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Proposed programme budget for 2022

Programme planning

Proposed programme budget for 2022

Part IV

International cooperation for development

Section 17

UN-Women

Programme 14

Gender equality and the empowerment of women

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* [A/76/50](#).

** 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.



Foreword

The year 2022 presents an opportunity for the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to take forward the lessons learned from the coronavirus disease (COVID-19) pandemic and its disproportionate negative impact on women and girls, and to continue to drive the support for gender equality and the empowerment of women and girls generated by the 25-year review of the Beijing Declaration and Platform for Action.

The COVID-19 pandemic forced UN-Women to adapt quickly and efficiently to the evolving needs of Member States and beneficiaries. From the development of the United Nations policy brief on “The impact of COVID-19 on Women”, to our support to the Inter-Agency Network on Women and Gender Equality in producing common materials on the gender perspectives of the pandemic, to sounding the alarm about rising levels of gender-based violence, we were continually learning and working to deliver the best possible outcomes for our beneficiaries. These adjustments, adaptations and lessons learned will be mainstreamed into our work in support of Member States and to the benefit of women and girls going forward. We will also continue to support the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action, including through bold commitments made at the Generation Equality Forum to accelerate action towards the achievement of gender equality and women’s empowerment over the next four years.

The proposed programme plan is formulated to maximize, to the fullest extent possible, achievement of the agreed objectives and fulfilment of our mandates. The proposed programme plan presents examples of progress and incorporates good practices, including steps to ensure that in 2022 UN-Women continues to achieve results across our mandate for normative support, United Nations system coordination and operational activities and to support an inclusive recovery that will build long-term resilience and enable women in all their diversity to benefit from equal opportunities and outcomes.

(Signed) Phumzile **Mlambo-Ngcuka**
Under-Secretary-General/Executive Director, UN-Women

A. Proposed programme plan for 2022 and programme performance for 2020

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 of global norms and standards; (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. It also enables the Entity to inform support for the development of global norms and standards with country-level experiences. UN-Women has a critical role 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 2022

- 17.3 The UN-Women strategic plan guides the Entity's activities and its strategic direction, objectives and approaches to support the efforts of Member States to achieve gender equality and empower all women and girls by 2030.
- 17.4 Accordingly, and building on the results achieved in 2020, UN-Women will 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. Since its establishment, UN-Women has focused its work around five thematic areas: (a) a comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented; (b) women lead, participate in and benefit equally from governance systems; (c) women have income security, decent work and economic autonomy; (d) all women and girls live a life free from all forms of violence; and (e) women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts, and from humanitarian action. These thematic areas are under review

as part of the development of the UN-Women strategic plan for 2022-2025, which is expected to be endorsed by the Executive Board in September 2021.

- 17.5 UN-Women acts as a knowledge hub to support gender analysis and gender mainstreaming, providing research and data analysis to inform policies, strategies and other interventions, substantive and technical support and expertise to Member States, at their request, and to facilitate the integration of a gender perspective into intergovernmental norms and standards. It provides support to Member States, at their request, in implementing commitments to gender equality and the empowerment of women and girls through operational activities. The Entity works in partnership with a range of actors and supports civil society, the private sector and other relevant stakeholders, at the request of concerned Member States, when applicable, for accelerated action for gender equality and the empowerment of women and girls.
- 17.6 UN-Women continues to implement changes to its regional architecture, in consultation with its Executive Board, in response to the repositioning of the United Nations development system, leveraging its role in leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women at the country level, under the overall leadership of the resident coordinator. The Entity reviewed its processes to better support its country offices and enhance their efficiency, effectiveness and impact. To bring greater focus and quality to its work, UN-Women has been developing corporate organizational performance management tools, which are used to consistently monitor and manage performance across the Entity.
- 17.7 With regard to coordination and cooperation with other entities, UN-Women leads and coordinates gender focal points across the United Nations system to further enhance coherence and support for gender mainstreaming, including through implementation of the United Nations country team System-wide Action Plan gender equality scorecard. With a view to working better together, UN-Women builds strategic partnerships with United Nations entities that have a common interest in collectively supporting countries on gender equality issues to deliver results for women and girls in a coordinated and coherent way. UN-Women coordinates with the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA) in the development of its strategic plan, with a view to working better together, characterized by stronger coherence and collaboration, and to better support countries in achieving sustainable development. Further, UN-Women also collaborates with other United Nations entities 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. The Entity also collaborates 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.
- 17.8 Where it has a country presence, UN-Women supports 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 systemwide approach in operational activities. UN-Women chairs or co-chairs the gender theme groups of United Nations country teams and provides 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.
- 17.9 With regard to the external factors, the overall plan for 2022 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 through achieving consensus on this 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.
- 17.10 With regard to the coronavirus disease (COVID-19) pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 17.11 UN-Women integrates a gender perspective in its operational activities, deliverables and results, as mandated. It also provides support for gender mainstreaming across the United Nations system as an integral part of its programme strategy.
- 17.12 In line with the United Nations Disability Inclusion Strategy and the UN-Women global strategy on disability inclusion, the Entity will also continue to accelerate the effective mainstreaming of disability inclusion, including mitigating measures to overcome any challenges while operationalizing disability inclusion.

Programme performance in 2020

Impact of COVID-19 on programme delivery in 2020

- 17.13 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of UN-Women. The impact included a significant scaling down of the sixty-fourth session of the Commission on the Status of Women, 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 this impact, UN-Women swiftly moved towards alternative forms of gatherings, and consultations, using virtual meeting platforms. The change in approach of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 1 and 2.
- 17.14 At the same time, however, some planned deliverables and activities were modified and new deliverables and activities were identified during 2020, within the overall scope of the objectives of the subprogrammes, in order to support Member States on issues related to the COVID-19 pandemic. Those modifications and new activities included leading the development of a policy brief on "The impact of COVID-19 on women", which highlighted the impact of the pandemic in reversing limited gains for gender equality and women's rights, as well as proposed strategies for countries and the entities of the United Nations system to respond accordingly. UN-Women also supported the coordination of United Nations action during the crisis. For example, under the leadership of UN-Women, the Inter-Agency Network on Women and Gender Equality produced a compendium presenting a total of 32 individual action-oriented entity briefs that capture the key messages and efforts of United Nations system entities as they address the varied gender perspectives of the pandemic. The Network also produced a coordinated set of common messages aligned with the five pillars of the United Nations framework for the immediate socioeconomic response to the COVID-19 pandemic, as well as a checklist for integrating gender equality considerations in the implementation of the United Nations framework. UN-Women also supported Member States and other stakeholders in their COVID-19 responses, through advice, outreach, advocacy and other knowledge products or services. Specific examples of the new activities are provided under subprogrammes 1 and 2.
- 17.15 Reflecting the importance of continuous improvement and response to the evolving needs of Member States, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include the continuation of virtual meeting modalities to strengthen civil society participation, in particular the participation of civil society organization representatives who would otherwise not be able to take part in the meetings at United Nations Headquarters owing to limited

