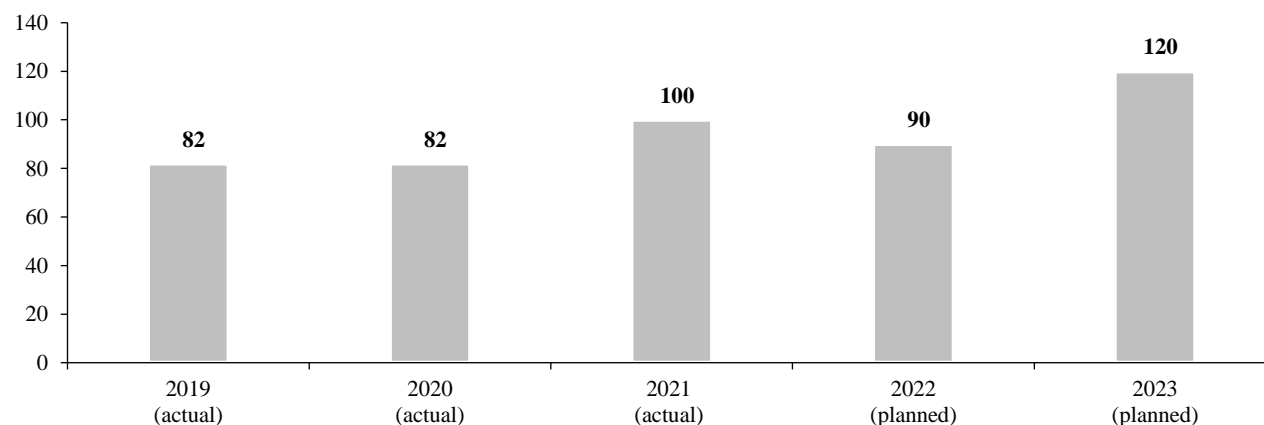
Result 1: climate action becomes gender-responsive

Programme performance in 2021 and target for 2023

- 17.28 The subprogramme's work contributed to 100 decisions on issues related to gender equality and the empowerment of women adopted by the Conference of the Parties to the United Nations Framework Convention on Climate Change, which exceeded the planned target of 90 decisions.
- 17.29 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 17.II).

Figure 17.II

Performance measure: number of decisions on issues related to gender equality and the empowerment of women adopted by the Conference of the Parties to the United Nations Framework Convention on Climate Change (cumulative)



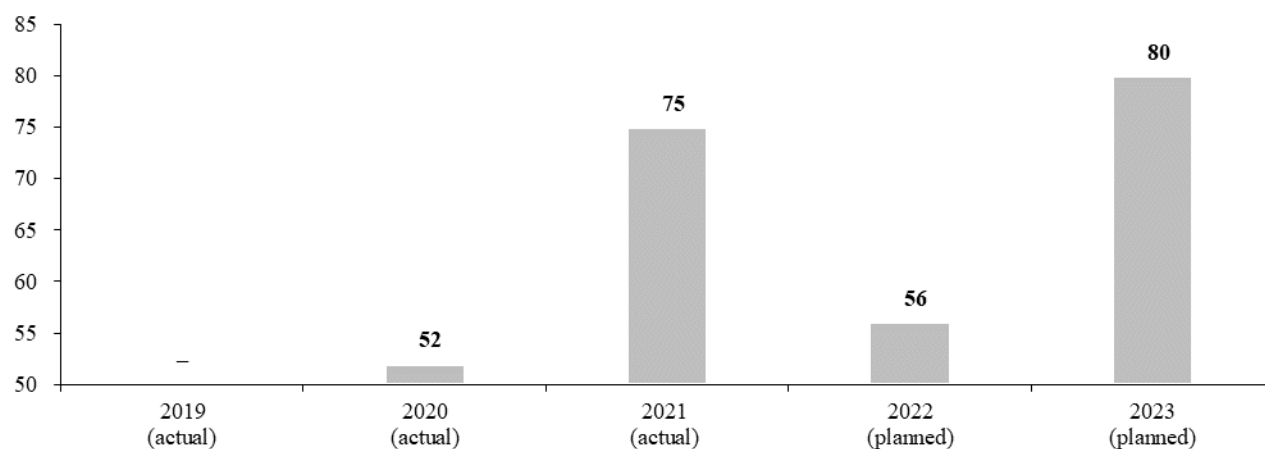
Result 2: systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda for Sustainable Development

Programme performance in 2021 and target for 2023

- 17.30 The subprogramme's work contributed to 75 per cent of countries incorporating a gender perspective into the voluntary national reviews at the high-level political forum on sustainable development, which exceeded the planned target of 54 per cent.
- 17.31 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 17.III).

Figure 17.III

Performance measure: percentage of national voluntary reviews at the high-level political forum on sustainable development that integrate a gender perspective (General Assembly resolution 76/142) (annual)



Result 3: Youth as agents of change in the achievement of the Sustainable Development Goals

Proposed programme plan for 2023

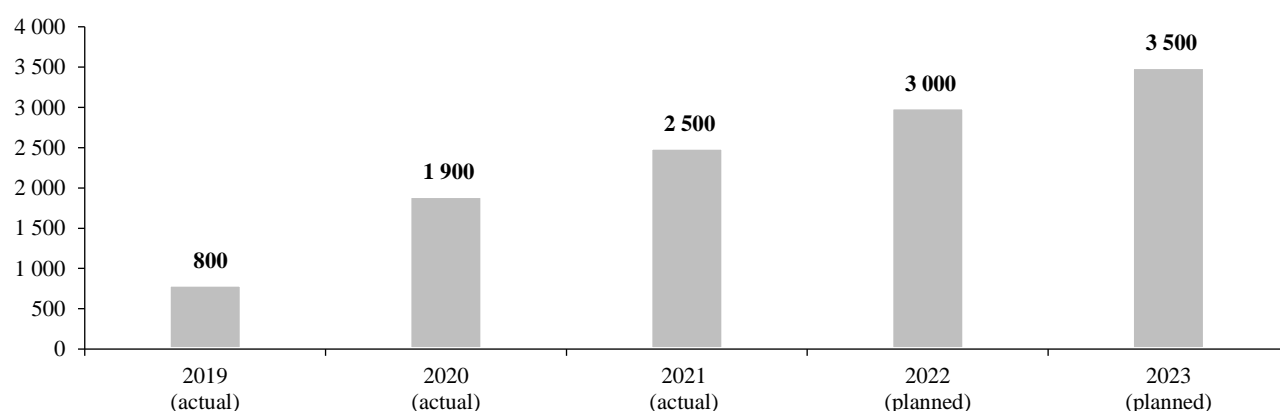
- 17.32 Recalling General Assembly resolution [70/1](#) and in keeping with Assembly resolution [74/121](#), youth are recognized as agents of change in the achievement of the Sustainable Development Goals. Moreover, the UN-Women strategic plan underscores the importance of the voice, leadership and participation of young people, in particular adolescent girls and young women, in decision-making, as well as in UN-Women programming at the global, regional and country levels. However, young women and girls continue to be excluded from decision-making processes, undermining the collective ability to address gender equality. In line with intergovernmentally agreed outcomes, the subprogramme has been advocating for systematic and sustainable inclusion of young people in intergovernmental processes and creating opportunities for their meaningful engagement in decision-making spaces. Since 2015, the subprogramme has held youth forums prior to the annual session of the Commission on the Status of Women, creating opportunities for young people from more than 300 youth organizations to directly engage with Member States through high-level intergenerational dialogues. The subprogramme has also held at least 200 dialogues in different countries that have strengthened intergenerational partnerships with young people.