funding or travel opportunities. For future event planning, hybrid delivery aspects will be harnessed to widen engagement while also maintaining critical meeting functions for effective negotiations. UN-Women is committed to driving forward an inclusive COVID-19 recovery. Investing in inclusion, including gender equality and the empowerment of all women and girls, requires addressing the impact of the pandemic on women's employment, health, unpaid care work and violence against women and girls, which is critical to building long-term resilience and building back better. Enabling women, people with disabilities and other excluded groups to play an equal role in the economy is essential to COVID-19 recovery and to achieving gender equality and the empowerment of women.

Legislative mandates

17.16 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 | 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 |
| 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 | 73/146 | Trafficking in women and girls |
| 54/4 | Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women | 73/148 | Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment |
| 54/134 | International Day for the Elimination of Violence against Women | 73/149 | Intensifying global efforts for the elimination of female genital mutilation |
| S-23/2 | Political declaration | 74/126 | Improvement of the situation of women and girls in rural areas |
| S-23/3 | Further actions and initiatives to implement the Beijing Declaration and Platform for Action | 74/127 | Violence against women migrant workers |
| 62/136 | Improvement of the situation of women in rural areas | 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 |
| 64/289 | System-wide coherence | | |
| 66/130 | Women and political participation | 74/235 | Women in development |
| 69/313 | Addis Ababa Action Agenda of the Third International Conference on Financing for Development | 75/158 | Trafficking in women and girls |
| 70/1 | Transforming our world: the 2030 Agenda for Sustainable Development | 75/160 | Intensifying global efforts for the elimination of female genital mutilation |
| 71/243 | Quadrennial comprehensive policy review of operational activities for development of the United Nations system | 75/161 | Intensification of efforts to prevent and eliminate all forms of violence against women and girls |
| | | 75/233 | Quadrennial comprehensive policy review of operational activities for development of the United Nations system |

Economic and Social Council resolutions and decisions

| | | | |
|----------|--|----------|---|
| 76 (V) | Communications concerning the status of women | 1996/31 | Consultative relationship between the United Nations and non-governmental organizations |
| 304 (XI) | Report of the Commission on the Status of Women (fourth session) | 1999/257 | Enabling the Commission on the Status of Women to continue to carry out its mandate |
| 1992/19 | Communications on 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 |
| 1996/6 | Follow-up to the Fourth World Conference on Women | | |

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|---------|---|--------|--|
| 2009/16 | Working Group on Communications on the Status of Women of the Commission on the Status of Women | 2019/2 | Mainstreaming a gender perspective into all policies and programmes in the United Nations system |
| 2015/6 | Future organization and methods of work of the Commission on the Status of Women | 2020/9 | Mainstreaming a gender perspective into all policies and programmes in the United Nations system |

Economic and Social Council agreed conclusion and ministerial declaration

| | | | |
|--------|--|---------|---|
| 2020/9 | 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 resolution

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 | 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 |
| 1996 | Women and the media | | |
| 1996 | Child and dependent care, including sharing of work and family responsibilities | | |
| 1997 | Women and the environment | 2004 | The role of men and boys in achieving gender equality |
| 1997 | Women in power and decision-making | 2004 | Women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding |
| 1997 | Women and the economy | | |
| 1997 | Education and training of women | | |
| 1998 | Violence against women | 2005 | Political declaration on the occasion of the tenth anniversary of the Fourth World Conference on Women |
| 1998 | Women and armed conflict | | |
| 1998 | Human rights of women | 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 |
| 1998 | The girl child | | |
| 1999 | Women and health | | |
| 1999 | Institutional mechanisms for the advancement of women | | |
| 2001 | Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome | 2006 | Equal participation of women and men in decision-making processes at all levels |
| 2001 | Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance | 2007 | Elimination of all forms of discrimination and violence against the girl child |
| 2001 | | 2008 | Financing for gender equality and the empowerment of women |
| 2002 | Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world | 2009 | The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS |
| 2002 | Environmental management and the mitigation of natural disasters | 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 |

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|------|--|------|---|
| 2013 | Elimination and prevention of all forms of violence against women and girls | 2019 | Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls |
| 2014 | Challenges and achievements in the implementation of the Millennium Development Goals for women and girls | 2020 | Political declaration on the occasion of the twenty-fifth anniversary of the Fourth World Conference on Women |
| 2015 | Political declaration on the occasion of the twentieth 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 |
| 2016 | Women’s empowerment and the link to sustainable development | | |
| 2017 | Women’s empowerment in the changing world of work | | |
| 2018 | Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls | | |

Deliverables

17.17 Table 17.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 17.1

Cross-cutting deliverables for the period 2020–2022, by category and subcategory

| <i>Category and subcategory</i> | <i>2020 planned</i> | <i>2020 actual</i> | <i>2021 planned</i> | <i>2022 planned</i> |
|--|-------------------------|------------------------|-------------------------|-------------------------|
| A. Facilitation of the intergovernmental process and expert bodies | | | | |
| Parliamentary documentation (number of documents) | 1 | 1 | 3 | 1 |
| 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 | - |
| 3. Strategic plan 2022–2025 | – | - | 1 | - |
| Substantive services for meetings (number of three-hour meetings) | 3 | 3 | 3 | 3 |
| 4. Meetings of the Fifth Committee | 1 | 1 | 1 | 1 |
| 5. Meetings of the Committee for Programme and Coordination | 1 | 1 | 1 | 1 |
| 6. Meetings of the Advisory Committee on Administrative and Budgetary Questions | 1 | 1 | 1 | 1 |

Evaluation activities

17.18 The following self-evaluations completed in 2020 have guided the programme plan for 2022:

- (a) Corporate self-evaluation of UN-Women flagship programme initiatives and the thematic priorities of the strategic plan, 2018–2021;
- (b) Corporate self-evaluation of support by UN-Women for national action plans on women and peace and security for the period 2015–2019;
- (c) Twenty-nine decentralized self-evaluations, including seven country portfolio evaluations and three regional self-evaluations.

17.19 The findings of the evaluations referenced above have been considered for the proposed programme plan for 2022. These include refining UN-Women programming instruments and related oversight

and accountability systems; responding to the demand for UN-Women to increase support for national action plans and their implementation; sharpening the focus of programmes and addressing cross-cutting issues that fully integrate the mandates of UN-Women and ensure the impact and effectiveness of programming to deliver high-quality results at scale; and integrating a gender perspective into COVID-19-related work in the programming and system-wide efforts of UN-Women. Furthermore, the lessons learned from these evaluations will be used to develop an integrated approach for key impact areas, with a coherent strategy to enable systematic reporting and knowledge-sharing as reflected in the UN-Women strategic plan.

- 17.20 The following self-evaluations are planned for 2022:
- (a) Corporate self-evaluation of the work of UN-Women in the area of climate change;
 - (b) Corporate self-evaluation of the policy advocacy function of UN-Women;
 - (c) Further self-evaluations in 2022, to be planned on the basis of the corporate evaluation plan for the period 2022-2025, which is expected to be developed and agreed at the end of 2021;
 - (d) Approximately 10 country portfolio and regional self-evaluations;
 - (e) Decentralized self-evaluations to be planned and undertaken by programmatic offices in 2022, in accordance with the parameters established in the UN-Women evaluation policy.

Programme of work

Subprogramme 1

Intergovernmental support, coordination and strategic partnerships

Objective

- 17.21 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

- 17.22 To contribute to the objective, the subprogramme will work in three key workstreams: supporting the normative processes of intergovernmental bodies, United Nations system coordination and strategic partnerships.
- 17.23 The subprogramme will 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. The subprogramme will arrange meetings and, upon request, will provide appropriate substantive support through the issuance of reports and presentation of analysis and policy options that facilitate discussion on key gender equality issues.
- 17.24 The subprogramme will contribute to leading, coordinating and promoting the accountability of the United Nations system with regard to gender equality and the empowerment of women, and gender mainstreaming. The work will include the provision of expertise and advocacy, monitoring of progress on the development of tools and guidance, and provision of capacity-building opportunities for relevant United Nations entities and United Nations officials. Activities related to system-wide improvement of the status of women and gender parity will also be included.
- 17.25 The subprogramme will develop strategic partnerships by undertaking outreach and encouraging civil society actors and other stakeholders to engage with intergovernmental processes. The subprogramme will perform this work through information dissemination, by convening

stakeholders to share lessons learned and recommendations for action and by providing funding for attending capacity- and alliance-building opportunities.

- 17.26 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.
- 17.27 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 achieve gender parity goals by 2028 in the United Nations system, as indicated in the Secretary-General's system-wide strategy on gender parity;
 - (c) Enhanced cooperation among stakeholders and Governments, enhanced opportunities for stakeholders to present lessons learned and good practices in conjunction with intergovernmental processes, and the availability of a growing resource base for work on gender equality and the empowerment of women.

Programme performance in 2020

- 17.28 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Safeguarding opportunities for civil society engagement through virtual platforms

- 17.29 The active participation of non-governmental organizations (NGOs) in consultative status with the Economic and Social Council is a critical element in the work of the Commission on the Status of Women. As part of its mandate, the subprogramme facilitates the participation of civil society representatives from organizations accredited by the Economic and Social Council in the annual sessions of the Commission. Representatives from accredited organizations participate in large numbers in the Commission's sessions, where they share experiences, communicate expectations for session outcomes to accelerate progress towards the realization of gender equality and the empowerment of all women and girls, and participate in side events. NGOs also meet with the Secretary-General and other senior United Nations officials to exchange views about progress and new and emerging concerns.
- 17.30 The subprogramme has been facilitating this engagement through logistical and technical support, the sharing of information and the briefing of representatives. With the outbreak of the COVID-19 pandemic and the scaling down of the sixty-fourth session of the Commission, in early March 2020, the subprogramme quickly informed NGO representatives of the changing context for the session and pivoted to creating virtual opportunities to ensure that NGO representatives had a chance to share their views and expectations in the landmark year 2020 and its commemoration of the twenty-fifth anniversary of the Fourth World Conference on Women and the adoption of the Beijing Declaration and Platform for Action, despite the restrictions due to the COVID-19 pandemic and the resulting inability of civil society to engage in person during the scaled-down session. The subprogramme supported the President of the General Assembly in organizing on a virtual platform the mandated multi-stakeholder hearing in advance of the high-level meeting of the Assembly on the twenty-fifth anniversary of the Fourth World Conference on Women. The subprogramme's outreach included briefing and registration of representatives of NGOs in consultative status with the Economic and Social Council, which ensured that well over 4,400 comments could be posted in the virtual platform's chat function, contributing to its interactive nature. Additionally, some 25 representatives served as panellists, and the summary of the event by the President of the General Assembly constituted a critical contribution to the 25-year review of the implementation of the Beijing Declaration and Platform for Action as a result of the virtual meeting.

17.31 In line with the subprogramme’s strategy of encouraging civil society actors and other stakeholders to engage with intergovernmental processes, the subprogramme also convened several global virtual town hall meetings, including with the Secretary-General and the Executive Director and senior managers of UN-Women, contributing to the subprogramme’s objective by providing opportunities for members of civil society to share lessons learned and recommendations for action to achieve gender equality and realize the empowerment of all women and girls. These virtual meetings also provided opportunities for discussions on the disproportionate impact of the pandemic on women and girls and implementation of the Platform for Action, as well as the negative implications of the pandemic on the capacity, funding and environment for civil society to undertake its work, and steps that could be undertaken by different actors, including Member States and the entities of the United Nations system, to counteract emerging negative trends.

Progress towards the attainment of the objective, and performance measure

17.32 The above-mentioned work contributed to the objective, as demonstrated by the participation of 1,800 representatives, representing all regions and diverse civil society organizations, in the multi-stakeholder hearing, and a combined total of 700 representatives in the virtual town hall meetings. This facilitated cooperation among stakeholders and Governments and offered opportunities for stakeholders to present lessons learned and good practices in conjunction with intergovernmental processes.

17.33 Furthermore, the above-mentioned work also contributed to the objective, as demonstrated by Member States having access to a summary of the multi-stakeholder hearing that captured the broad views of civil society ahead of the high-level meeting on the twenty-fifth anniversary of the Fourth World Conference on Women (see table 17.2).