Lessons learned and planned change

- 17.33 With the rise in virtual connections resulting from the COVID-19 pandemic, the lesson learned for the subprogramme was the need to leverage the multiple opportunities and partnerships with youth organizations and other United Nations entities, to engage with a growing youth constituency and further increase the systematic, diverse and influential participation of young women in intergovernmental processes. In applying the lesson, the subprogramme will implement an expanded programme of capacity-strengthening for young women's engagement and advocacy to influence the achievement of gender equality and contribute to the implementation of the 2030 Agenda. The subprogramme will offer a series of virtual skills-building workshops on advocacy and effective political participation, for example, in the Commission on the Status of Women, high-level political forums and Human Rights Council processes. It will also convene political dialogues focused on barriers to mainstreaming youth issues in national sectoral policies, resulting in one policy paper per year that supports the localization of global agendas and frameworks on young people. Such efforts will enable the subprogramme to foster the effective engagement of young people at all levels.
- 17.34 Expected progress towards the objective is presented in the performance measure below (see figure 17.IV)

Figure 17.IV

Performance measure: number of young women and girls with strengthened capacities for engagement in intergovernmental policy discussions and forums (annual)



Deliverables

17.35 Table 17.2 lists all deliverables of the subprogramme.

Table 17.2

Subprogramme 1: deliverables for the period 2021–2023, by category and subcategory

| Category and subcategory | 2021 planned | 2021 actual | 2022 planned | 2023 planned |
|--|-----------------|----------------|-----------------|-----------------|
| A. Facilitation of the intergovernmental process and expert bodies | | | | |
| Parliamentary documentation (number of documents) | 4 | 4 | 2 | 4 |
| Reports for the: | | | | |
| 1. General Assembly, including on the improvement of the status of women | 2 | 2 | – | 2 |
| 2. Economic and Social Council, including on mainstreaming a gender perspective in the United Nations system | 1 | 1 | 1 | 1 |
| 3. Commission on the Status of Women on the normative aspects of the work of UN-Women | 1 | 1 | 1 | 1 |
| Substantive services for meetings (number of three-hour meetings) | 46 | 46 | 46 | 46 |
| Meetings of the: | | | | |
| 4. General Assembly, including formal and informal meetings of the Second and Third Committees | 10 | 10 | 10 | 10 |
| 5. Security Council on women and peace and security | 3 | 3 | 3 | 3 |
| 6. Economic and Social Council | 1 | 1 | 1 | 1 |
| 7. Commission on the Status of Women, including consultations by the Bureau and meetings by the Commission to implement its organization of work | 32 | 32 | 32 | 32 |
| B. Generation and transfer of knowledge | | | | |
| Publications (number of publications) | 3 | 3 | 3 | 3 |
| 8. <i>Network</i> (Gender equality and the empowerment of women) | 3 | 3 | 3 | 3 |
| Technical materials (number of materials) | 8 | 9 | 11 | 10 |
| 9. On gender parity in the United Nations system and on the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, the United Nations country team System-wide Action Plan gender equality scorecard and the United Nations country team gender equality marker | 8 | 9 | 11 | 10 |
| C. Substantive deliverables | | | | |
| Consultation, advice and advocacy: cross-sectoral interactive dialogues and ministerial round tables, with broad regional representation and participation from Governments, United Nations entities, women's organizations and the private sector; multi-stakeholder expert side events on gender equality and the empowerment of women in key meetings, conferences and summits, for an average of 100 participants per event, comprising representatives of Member States, women's and other civil society organizations, United Nations entities and think tanks; expert consultations on gender mainstreaming in a thematic area or sector in which gender considerations are absent or need strengthening, with at least 4 to 6 experts and representatives of Governments, United Nations entities and civil society organizations (per consultation). | | | | |
| D. Communication deliverables | | | | |
| Digital platforms and multimedia content: UN-Women website. | | | | |

Subprogramme 2

Policy and programme activities

Objective

- 17.36 The objective, to which this subprogramme contributes, is to enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, among other things, the fields of sustainable development, human rights and peace and security, including through enhanced accountability of the United Nations system.

Strategy

- 17.37 To contribute to the objective, the subprogramme will:
- (a) Serve as a global knowledge centre on gender equality and the empowerment of women, including in the areas of women and peace and security, ending violence against women, the economic empowerment of women and gender-responsive governance, by undertaking and disseminating research, analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women;
 - (b) Provide advisory, technical and advocacy support, training and capacity development, including through field offices, to Member States, upon request, to advance the implementation of their commitments on gender equality and the empowerment of women, in line with their national priorities;
 - (c) Ensure the accountability of the United Nations system, including the United Nations country and regional teams and their gender theme groups, by offering guidance and through engagement in their work on gender equality and the empowerment of women.
- 17.38 In doing so, the subprogramme will assist Member States in their efforts to achieve Sustainable Development Goal 5 and in the gender-responsive implementation of the 2030 Agenda.
- 17.39 The above-mentioned work is expected to result in:
- (a) Policies and actions taken by national and regional bodies to implement United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women, focusing on the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly and the Convention on the Elimination of All Forms of Discrimination against Women;
 - (b) Increased capacity of Member States to implement, monitor and evaluate laws, policies and strategies that contribute to the achievement of gender equality and the empowerment of women and girls and the realization of their human rights (General Assembly resolution [76/142](#));
 - (c) Improved ability of United Nations programmes to support more effectively Member States, at their request, in the implementation of commitments to eliminate discrimination against women and girls.

Programme performance in 2021

Engaging the trade community in mainstreaming a gender perspective in trade and financial inclusion

- 17.40 The United Nations Conference on Trade and Development (UNCTAD) regularly organizes trade policy dialogues to inform and engage the trade delegations of the permanent missions to the United

Nations Office at Geneva on key issues related to trade policy, as the headquarters of the World Trade Organization, the International Trade Centre (ITC) and UNCTAD are located in Geneva.

- 17.41 In 2021, through its Geneva liaison office, the subprogramme partnered with UNCTAD and ITC to organize a special trade policy dialogue focused on gender equality. Under the theme “Applying a gender lens to financial inclusion”, the dialogue outlined the specific challenges faced by women in accessing finance, highlighting innovative policies and initiatives to promote financial inclusion. In addition to mainstreaming a gender perspective in trade for the first time, the dialogue provided an opportunity for the subprogramme to engage a new audience, namely, the trade delegations of Member States and other stakeholders working on trade and economic policy. It also enabled the subprogramme to highlight its work in this area, including flagship projects in West and Central Africa that promote tailored financial services for women in partnership with the private sector. The inter-agency collaboration led to UNCTAD and UN-Women developing a joint project in Africa on analysing the impacts of the African Continental Free Trade Area on the achievement of gender equality.
- 17.42 Progress towards the objective is presented in the performance measure below (see table 17.3).

Table 17.3
Performance measure

| 2019 (actual) | 2020 (actual) | 2021 (actual) |
|---------------|---------------|--|
| — | — | Enhanced understanding by trade delegations of Member States of a gender perspective in relation to potential impacts on trade. UNCTAD engaged in a joint project to analyse the impacts of the African Continental Free Trade Area on the achievement of gender equality. |

Planned results for 2023

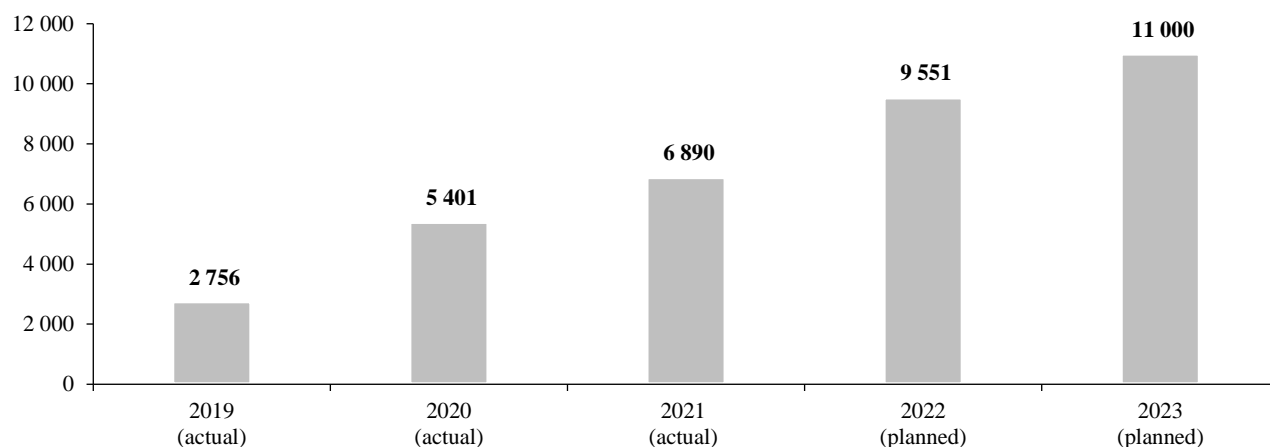
Result 1: national statistical systems strengthened to produce and use gender statistics to monitor the achievement of the Sustainable Development Goals and national policies

Programme performance in 2021 and target for 2023

- 17.43 The subprogramme’s work contributed to strengthened capacities of 6,890 data producers and users in the collection, analysis, dissemination and use of gender statistics, which exceeded the planned target of 6,016 data producers and users.
- 17.44 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 17.V).

Figure 17.V

Performance measure: number of data producers and users with increased capacities on data and gender statistics (cumulative)



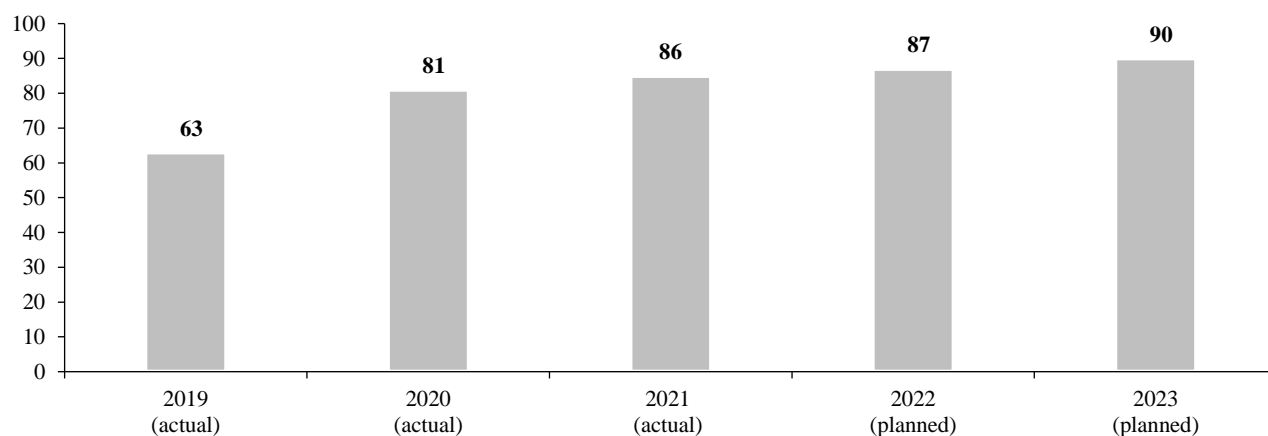
Result 2: evidence-based implementation of national action plans on women and peace and security

Programme performance in 2021 and target for 2023

- 17.45 The subprogramme's work contributed to 86 adopted national action plans on women and peace and security with monitoring indicators, which exceeded the planned target of 84 plans.
- 17.46 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 17.VI).

Figure 17.VI

Performance measure: number of adopted national action plans on women and peace and security with monitoring indicators (cumulative)



Result 3: Towards women's full and equal participation in political life

Proposed programme plan for 2023

- 17.47 Over the period 2018–2021, women's representation in parliament increased from 23.4 to 26.2 per cent globally, and the number of countries with gender-balanced parliaments (over 40 per cent women) tripled, from 11 countries to 32 countries. Despite this, significant progress is still required to reach

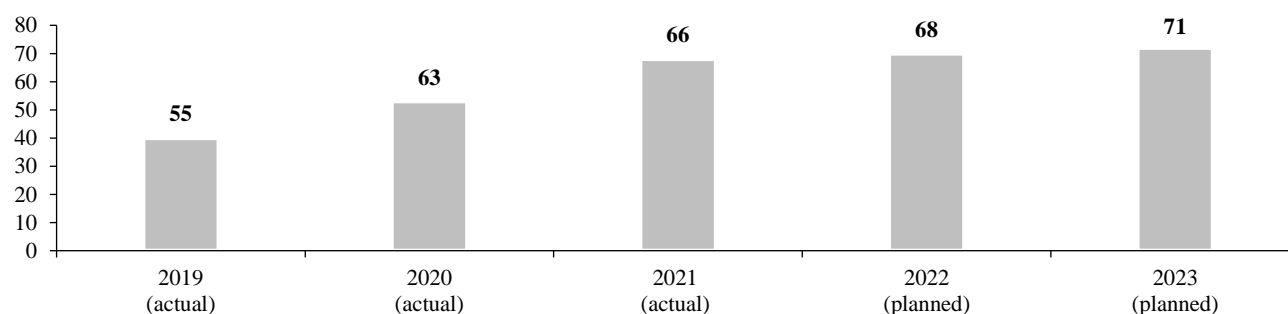
gender balance at all levels of elected positions. Since 2019, the subprogramme has supported national partners, including legislatures at the national and local levels, electoral stakeholders and civil society, through technical assistance, comparative knowledge transfer and targeted advocacy, contributing to the drafting and passage of 19 new laws that promote gender balance in decision-making.

Lessons learned and planned change

- 17.48 The lesson for the subprogramme was the need to strengthen its targeted advocacy to further promote the use of temporary special measures to reduce barriers to women's participation in political life. Temporary special measures can include a wide range of legislative, executive, administrative and other regulatory instruments, policies and practices, including outreach programmes and quota systems, and have been shown to increase women's representation in elected positions when they are well designed and effectively implemented at all levels. In applying the lesson, the subprogramme will leverage collective United Nations action, together with the Executive Office of the Secretary-General, the Department of Political and Peacebuilding Affairs and other United Nations partners, to advocate with Governments, upon request, to enhance the implementation of temporary special measures and to help countries with no temporary special measures in place to adopt such measures to improve women's representation in elections and decision-making bodies. The subprogramme will also generate knowledge and information on the use of temporary special measures to support their design and implementation.
- 17.49 Expected progress towards the objective is presented in the performance measure below (see figure 17.VII).

Figure 17.VII

Performance measure: number of countries with legislative frameworks that promote gender balance in elections and decision-making institutions (cumulative)



Deliverables

- 17.50 Table 17.4 lists all deliverables of the subprogramme.

Table 17.4

Subprogramme 2: deliverables for the period 2021–2023, by category and subcategory

| Category and subcategory | 2021 planned | 2021 actual | 2022 planned | 2023 planned |
|---|-----------------|----------------|-----------------|-----------------|
| A. Facilitation of the intergovernmental process and expert bodies | | | | |
| Parliamentary documentation (number of documents) | 12 | 8 | 10 | 8 |
| Reports for the: | | | | |
| 1. General Assembly, including on violence against women, trafficking in women, the world survey on the role of women in development, women in development, improvement in the situation of women and girls in rural areas and violence against women migrant workers | 6 | 2 | 4 | 2 |
| 2. Security Council on women and peace and security | 1 | 1 | 1 | 1 |

| Category and subcategory | 2021 planned | 2021 actual | 2022 planned | 2023 planned |
|---|-----------------|----------------|-----------------|-----------------|
| 3. Commission on the Status of Women, including on priority themes and confidential list | 5 | 5 | 5 | 5 |
| B. Generation and transfer of knowledge | | | | |
| Field and technical cooperation projects (number of projects) | 60 | 57 | 67 | 70 |
| 4. On the Safe Cities Free of Violence Against Women and Girls and Safe Cities and Safe Public Spaces initiatives | 60 | 57 | 67 | 70 |
| Seminars, workshops and training events (number of days) | 33 | 56 | 37 | 34 |
| 5. Courses on gender equality and macroeconomics | 3 | 2 | 3 | 3 |
| 6. Workshops on women and peace and security | 1 | 1 | 1 | 1 |
| 7. Workshops on gender-responsive budgeting (UNW/2021/8) | 1 | 3 | 3 | 5 |
| 8. Workshops on gender statistics | 28 | 50 | 30 | 25 |
| Publications (number of publications) | 2 | 2 | 1 | 2 |
| 9. Inventory of United Nations activities to end violence against women | 1 | 1 | 1 | 1 |
| 10. <i>Progress of the World's Women</i> | 1 | – | – | 1 |
| 11. <i>Beyond COVID-19: A Feminist Plan for Sustainability and Social Justice</i> | – | 1 | – | – |
| Technical materials (number of materials) | 4 | 4 | 4 | 5 |
| 12. On the priority themes/issues decided by the Commission on the Status of Women | 1 | 1 | 1 | 1 |
| 13. On essential services to respond to violence against women and on integrating gender equality into macroeconomic policies | 2 | 2 | 2 | 3 |
| 14. On the implementation of Security Council resolution 1325 (2000) on women and peace and security and its agenda | 1 | 1 | 1 | 1 |
| C. Substantive deliverables | | | | |
| Consultation, advice and advocacy: technical advice to Member States, at their request, and non-governmental organizations on access to financial markets and services for women, gender-responsive budgeting, gender-responsive development plans at the national and local levels, gender equality policies, strategies and action plans; technical advice to strengthen the role of national women's machinery in the development, implementation and monitoring of gender equality policies, strategies and actions plans; country-level advice and assistance on the implementation of the women and peace and security agenda to develop and implement national action plans; consultation on priority themes and issues in preparation for the session of the Commission on the Status of Women; technical advice to ministries of finance, planning and women's affairs, at their request, on integrating a gender perspective into policies on macroeconomics, and social protection systems, decent work and the care economy, to achieve the Sustainable Development Goals. | | | | |
| Databases and substantive digital materials: Global Database on Violence against Women. | | | | |
| D. Communication deliverables | | | | |
| Outreach programmes, special events and information materials: brochures for the promotion of the Commission on the Status of Women and booklets and pamphlets on various topics relevant to gender equality and the empowerment of women. | | | | |
| External and media relations: media releases reaching global and geographically diverse public, technical expert and Government audiences on various topics related to women, including on UN-Women flagship publications. | | | | |
| Digital platforms and multimedia content: web platforms on financing for gender equality, the political participation of women, and gender equality and HIV/AIDS. | | | | |
| Library services: preserved documentation of the institutional memory related to UN-Women. | | | | |