Table 17.2
Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual) |
|---------------|---------------|---|
| – | – | 1,800 representatives, representing all regions and diverse civil society organizations, participated in the multi-stakeholder hearing, and a combined total of 700 representatives participated in the virtual town hall meetings. |
| | | Ahead of the high-level meeting on the twenty-fifth anniversary of the Fourth World Conference on Women, Member States received and had access to a summary of the multi-stakeholder hearing that captured the broad views of civil society representatives to inform intergovernmental processes |

Planned results for 2022

17.34 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: more than processes, accountability for results¹**Programme performance in 2020**

- 17.35 To achieve the goal of increasing accountability for results related to gender equality and the empowerment of women, the subprogramme has continued assisting United Nations system entities in mainstreaming a gender perspective into their activities, plans and results, including through consistent advocacy and technical support and through the implementation of and reporting on the System-wide Action Plan on Gender Equality and the Empowerment of Women, as well as the United Nations country team performance indicators for gender equality and the empowerment of women. The subprogramme has also provided an online knowledge-management and information-sharing platform in support of reporting results against these frameworks. Furthermore, the subprogramme has organized capacity-building and knowledge-sharing workshops for the Action Plan's gender focal points and business owners, and established a help desk to provide guidance and support.
- 17.36 The above-mentioned work contributed to robust monitoring of gender-related results by 75 per cent of the United Nations entities that were meeting or exceeding the requirements for Action Plan performance indicator 1, which signifies that the inclusion of a high-level result on gender equality in their main strategic planning document has been achieved or is on track to be achieved. This result exceeded the planned target of robust monitoring on gender-related results by at least half of all United Nations system entities reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 17.37 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will promote collective learning through the dissemination of good practices within the entities of the United Nations system and the facilitation of peer reviews. This collective learning will elevate the United Nations system capacity for better planning, implementation and achievement of results. The expected progress is presented in the performance measure below (see table 17.3).

Table 17.3
Performance measure

| <i>2018 (actual)</i> | <i>2019 (actual)</i> | <i>2020 (actual)</i> | <i>2021 (planned)^a</i> | <i>2022 (planned)</i> |
|---|---|--|--|--|
| United Nations System-wide Action Plan. Limited reporting on gender-related results by United Nations system entities | Initiation of robust monitoring on gender-related results by United Nations system entities | Robust monitoring by 75 per cent of United Nations entities, which met or exceeded the requirements under performance indicator 1 of the Action Plan | Robust monitoring on gender-related results by at least two thirds of all United Nations system entities | 78 per cent of United Nations entities will meet or exceed the requirements under performance indicator 1 of the Action Plan |

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 17)).

Result 2: climate action becomes gender-responsive²**Programme performance in 2020**

- 17.38 The subprogramme co-organized two virtual regional workshops on the integration of a gender perspective in national climate actions with the secretariat of the United Nations Framework Convention on Climate Change. The virtual workshops were held in lieu of the mandated in-person workshop, which was cancelled due to COVID-19. The virtual workshops were attended by Member States and other stakeholders. Meeting reports on best practices and lessons learned in integrating a gender perspective in national climate actions were prepared as a resource for Member States and other stakeholders for work on gender-responsive climate policies and actions at the global and national levels.
- 17.39 Since 2016, in follow-up to the Paris Agreement, the subprogramme has expanded its approach and placed a greater emphasis on building alliances with Governments and other stakeholders, through outreach and advocacy, to more systematically reflect a gender perspective in the decisions considered by the annual sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change, including in thematic areas such as technology, finance, loss and damage, in addition to gender-specific decisions, thereby bringing greater attention to the gender-differentiated impact of climate change on women and girls and the need for gender-responsive decisions to achieve increased results at the national level, to complement the previous approach that had focused on enhancing the participation of women.
- 17.40 The above-mentioned work contributed to 82 gender-related decisions adopted by the Conference of the Parties, without a further increase in 2020, which did not meet the planned target of 86 gender-related decisions, reflected in the proposed programme budget for 2021. Examples of gender-related decisions include the decisions endorsing the first gender action plan of the Conference of the Parties in 2016, the integration of a gender perspective in nationally determined contributions and the appointment of gender focal points for the Convention. The subprogramme was not able to engage in planned intergovernmental processes of the Convention due to COVID-19-related cancellations and postponement of meetings. No decisions or outcome document was negotiated in 2020.

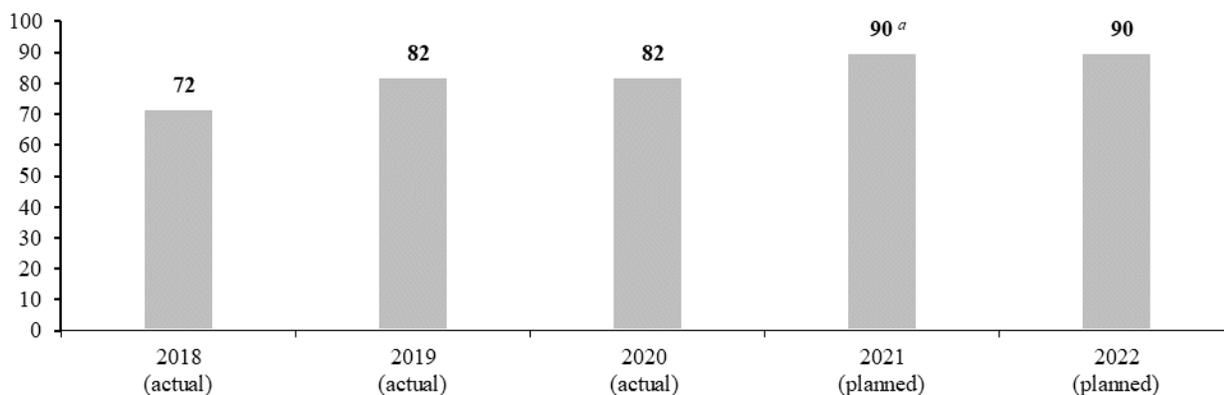
Proposed programme plan for 2022

- 17.41 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue its engagement with the Conference of the Parties, building integrated approaches, promoting systematic stakeholder collaboration and forging partnerships with Member States, relevant entities of the United Nations system and other stakeholders to expand support for gender-responsive decisions by the Conference across thematic sectors. The expected progress is presented in the performance measure below (see figure 17.I).

² As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 17\)](#)).