B. Proposed post and non-post resource requirements for 2023

Overview

- 17.51 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 17.5 to 17.7.

Table 17.5

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

| Object of expenditure | 2021 expenditure ^a | 2022 appropriation | Changes | | | | | 2023 estimate (before recosting) |
|----------------------------|----------------------------------|-----------------------|--------------------------|--------------------------|----------|----------|------------|---|
| | | | Technical adjustments | New/expanded mandates | Other | Total | Percentage | |
| Post | 8 935.4 | 9 374.0 | – | – | 30.8 | 30.8 | 0.3 | 9 404.8 |
| Other staff costs | 89.3 | 57.2 | – | – | – | – | – | 57.2 |
| Hospitality | – | 0.5 | – | – | – | – | – | 0.5 |
| Consultants | 85.9 | 37.0 | – | – | – | – | – | 37.0 |
| Experts | 42.6 | 107.4 | – | – | – | – | – | 107.4 |
| Travel of representatives | – | 109.7 | – | – | – | – | – | 109.7 |
| Travel of staff | – | 22.1 | – | – | – | – | – | 22.1 |
| Contractual services | 189.6 | 99.0 | – | – | (30.8) | (30.8) | (31.1) | 68.2 |
| General operating expenses | 115.5 | 145.2 | – | – | – | – | – | 145.2 |
| Supplies and materials | 0.6 | 5.5 | – | – | – | – | – | 5.5 |
| Total | 9 458.8 | 9 957.6 | – | – | – | – | – | 9 957.6 |

^a At the time of reporting, the expenditures presented in this table and subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2022.

Table 17.6

Overall: proposed posts and post changes for 2023

(Number of posts)

| | Number | Details |
|-------------------|--------|--|
| Approved for 2022 | 49 | 1 USG, 1 ASG, 3 D-2, 4 D-1, 7 P-5, 8 P-4, 8 P-3, 5 P-2/1, 12 GS (OL) |
| Redeployment | – | 1 D-2 from the Strategy, Planning, Resources and Effectiveness Division to the Office of the USG within executive direction and management |
| Reclassification | – | Upward reclassification of 1 P-3 to P-4 under programme support |
| Proposed for 2023 | 49 | 1 USG, 1 ASG, 3 D-2, 4 D-1, 7 P-5, 9 P-4, 7 P-3, 5 P-2/1, 12 GS (OL) |

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); USG, Under-Secretary-General.

Table 17.7

Overall: proposed posts by category and grade

(Number of posts)

| Category and grade | Changes | | | | 2023 proposed | |
|-----------------------------|------------------|--------------------------|--------------------------|-------|------------------|-------|
| | 2022 approved | Technical adjustments | New/expanded mandates | Other | | Total |
| Professional and higher | | | | | | |
| USG | 1 | — | — | — | — | 1 |
| ASG | 1 | — | — | — | — | 1 |
| D-2 | 3 | — | — | — | — | 3 |
| D-1 | 4 | — | — | — | — | 4 |
| P-5 | 7 | — | — | — | — | 7 |
| P-4 | 8 | — | — | 1 | — | 9 |
| P-3 | 8 | — | — | (1) | — | 7 |
| P-2/1 | 5 | — | — | — | — | 5 |
| Subtotal | 37 | — | — | — | — | 37 |
| General Service and related | | | | | | |
| GS (OL) | 12 | — | — | — | — | 12 |
| Subtotal | 12 | — | — | — | — | 12 |
| Total | 49 | — | — | — | — | 49 |

17.52 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 17.8 to 17.10 and figure 17.VIII.

17.53 As reflected in tables 17.8 (1) and 17.9 (1), the overall resources proposed for 2023 amount to \$9,957,600 before recosting, reflecting no change compared with the appropriation for 2022. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 17.8

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

| Component/subprogramme | 2021 expenditure | 2022 appropriation | Changes | | | | 2023 estimate (before recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|----------|----------|---|
| | | | Technical adjustments | New/expanded mandates | Other | Total | |
| A. Policymaking organs | – | 109.7 | – | – | – | – | 109.7 |
| B. Executive direction and management | 939.7 | 973.4 | – | – | – | – | 973.4 |
| C. Programme of work | | | | | | | |
| 1. Intergovernmental support, coordination and strategic partnerships | 4 600.3 | 4 677.7 | – | – | (0.3) | (0.3) | 4 677.4 |
| 2. Policy and programme activities | 3 205.6 | 3 512.9 | – | – | 0.3 | 0.3 | 3 513.2 |
| Subtotal, C | 7 805.9 | 8 190.6 | – | – | – | – | 8 190.6 |
| D. Programme support | 713.3 | 683.9 | – | – | – | – | 683.9 |
| Subtotal, 1 | 9 458.8 | 9 957.6 | – | – | – | – | 9 957.6 |

Part IV International cooperation for development

(2) Extrabudgetary

| <i>Component/subprogramme</i> | <i>2021 expenditure</i> | <i>2022 estimate</i> | <i>Total changes</i> | <i>Percentage</i> | <i>2023 estimate</i> |
|---|-----------------------------|--------------------------|--------------------------|-------------------|--------------------------|
| A. Policymaking organs | 434.9 | 818.1 | – | – | 818.1 |
| B. Executive direction and management | 13 567.2 | 12 335.7 | 325.1 | 2.6 | 12 660.8 |
| C. Programme of work | | | | | |
| 1. Intergovernmental support, coordination and strategic partnerships | 24 676.8 | 22 042.2 | – | – | 22 042.2 |
| 2. Policy and programme activities | 461 764.6 | 427 059.6 | (325.1) | (0.1) | 426 734.5 |
| Subtotal, C | 486 441.4 | 449 101.8 | – | – | 448 776.7 |
| D. Programme support | 38 374.7 | 37 744.4 | – | – | 37 744.4 |
| Subtotal, 2 | 538 818.2 | 500 000.0 | – | – | 500 000.0 |
| Total | 548 277.1 | 509 957.6 | – | – | 509 957.6 |

Table 17.9

Overall: proposed posts for 2023 by source of funding, component and subprogramme

(1) Regular budget

| <i>Component/subprogramme</i> | <i>2022 approved</i> | <i>Changes</i> | | | | <i>2023 proposed</i> |
|---|----------------------|----------------------------------|----------------------------------|--------------|--------------|--------------------------|
| | | <i>Technical adjustments</i> | <i>New/expanded mandates</i> | <i>Other</i> | <i>Total</i> | |
| A. Policymaking organs | – | – | – | – | – | – |
| B. Executive direction and management | 4 | – | – | – | – | 4 |
| C. Programme of work | | | | | | |
| 1. Intergovernmental support, coordination and strategic partnerships | 24 | – | – | – | – | 24 |
| 2. Policy and programme activities | 18 | – | – | – | – | 18 |
| Subtotal, C | 42 | – | – | – | – | 42 |
| D. Programme support | 3 | – | – | – | – | 3 |
| Subtotal, 1 | 49 | – | – | – | – | 49 |