Figure 17.I

Performance measure: total number of gender-related decisions adopted by the Conference of the Parties to the United Nations Framework Convention on Climate Change (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda for Sustainable Development

Proposed programme plan for 2022

- 17.42 The subprogramme has advocated for consistent attention to a gender perspective in the annual session of the high-level political forum on sustainable development. It assisted Member States in the systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda and placed a particular focus on voluntary national reviews, recognizing that the systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda is a crucial contribution to progress across all the Goals and targets.
- 17.43 The subprogramme has provided technical support to Governments, including national gender equality mechanisms, to strengthen the mainstreaming of a gender perspective into national planning, budgeting, implementation and monitoring processes so that women and girls benefit fully from policies and programmes targeted to achieve all of the Sustainable Development Goals. Furthermore, the subprogramme supported the production and analysis of data for enhanced Goal monitoring and evidence-based policymaking, and developed policy briefs and other knowledge products related to specific Goals and targets related to gender equality and the empowerment of women. For example, the subprogramme developed a guidance note with best practices when engaging with Governments in the preparation of their voluntary national reviews, including on approaches to provide holistic support to Member States, upon their request, as well as best practices on United Nations system coordination in support of Governments in the preparation of the reviews. This guidance facilitated the gender-responsive implementation of the 2030 Agenda at the national level.

Lesson learned and planned change

- 17.44 The lesson for the subprogramme was that there is a high demand for strong coordination between outreach activities at the global level and the technical advice provided to government ministries at the national level, as UN-Women supports Member States in their gender-responsive implementation of the 2030 Agenda. As recent experience has demonstrated, there are opportunities to strengthen the alignment of guidance provided by UN-Women to United Nations country teams at the national level in support of government preparation of and follow-up to voluntary national reviews with efforts at the global level to ensure attention to gender perspectives in the thematic reviews at the

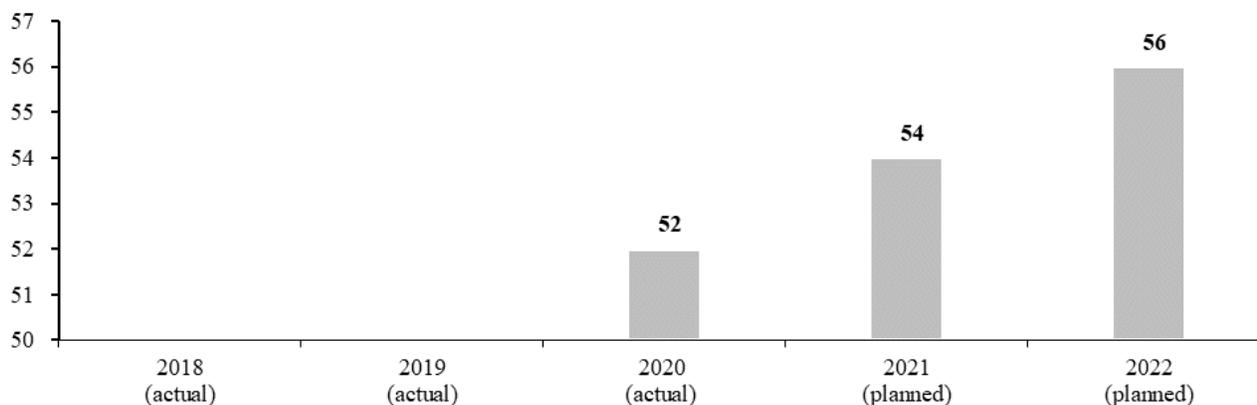
high-level political forum on sustainable development. Voluntary national reviews provide a platform to ensure that gender perspectives are reflected in the forum.

- 17.45 In applying the lesson, the subprogramme will systematize a coordinated multi-stakeholder approach to enhance collaboration with United Nations country teams and external partners and their interaction with national Governments, upon their request, to help include relevant gender perspectives in the voluntary national reviews and the broader high-level political forum on sustainable development. In particular, the subprogramme will strengthen its coordinated support for countries preparing presentations of voluntary national reviews, upon their request. Building on the development of the guidance note, the subprogramme, as it continues to develop other tools and products, will focus on integration of the normative support and operational activities of UN-Women, as well as coordination with partners in the United Nations system and civil society. The subprogramme will hold regular webinars between Headquarters and country and regional offices, and across regional offices, to exchange lessons learned and to offer better-targeted support and knowledge products to Member States in the preparation and presentation of voluntary national reviews and their follow up.

Expected progress towards the attainment of the objective, and performance measure

- 17.46 This work is expected to contribute to the objective, which would be demonstrated by 56 per cent of countries incorporating a gender perspective in their voluntary national reviews at the high-level political forum in 2022. UN-Women will provide support where it has a regional and country presence, upon request (see Figure 17.II).

Figure 17.II
Performance measure: percentage of voluntary national reviews at the high-level political forum that integrate a gender perspective



Deliverables

- 17.47 Table 17.4 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.4
Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

| <i>Category and subcategory</i> | <i>2020 planned</i> | <i>2020 actual</i> | <i>2021 planned</i> | <i>2022 planned</i> |
|--|-------------------------|------------------------|-------------------------|-------------------------|
| A. Facilitation of the intergovernmental process and expert bodies | | | | |
| Parliamentary documentation (number of documents) | 4 | 2 | 4 | 2 |
| 1. Reports for the General Assembly, including on the improvement of the status of women | 2 | – | 2 | – |
| 2. Reports for the Economic and Social Council, including on mainstreaming a gender perspective in the United Nations system | 1 | 1 | 1 | 1 |
| 3. Reports for the 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) | 52 | 52 | 46 | 46 |
| 4. Meetings of the General Assembly, including formal and informal meetings of the Second and Third Committees | 16 | 16 | 10 | 10 |
| 5. Meetings of the Security Council on women and peace and security | 3 | 3 | 3 | 3 |
| 6. Meetings of the Economic and Social Council | 1 | 1 | 1 | 1 |
| 7. Meetings of the 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. Network (focal points on the status of women) | 3 | 3 | 3 | 3 |
| Technical materials (number of materials) | 5 | 9 | 8 | 11 |
| 9. Guidance materials 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 | 5 | 9 | 8 | 11 |
| 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, reaching on the average over 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 4-6 experts and representatives of Governments, United Nations entities and civil society organizations (per consultation) | | | | |
| D. Communication deliverables | | | | |
| Digital platforms and multimedia content: Daily updates and maintenance of the UN-Women website, reaching more than 7 million unique visitors. | | | | |

Subprogramme 2 Policy and programme activities

Objective

- 17.48 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

- 17.49 To contribute to the objective, the subprogramme will work in three key work streams: serving as a global knowledge hub; providing technical support and advice; and ensuring the accountability of the United Nations system to deliver on gender equality and the empowerment of women and girls.
- 17.50 The subprogramme will 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 into and the analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women.
- 17.51 The subprogramme will provide technical support and advice by delivering (or offering) advice, advocacy support, training and capacity development, including through field offices, to Member States, at their request, to advance the implementation of their commitments on gender equality and the empowerment of women, in line with their national priorities.
- 17.52 The subprogramme will ensure the accountability of the United Nations system by offering guidance and engaging with it, including the United Nations country and regional teams and their gender theme groups, in their work on gender equality and the empowerment of women.
- 17.53 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.
- 17.54 The above-mentioned work is expected to result in:
- (a) Policies and actions taken at the national and regional levels to implement the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women;
 - (b) The strengthening of the capacity of Member States to develop, implement, monitor and evaluate laws, policies and strategies that advance gender equality and the empowerment of women and promote the human rights of women;
 - (c) More effective support by United Nations programmes for Member States, at their request, in the implementation of commitments to eliminate discrimination against women and girls.

Programme performance in 2020

- 17.55 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased attention to the needs of women in the COVID-19 policy response

- 17.56 Data, evidence and knowledge on gender equality and the empowerment of women, and analysis and evaluation of trends, including with regard to new and emerging issues and their impact on the situation of women and girls, is critical to support gender-responsive policies and actions at the national, regional and global levels that accelerate the implementation of the Beijing Declaration and Platform for Action and the gender-responsive implementation of the 2030 Agenda for Sustainable Development.
- 17.57 The subprogramme has been serving as a global knowledge centre, providing reports, policy briefs and flagship publications to inform gender-responsive policymaking. With the outbreak of the COVID-19 pandemic, the subprogramme adapted its work and launched a series of policy briefs to bring greater visibility to the different impacts of the pandemic on women and men, and to support Governments in their efforts to address the needs of women and girls in their COVID-19 responses. To support the policy responses of Member States, policy briefs were disseminated to permanent

missions in New York and were also translated into Arabic, French, Russian and Spanish and distributed to Governments and other stakeholders at the regional and country levels. Other dissemination efforts have included several virtual events, including one at the high-level political forum on sustainable development in 2020.

- 17.58 Due to the increased need for data and information on the gendered impacts of COVID-19, UN-Women worked in partnership with Governments to fill critical gaps. In addition, 51 rapid gender assessment surveys were conducted to inform gender-responsive national recovery policies and plans.
- 17.59 The subprogramme also rapidly developed, in collaboration with UNDP, a new virtual platform tool, the COVID-19 global gender response tracker. In addition, the subprogramme developed a methodology to assess the extent to which policy measures taken to address COVID-19 take into account a gender perspective. The tracker collected information about gender-sensitive measures and policies through online databases, including those of the World Bank and the International Labour Organization, and desk research, which was verified by country and regional counterparts. The tracker highlights government responses to COVID-19 from a gender perspective and, so far, has compiled and analysed more than 2,500 measures from 206 countries and territories, including 992 measures that are gender-sensitive. These measures tackle the surge in violence against women, target the economic security of women and address rising unpaid care demands. The tracker can thus provide guidance, support and good practices for policymakers and information for advocates to ensure a gender-sensitive COVID-19 policy response. To support awareness-raising, the results of the tracker have been publicized online through virtual outreach events, and in articles in a variety of outlets. The regional offices of UN-Women used the findings extensively in their advocacy and policy work.

Progress towards the attainment of the objective, and performance measure

- 17.60 The above-mentioned work contributed to the objective, as demonstrated by Member States having access to up-to-date data and analysis to inform gender-responsive national recovery policies and plans.
- 17.61 Furthermore, the above-mentioned work also contributed to the objective, as demonstrated by a policy response in Maldives to support women working in the informal sector receiving stimulus support, and in Georgia through support for internally displaced and conflict-affected women in its COVID-19 policy response.
- 17.62 Furthermore, the above-mentioned work also contributed to the objective, as demonstrated by approximately 24,000 visits made to the tracker website from 10,000 unique viewers within eight days after the launch. A large number of requests for permission to use tracker data for further analysis were made, and consumers of the data encouraged UN-Women to expand its coverage to other thematic areas, such as the leadership of women in COVID-19 task teams. By revealing that, for example, only 10 per cent of all social protection and labour market measures taken in response to the COVID-19 pandemic are explicitly aimed at strengthening the economic security of women and that only 8 per cent of all social protection and labour market measures directly address unpaid care work, the tracker contributed to a heightened awareness and a more gender-responsive COVID-19 response, as exemplified by policy responses in Georgia and Maldives (see table 17.5).

Table 17.5
Performance measure

| 2018 (actual) | 2019 (actual) | 2020 (actual) |
|---------------|---------------|---|
| – | – | <p>Member States, through rapid gender assessment surveys and the COVID-19 global gender response tracker, had access to up-to-date data and analysis to inform gender-responsive national recovery policies and plans.</p> <p>A policy response in Maldives to support women working in the informal sector receiving stimulus support and in Georgia supporting inclusion of the needs of internally displaced and conflict-affected women in the country’s COVID-19 policy response.</p> <p>The tracker, a virtual platform collecting information about gender-sensitive measures and policies through online databases, had approximately 24,000 visits from 10,000 unique viewers within 8 days after its launch.</p> |

Planned results for 2022

- 17.63 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: ending the cycle: prevention of violence against women and girls³

Programme performance in 2020

- 17.64 The subprogramme has intensified support for Member States and development partners, in close collaboration with other United Nations agencies and experts, to develop and/or strengthen evidence-based prevention policies and programming through capacity development, technical assistance, knowledge-sharing and partnerships to prevent violence against women and girls. The subprogramme also worked to bring about norm changes at the individual and institutional levels through collaboration with a variety of sectoral institutions and actors, including within the sports and media fields and the private sector, to prevent violence. A series of technical briefs on violence against women and girls and COVID-19 was developed, with concrete recommendations for Governments, civil society and international organizations, on how to prevent and respond to violence against women and girls at the onset of, during and after the COVID-19 pandemic, including working with the media and workplaces to prevent violence. Furthermore, the subprogramme leveraged global, regional and national efforts, such as the global Spotlight Initiative, to ensure that prevention is a key pillar in addressing violence against women. For example, in Uganda, the Spotlight Initiative is implementing a community

³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 17)).

mobilization model that addresses gender inequality and negative social norms and has led to significant reductions in physical and sexual violence in communities where it is applied.