(2) Extrabudgetary

| <i>Component/subprogramme</i> | <i>2022 estimate</i> | <i>Total changes</i> | <i>2023 estimate</i> |
|---|--------------------------|--------------------------|--------------------------|
| A. Policymaking organs | – | – | – |
| B. Executive direction and management | 25 | 1 | 26 |
| C. Programme of work | | | |
| 1. Intergovernmental support, coordination and strategic partnerships | 33 | – | 33 |
| 2. Policy and programme activities | 356 | (1) | 355 |
| Subtotal, C | 389 | – | 388 |
| D. Programme support | 51 | – | 51 |
| Subtotal, 2 | 465 | – | 465 |
| Total | 514 | – | 514 |

Table 17.10

Overall: evolution of financial and post resources

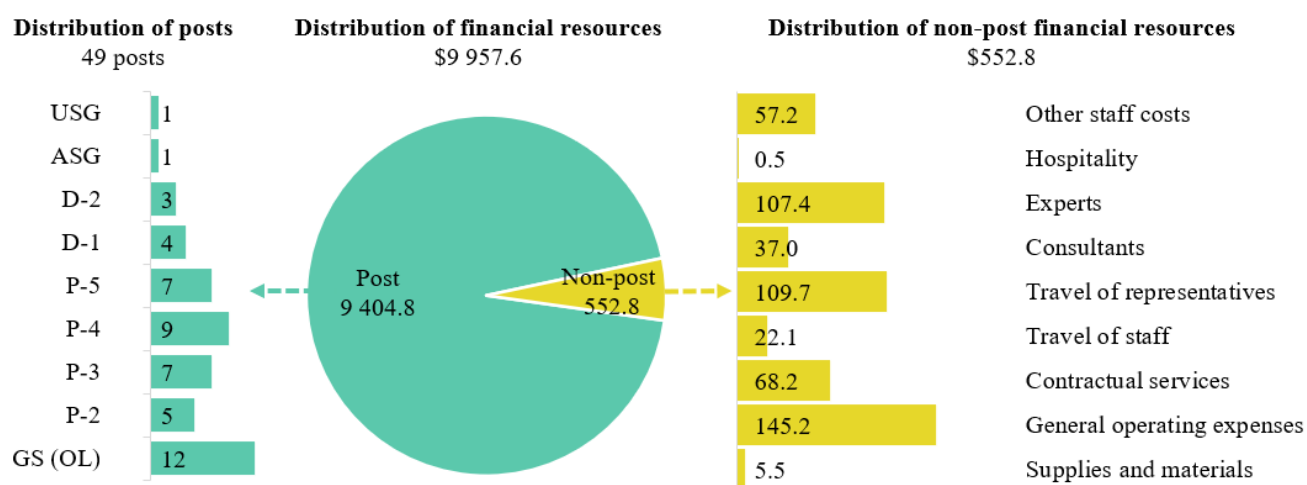
(Thousands of United States dollars/number of posts)

| | 2021 expenditure | 2022 appropriation | Changes | | | | | 2023 estimate (before recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|--------|--------|------------|---|
| | | | Technical adjustments | New/expanded mandates | Other | Total | Percentage | |
| Financial resources by main category of expenditure | | | | | | | | |
| Post | 8 935.4 | 9 374.0 | — | — | 30.8 | 30.8 | 0.3 | 9 404.8 |
| Non-post | 523.5 | 583.6 | — | — | (30.8) | (30.8) | (5.3) | 552.8 |
| Total | 9 458.8 | 9 957.6 | — | — | — | — | — | 9 957.6 |
| Post resources by category | | | | | | | | |
| Professional and higher | 37 | 37 | — | — | — | — | — | 37 |
| General Service and related | 12 | 12 | — | — | — | — | — | 12 |
| Total | 49 | 49 | — | — | — | — | — | 49 |

Figure 17.VIII

Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Explanation of variances by factor, component and subprogramme****Overall resource changes****Other changes**

17.54 As reflected in table 17.8 (1), the net effect of the proposed changes is cost-neutral. The breakdown of changes is as follows:

- Subprogramme 1, Intergovernmental support, coordination and strategic partnerships.** The decrease of \$300 reflects the outward redeployment under travel of staff to subprogramme 2 to support substantive servicing of ad hoc expert group meetings to be held away from Headquarters;
- Subprogramme 2, Policy and programme activity.** The increase of \$300 reflects the inward redeployment as described in 17.54 (a) above;

- (c) **Programme support.** The proposed increase of \$30,800 in post costs is due to the upward reclassification of a P-3 to a P-4 post under the Strategy, Planning, Resources and Effectiveness Division (see annex III) and is offset by a decrease of \$30,800 under contractual services. The net effect of the proposed changes is cost-neutral.

Extrabudgetary resources

- 17.55 As reflected in tables 17.8 (2) and 17.9 (2), UN-Women expects to continue to receive cash contributions, which complement regular budget resources. In 2023, extrabudgetary resources are estimated at \$500,000,000 and would provide for 465 posts, as presented in table 17.9 (2), and reflect no change compared with the estimate for 2022.
- 17.56 The resources would be used to provide support for the overall executive direction and management, including the planning, coordination, management and assessment of the programme of work and the strategic plan of UN-Women and the production of the programme's deliverables. In addition, the resources would provide support under subprogramme 1, to engage with intergovernmental bodies, and under subprogramme 2, to provide support to Member States, at their request, in the implementation of their national commitments to eliminating discrimination against women and girls, empowering women and achieving equality between women and men as partners and beneficiaries of sustainable development, human rights of women and girls, humanitarian action and peace and security. Extrabudgetary resources represent 98.0 per cent of the total resources for this section.
- 17.57 The extrabudgetary resources under this section are subject to the oversight of the Executive Board of UN-Women.

Policymaking organs

- 17.58 The resources proposed under this component would provide for requirements relating to the substantive servicing and meetings of the Commission on the Status of Women. Table 17.11 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 17.11
Policymaking organs
(Thousands of United States dollars)

| <i>Policymaking organ</i> | <i>Description</i> | <i>Additional info</i> | <i>2022 appropriation</i> | <i>2023 estimate (before recosting)</i> |
|-----------------------------------|--|--|-------------------------------|---|
| Commission on the Status of Women | The Commission has a central role within the United Nations system in monitoring the implementation of the Beijing Declaration and Platform for Action and in advising the Economic and Social Council thereon. The Commission holds a ministerial segment, including interactive high-level round tables in parallel chambers, two interactive expert panels on the priority theme of each session, a panel on an emerging issue, an interactive dialogue to review a theme from an earlier session and other high-level interactive dialogues. Under Council resolutions 76 (V) , 304 (XI) and 1983/27 , the Secretary-General is mandated to prepare lists of confidential and non-confidential communications on the status of women for submission to the Commission. | Mandate: Economic and Social Council resolutions 11 (II) and 1989/45 Membership: 45 government officials Number of sessions in 2023: 1 (sixty-seventh session) | 109.7 | 109.7 |
| Total | | | 109.7 | 109.7 |

- 17.59 The proposed regular budget resources for 2023 amount to \$109,700 and reflect no change in the resource level compared with the appropriation for 2022. Additional details are reflected in table 17.12.

Table 17.12

Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

| | 2021 expenditure | 2022 appropriation | Changes | | | | | 2023 estimate (before recosting) |
|---------------------------|---------------------|-----------------------|--------------------------|--------------------------|----------|----------|------------|---|
| | | | Technical adjustments | New/expanded mandates | Other | Total | Percentage | |
| Non-post | | | | | | | | |
| Travel of representatives | – | 109.7 | – | – | – | – | – | 109.7 |
| Total | – | 109.7 | – | – | – | – | – | 109.7 |

Extrabudgetary resources

- 17.60 Extrabudgetary resources for this component are estimated at \$818,100 and would provide for conference services, including document preparation, translation and conference facilities to support the meetings of the Executive Board.

Executive direction and management

- 17.61 The executive direction and management component comprises the Office of the Under-Secretary-General/Executive Director and the Independent Evaluation and Audit Services.
- 17.62 The core functions of the Office of the Under-Secretary-General/Executive Director are: (a) to assist and support the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work of UN-Women; (b) to facilitate inter-office cooperation in the implementation of organizational priorities, workplans and administrative matters; and (c) to ensure the timely implementation of decisions and coordination of input from all organizational units to the activities of the Office. The Independent Evaluation and Audit Services provides independent assurance and advice on UN-Women programmes, controls, business systems and processes.
- 17.63 The Office of the Under-Secretary-General/Executive Director also coordinates and provides guidance for the support of the intergovernmental process, operational activities in the field and United Nations system coordination efforts. It also provides strategic policy support and support in managing communications with Member States, the United Nations system and civil society. Furthermore, it coordinates organizational efforts for advocacy, expanding partnerships and seizing new opportunities to promote gender equality and the empowerment of women.
- 17.64 The Strategy, Planning, Resources and Effectiveness Division integrates corporate strategy, resource management and performance measurement and monitors corporate performance and budget implementation to support improved decision-making and governance to manage for results, while ensuring increased transparency and accountability.
- 17.65 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), UN-Women continues to integrate environmental management practices into its operations. In 2021, UN-Women continued to use its e-filing system and its PaperSmart tool, which enables delegations to download documents electronically and substantially reduces the printing of documents, while still allowing for printing at the request of delegations. In

2023, UN-Women will continue to enhance its use of videoconferencing and other online collaboration tools for meetings involving remote offices to help further reduce travel.

- 17.66 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 17.13. Senior management is committed to the implementation of the advance purchasing and travel policy. In 2021, UN-Women official duty travels were limited to situations in which there was a critical need for in-person presence. COVID-19-related restrictions and border closures reduced the ability to plan in advance for travel. Most travels were unplanned and occurred owing to ad hoc requests from stakeholders, such as government counterparts, civil society and other such partners, or when UN-Women officials were requested to attend outside events, meetings or workshops. This explains the low compliance rate of 19 per cent for travels in 2021.

Table 17.13
Compliance rate
(Percentage)

| | <i>Actual 2019</i> | <i>Actual 2020</i> | <i>Actual 2021</i> | <i>Planned 2022</i> | <i>Planned 2023</i> |
|--|------------------------|------------------------|------------------------|-------------------------|-------------------------|
| Timely submission of documentation | 90 | 90 | 19 | 100 | 100 |
| Air tickets purchased at least 2 weeks before the commencement of travel | 90 | 90 | 19 | 100 | 100 |

- 17.67 The proposed regular budget resources for 2023 amount to \$973,400 and reflect no change in the resource level compared with the appropriation for 2022. Additional details are reflected in table 17.14 and figure 17.IX.

Extrabudgetary resources

- 17.68 Extrabudgetary resources for executive direction and management are estimated at \$12,660,800 and would provide for 26 posts (1 ASG, 2 D-2, 4 P-5, 7 P-4, 6 P-3, 1 P-2/1, 2 General Service (Principal level) and 3 General Service (Other level)), as well as non-post resources. The resources would be used to assist in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work and strategic plan of the Entity. The estimated increase of \$325,100 reflects the inward redeployment of one D-2 from subprogramme 2 to head the Strategy, Planning, Resources and Effectiveness Division.

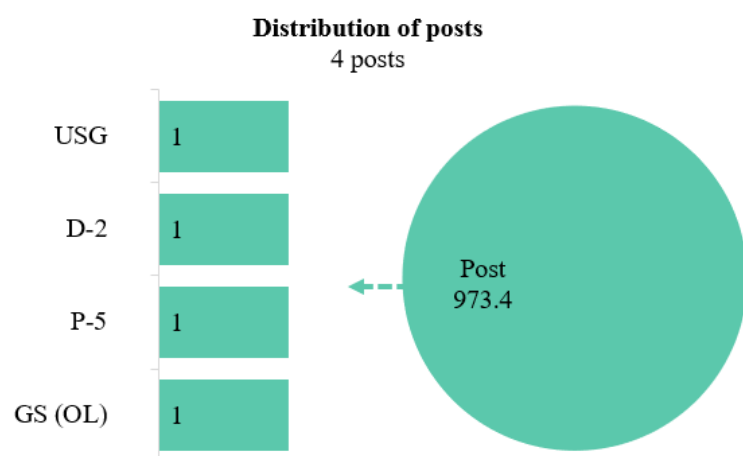
Table 17.14
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

| | 2021 expenditure | 2022 appropriation | Changes | | | | | 2023 estimate (before recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|---|
| | | | Technical adjustments | New/expanded mandates | Other | Total | Percentage | |
| Financial resources by main category of expenditure | | | | | | | | |
| Post | 939.7 | 973.4 | — | — | — | — | — | 973.4 |
| Total | 939.7 | 973.4 | — | — | — | — | — | 973.4 |
| Post resources by category | | | | | | | | |
| Professional and higher | 3 | 3 | — | — | — | — | — | 3 |
| General Service and related | 1 | 1 | — | — | — | — | — | 1 |
| Total | 4 | 4 | — | — | — | — | — | 4 |

Figure 17.IX

Executive direction and management: distribution of proposed resources for 2023 (before recosting)

(Number of posts)

**Programme of work****Subprogramme 1****Intergovernmental support, coordination and strategic partnerships**

- 17.69 The proposed regular budget resources for 2023 amount to \$4,677,400 and reflect a decrease of \$300 compared with the appropriation for 2022. The proposed decrease is explained in paragraphs 17.54 (a) and 17.54 (b). Additional details on the distribution of resources in 2023 are reflected in table 17.15 and figure 17.X.

Table 17.15

Subprogramme 1: evolution of financial and post resources

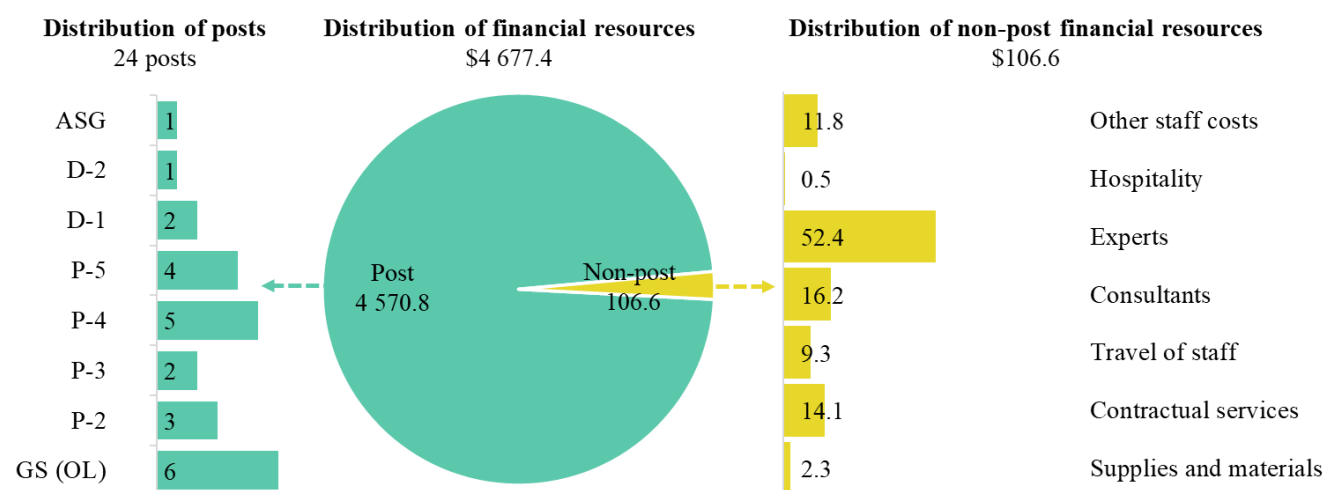
(Thousands of United States dollars/number of posts)

| | 2021 expenditure | 2022 appropriation | Changes | | | | | 2023 estimate (before recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|---|
| | | | Technical adjustments | New/expanded mandates | Other | Total | Percentage | |
| Financial resources by main category of expenditure | | | | | | | | |
| Post | 4 435.7 | 4 570.8 | — | — | — | — | — | 4 570.8 |
| Non-post | 164.6 | 106.9 | — | — | (0.3) | (0.3) | (0.3) | 106.6 |
| Total | 4 600.3 | 4 677.7 | — | — | (0.3) | (0.3) | — | 4 677.4 |
| Post resources by category | | | | | | | | |
| Professional and higher | 18 | 18 | — | — | — | — | — | 18 |
| General Service and related | 6 | 6 | — | — | — | — | — | 6 |
| Total | 24 | 24 | — | — | — | — | — | 24 |

Figure 17.X

Subprogramme 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 17.70 Extrabudgetary resources for the subprogramme are estimated at \$22,042,200 and would provide for 33 posts (1 D-2, 3 D-1, 6 P-5, 3 P-4, 13 P-3, 2 P-2/1 and 5 General Service (Other level)), as well as non-post resources. The resources would be used to engage with and support the intergovernmental bodies and processes to strengthen the integration of gender equality issues in discussions and outcomes; enhance consultation with and support for civil society organizations to participate in intergovernmental processes, including through increased outreach, funding and capacity-building; and carry out system-wide coordination of the gender mainstreaming efforts of the United Nations system, as well as system-wide coordination and monitoring of the status of women in the United Nations system and fulfilment of other commitments of the Beijing Declaration and Platform for Action. The 2023 requirements reflect no change in the resource level compared with the estimates for 2022.