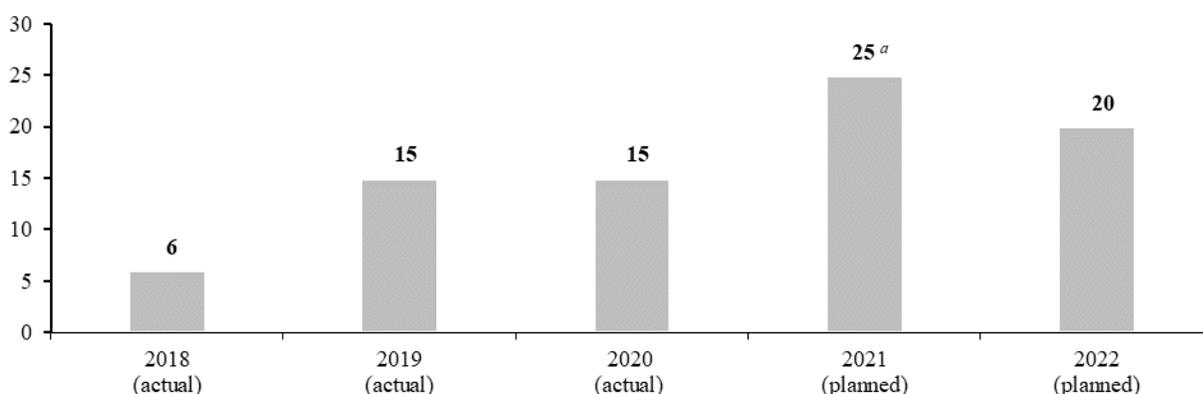
- 17.65 The above-mentioned work contributed to a total of 15 national prevention strategies, without a further increase in 2020, which did not meet the planned target of 20 national prevention strategies, reflected in the proposed programme budget for 2020. This was largely due to the outbreak of the COVID-19 pandemic, which resulted in Member States reprioritizing national resources and programming to respond to the pandemic and plan for recovery.

Proposed programme plan for 2022

- 17.66 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to support implementation of evidence-based prevention strategies through the roll-out and adaptation of global prevention frameworks and initiatives at the country level, including the integration of prevention of violence against women and girls as a key pillar of COVID-19 national response and recovery plans. The expected progress is presented in the performance measure below (see Figure 17.III).

Figure 17.III

Performance measure: total number of national prevention strategies (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: national statistical systems strengthened to produce and use gender statistics to monitor the achievement of the Sustainable Development Goals and national policies⁴

Programme performance in 2020

- 17.67 The subprogramme has supported 31 countries in improving the availability, quality and use of gender statistics to inform policymaking, advocacy and accountability for delivering gender equality and the empowerment of women. The subprogramme has utilized a three-pronged approach: (a) promoting a supportive policy environment to address institutional and financial constraints and to strengthen policies and practices governing the production and use of gender statistics; (b) supporting efforts to improve the regular production of gender statistics, including to monitor the Sustainable Development Goals; and (c) promoting greater access to and analysis of data by policymakers and other users. Between 2016 and 2019, data availability to monitor gender-related Sustainable Development Goal indicators increased from 26 per cent to 31 per cent of the data required, including Goal 5 and other Goal indicators, the elements of which include women and girls as part of their disaggregation and measurement. Furthermore, the subprogramme worked in partnership with Governments to fill critical data gaps with regard to violence against women, unpaid

⁴ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 17)).

care and domestic work and the impact of the COVID-19 pandemic on women and girls to inform gender-responsive national recovery policies and plans. To improve the capacity of national statistical systems to coordinate, produce and use gender statistics, the subprogramme provided support to countries on how to integrate gender statistics in national strategies for statistics, established coordination mechanisms in 14 countries and conducted 23 training sessions and 18 user-producer dialogue meetings that benefited 2,645 data producers and users. To further improve the availability, quality and use of gender statistics and to inform policymaking, the subprogramme conducted 12 surveys on violence against women.

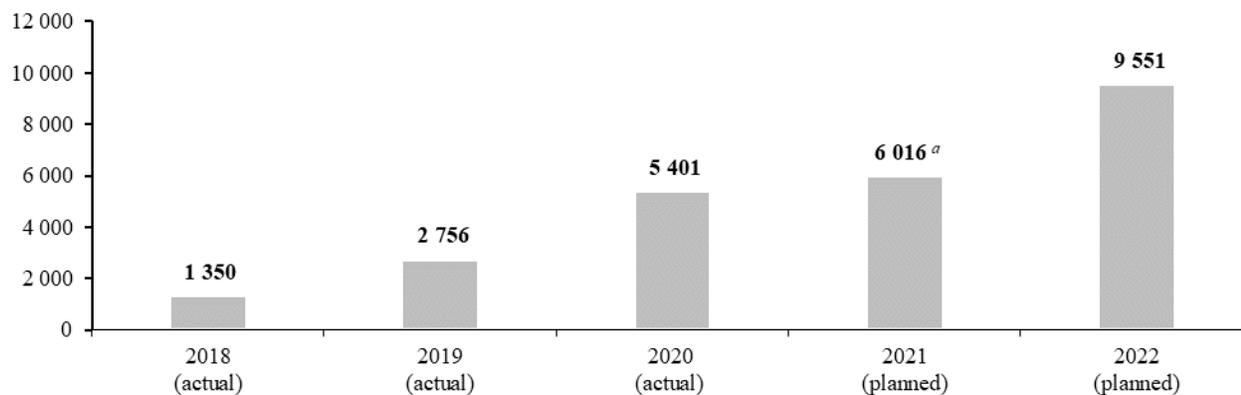
- 17.68 The above-mentioned work contributed to strengthened capacities of 5,401 data producers and users in the collection, analysis, dissemination and use of gender statistics, which exceeded the planned target of 5,316 people, reflected in the proposed programme budget for 2021. In addition, nine countries integrated gender statistics in their national strategies for statistics.