Subprogramme 2

Policy and programme activities

- 17.71 The proposed regular budget resources for 2023 amount to \$3,513,300 and reflect an increase of \$300 compared with the appropriation for 2022. The proposed increase is explained in paragraphs 17.54 (a) and 17.54 (b). Additional details on the distribution of resources in 2023 are reflected in table 17.16 and figure 17.XI.

Table 17.16

Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

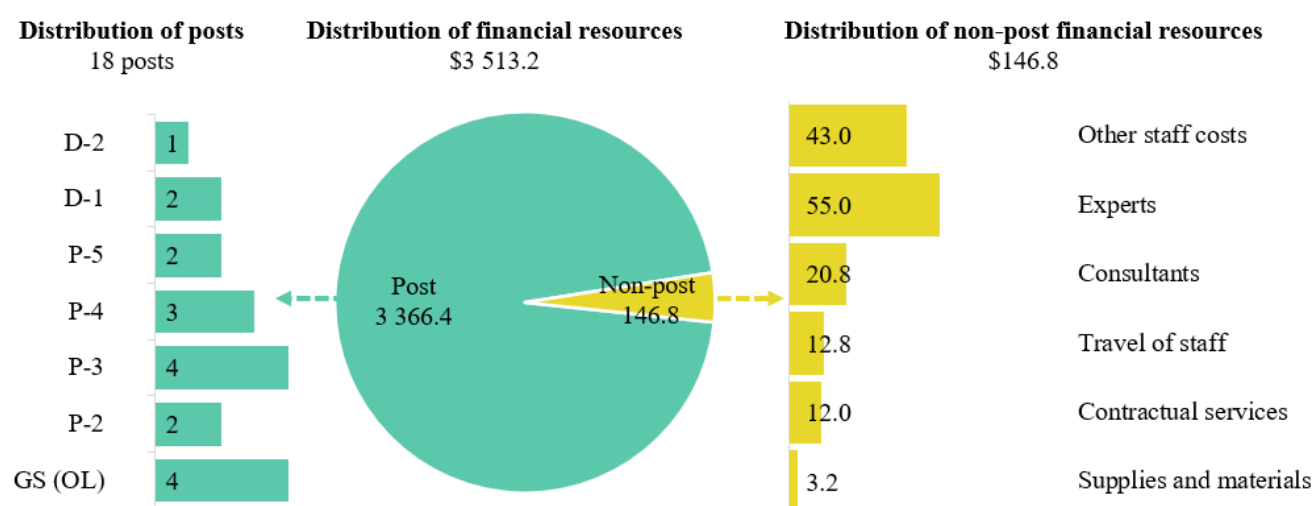
| | 2021 expenditure | 2022 appropriation | Changes | | | | | 2023 estimate (before recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|---|
| | | | Technical adjustments | New/expanded mandates | Other | Total | Percentage | |
| Financial resources by main category of expenditure | | | | | | | | |
| Post | 3 054.9 | 3 366.4 | — | — | — | — | — | 3 366.4 |
| Non-post | 150.8 | 146.5 | — | — | 0.3 | 0.3 | — | 146.8 |
| Total | 3 205.7 | 3 512.9 | — | — | 0.3 | 0.3 | — | 3 513.2 |

| | 2021 expenditure | 2022 appropriation | Changes | | | | | 2023 estimate (before recosting) |
|-----------------------------|---------------------|-----------------------|--------------------------|--------------------------|-------|-------|------------|---|
| | | | Technical adjustments | New/expanded mandates | Other | Total | Percentage | |
| Post resources by category | | | | | | | | |
| Professional and higher | 14 | 14 | — | — | — | — | — | 14 |
| General Service and related | 4 | 4 | — | — | — | — | — | 4 |
| Total | 18 | 18 | — | — | — | — | — | 18 |

Figure 17.XI

Subprogramme 2: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 17.72 Extrabudgetary resources for the subprogramme are estimated at \$426,734,500 and would provide for 355 posts (14 D-1, 72 P-5, 36 P-4, 17 P-3, 5 P-2/1, 30 General Service (Principal level), 105 General Service (Other level) and 76 National Professional Officers), as well as non-post resources. The resources would enable support for Member States, upon their request, in the implementation of their national commitments to eliminate discrimination against women and girls, empower women and achieve equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The estimated decrease of \$325,100 is due to the redeployment of a post of D-2 (Director) to executive direction and management to head the Strategy, Planning, Resources and Effectiveness Division.

Programme support

- 17.73 Responsibility for this area is vested in the Management and Administration Division, the Human Resources Division and partially by the Strategy, Planning, Resources and Effectiveness Division of UN-Women. The Divisions cover the areas of finance and budget, administrative services, procurement and facilities management, information technology services, security, operational oversight and accountability, audit coordination and human resources. In addition, the Divisions provide administrative and operational support for the implementation of the programme activities of UN-Women.

- 17.74 The proposed regular budget resources for 2023 amount to \$683,900 and reflect no change in the resource level compared with the appropriation for 2022, despite the cost-neutral proposals indicated in paragraph 17.54. Additional details on the distribution of resources in 2023 are reflected in table 17.17 and figure 17.XII.

Table 17.17

Programme support: evolution of financial resources by main category of expenditure

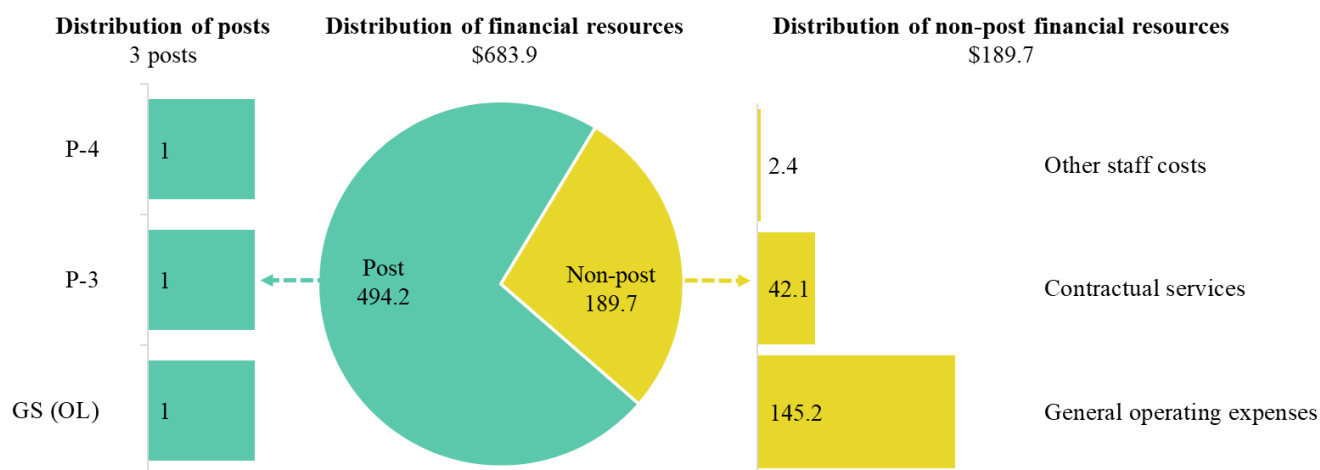
(Thousands of United States dollars)

| | 2021 expenditure | 2022 appropriation | Changes | | | | | 2023 estimate (before recosting) |
|---|---------------------|-----------------------|--------------------------|--------------------------|--------|--------|------------|---|
| | | | Technical adjustments | New/expanded mandates | Other | Total | Percentage | |
| Financial resources by main category of expenditure | | | | | | | | |
| Post | 505.1 | 463.4 | – | – | 30.8 | 30.8 | 6.6 | 494.2 |
| Non-post | 208.2 | 220.5 | – | – | (30.8) | (30.8) | (14.0) | 189.7 |
| Total | 713.3 | 683.9 | – | – | – | – | – | 683.9 |
| Post resources by category | | | | | | | | |
| Professional and higher | 2 | 2 | – | – | – | – | – | 2 |
| General Service and related | 1 | 1 | – | – | – | – | – | 1 |
| Total | 3 | 3 | – | – | – | – | – | 3 |

Figure 17.XII

Programme support: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

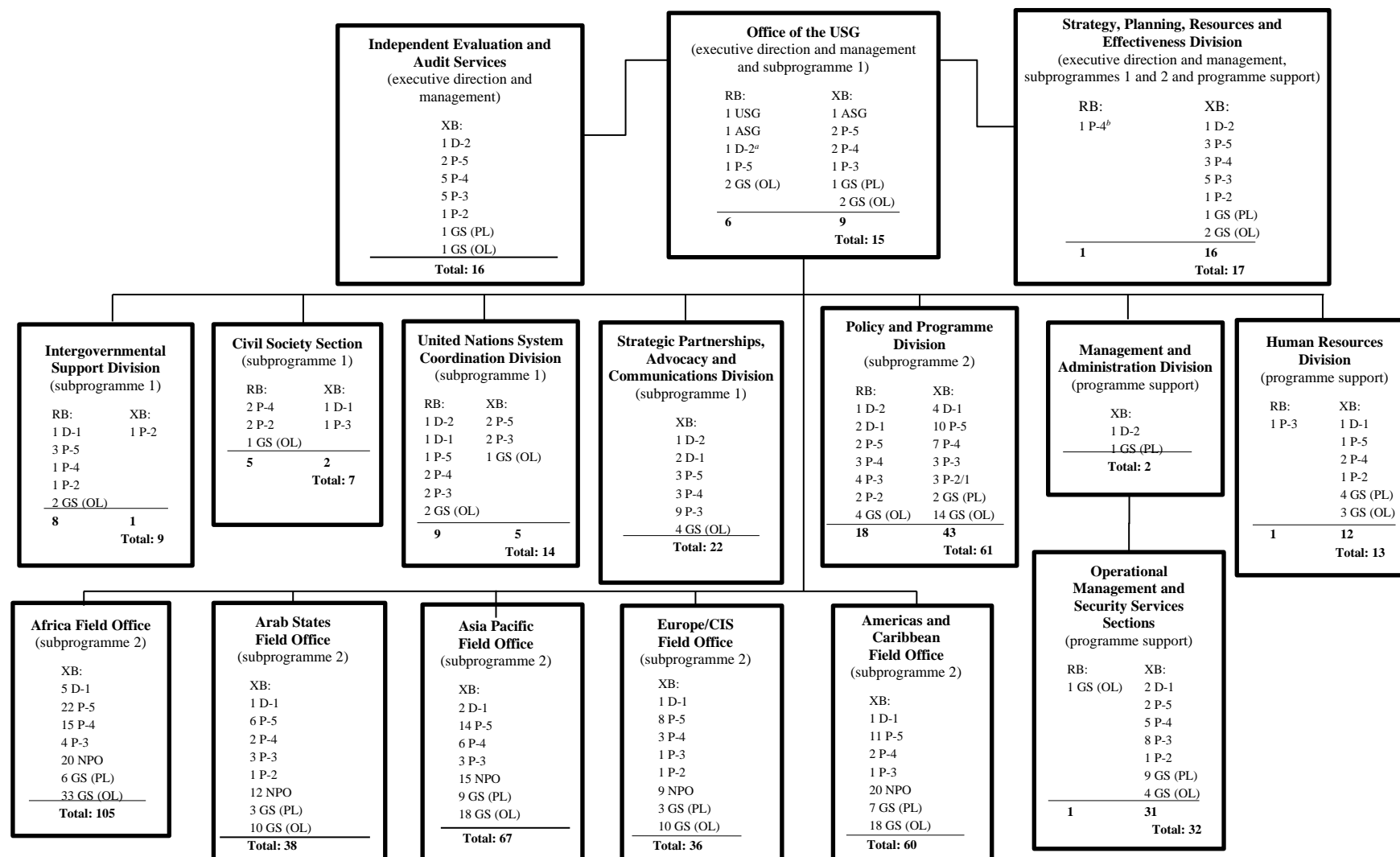


Extrabudgetary resources

- 17.75 Extrabudgetary resources for the subprogramme are estimated at \$37,744,400 and would provide for 51 posts (1 D-2, 3 D-1, 4 P-5, 9 P-4, 10 P-3, 2 P-2/1, 15 General Service (Principal level) and 7 General Service (Other level)), as well as non-post resources. The resources would assist in discharging responsibilities in the areas of personnel, finance and general administration.

Annex I

Organizational structure and post distribution for 2023



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Redeployed from the Strategy, Planning, Resources and Effectiveness Division to the Office of the Executive Director.

^b Reclassified from P-3 to P-4.

Annex II

Summary of follow-up action taken to implement relevant recommendations of advisory and oversight bodies

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/76/7)

While appreciating the importance of ensuring that the perspectives and contributions of women are fully engaged in fulfilling the mandate of UN-Women, the Advisory Committee again encourages the Entity to continue its efforts towards gender balance (para. IV.157).

While seeing merit in the proposed establishment of the new Division, the Advisory Committee notes that its establishment requires the approval of the General Assembly and the Executive Board of UN-Women. The Committee trusts that further information in support of the proposal will be provided to the General Assembly at the time of its consideration of the present report (para. IV.161).

UN-Women will continue to monitor the representation of women and men working for the Entity. While the relative share of women and men has remained stable over the years, since 2017, there has been a 33 per cent increase in the number of men among staff proportional to the Entity's overall staff growth. This is further supported by the increased efforts of the Organization to improve diversity in recruitment, specifically through outreach activities.

UN-Women provided the requested information to the Fifth Committee of the General Assembly at the informal hearing on section 17 during the main part of the seventy-sixth session of the Assembly.

Annex III

Summary of proposed post changes, by component and subprogramme

| <i>Component/subprogramme</i> | <i>Posts</i> | <i>Grade</i> | <i>Description</i> | <i>Reason for change</i> |
|------------------------------------|--------------|--------------|---|--|
| Executive direction and management | 1 | D-2 | Redeployment of 1 Director from the Strategy, Planning, Resources and Effectiveness Division to the Office of the Executive Director | The post will be used to reinstate the position of Director, to ensure the capacity and experience necessary to support the core functions of the Office of the Under-Secretary-General/Executive Director. The Director will also provide high-level strategic advice to the new Executive Director and lead and manage the support of the intergovernmental process, operational activities in the field and United Nations system coordination efforts. |
| Programme support | 1 | P-3 | Reclassification of 1 Finance and Budget Officer at the P-3 level to the P-4 level | <p>The post of Finance and Budget Officer (P-3), under the Strategy, Planning, Resources and Effectiveness Division, was initially created to support the Chief of the Budget Section with respect to the planning and preparation of the budget submissions; management, monitoring and reporting of the regular budget; and advisory support and technical guidance to operational staff on corporate issues related to financial planning and management.</p> <p>This position has since taken a more substantive role in leading and coordinating the preparation process of both the programme plan and resource requirements and providing support to senior management and executive leadership in their review. The associated responsibilities also include coordinating and guiding the working group for the development of the annual programme plan, composed of focal points of relevant UN-Women divisions, in line with United Nations Secretariat guidelines, recommendations and decisions of specialized intergovernmental bodies, and the Entity's strategic priorities; advising and guiding section heads in the elaboration of their resource requirements proposal and the management of their allotments; and building the capacity of staff newly assigned to the regular budget process, to ensure knowledge-building across the relevant sections. The P-4 Finance and Budget Officer would also provide support to UN-Women senior management and executive leadership in meetings of legislative organs and expert bodies. Reclassification of this post would ensure continued support to UN-Women at a level corresponding to the increased scope of responsibility.</p> |