Proposed programme plan for 2022

- 17.69 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will strengthen its work related to improving the use of gender statistics and data to inform policymaking in key areas such as the economic empowerment of women, violence against women, and gender equality and the environment. The subprogramme will also support Governments, upon request, in improving disaggregation and collection of data on gender-based and other forms of discrimination to support the realization of the “leave no one behind” principle of the 2030 Agenda. Furthermore, the subprogramme will continue to support the integration of a gender perspective into national strategies for the development of statistics and improve the capacity of national statistical systems to coordinate, produce and use gender statistics. The expected progress is presented in the performance measure below (see Figure 17.IV).

Figure 17.IV

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



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: evidence-based implementation of national action plans on women and peace and security

Proposed programme plan for 2022

- 17.70 In a context in which the threats to global peace and security are becoming more complex, the continued and increased investment in the realization of the women and peace and security agenda,

as detailed in the Security Council resolutions on that theme, is essential. The subprogramme has made continuous efforts in this area; it has helped strengthen the integration of women and peace and security concerns into the deliberations and decisions of intergovernmental bodies, assisted Member States to translate commitments into action at the national and local levels through the adoption and implementation of dedicated plans and built the knowledge base on this issue by creating bridges between research, policy and practice. Trends, achievements, gaps and challenges have been reported in the annual reports of the Secretary-General on women and peace and security coordinated through the subprogramme.

- 17.71 The number of actors engaged across the women and peace and security agenda has increased and, since 2015, several new mechanisms have been established with the aim of advancing implementation. This includes the Security Council Informal Expert Group on Women and Peace and Security, the Women and Peace and Security Focal Points Network and the Women's Peace and Humanitarian Fund. National action plans have emerged as important tools to guide implementation efforts. As of December 2020, 94 countries and territories had adopted dedicated action plans on women and peace and security and 12 regional organizations had regional strategies or plans in place. The corporate thematic evaluation of support from UN-Women for national action plans on women and peace and security recognized the Entity's critical role of bringing together multiple and diverse stakeholders, providing neutral spaces for dialogue, raising awareness and facilitating the development of a shared agenda. The evaluation also found that UN-Women support is well-aligned to the most directly relevant global frameworks.

Lessons learned and planned change

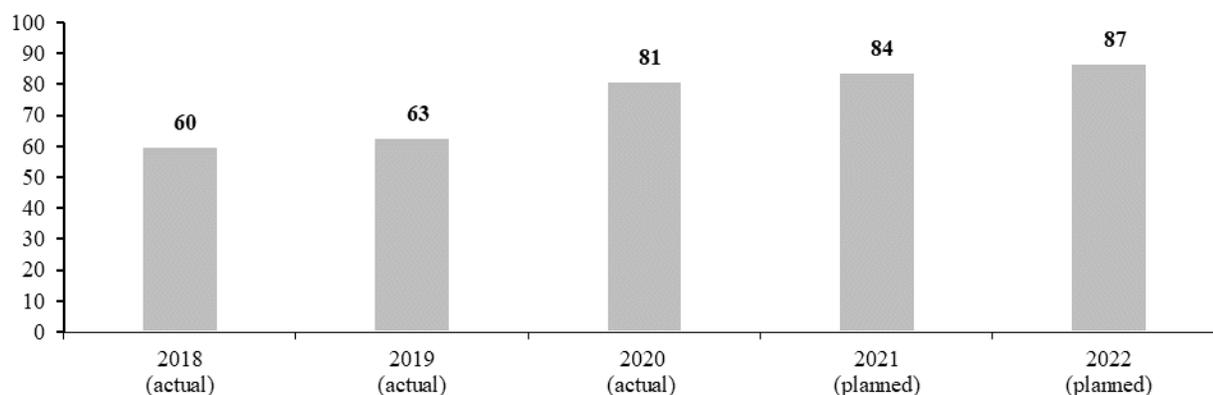
- 17.72 The lesson for the subprogramme, as identified by the corporate self-evaluation, was that support by UN-Women for national action plans on women and peace and security, in particular implementation experiences from varying operational contexts, could be leveraged in a more systematic way to inform and strengthen organization-wide operating practices and supportive implementation frameworks to generate more impactful and sustained results. There is a high demand for expertise to support implementation efforts and monitoring of progress; while UN-Women has built expertise and experience in this area, further systematizing its approach and expanding partnerships for implementation would yield even more effective delivery support. In addition, the evaluation noted the need for a clear framework on transformational change in gender equality in conflict-affected settings.
- 17.73 In applying the lesson, the subprogramme will expand partnerships in support of the implementation of national action plans and establish greater synergies with a broader range of normative frameworks and processes to promote the sustainability of efforts. Priority will also be given to follow-up on the concrete recommendations and goals for the next decade identified in reports of the Secretary-General on women and peace and security (see, for example, [S/2019/800](#) and [S/2020/946](#)). Recommendations from the corporate evaluation will be used to deepen and scale up work in this area. For instance, as per the recommendations, the subprogramme will evaluate the implementation challenges and operating methods of gender equality projects to inform standardized and flexible frameworks applicable to varying contexts. This includes developing a comprehensive framework on transformational change in gender equality in conflict-affected settings. There will also be a focus on the enhancement of internal monitoring and reporting systems. This is expected to help guide further policy development and generate greater engagement in and support for the implementation of national action plans.

Expected progress towards the attainment of the objective, and performance measure

- 17.74 This work is expected to contribute to the objective, as demonstrated by 87 national action plans with monitoring indicators by 2022. This work will also support the development and implementation of more impact-driven national action plans for measurable progress across women and peace and security indicators (see figure 17.V).

Figure 17.V

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



Deliverables

17.75 Table 17.6 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.6

Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

| Category and subcategory | 2020 planned | 2020 actual | 2021 planned | 2022 planned |
|--|-----------------|----------------|-----------------|-----------------|
| A. Facilitation of the intergovernmental process and expert bodies | | | | |
| Parliamentary documentation (number of documents) | 9 | 9 | 12 | 10 |
| 1. Reports for the 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 | 3 | 3 | 6 | 4 |
| 2. Reports for the Security Council on women and peace and security | 1 | 1 | 1 | 1 |
| 3. Reports for the 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) | 2 | 50 | 60 | 67 |
| 4. Projects on the Safe Cities Free of Violence Against Women and Girls and Safe Cities and Safe Public Spaces initiatives ^a | 2 | 50 | 60 | 67 |
| Seminars, workshops and training events (number of days) | 3 | 30 | 33 | 37 |
| 5. Training on gender equality and macroeconomics | 1 | 4 | 3 | 3 |
| 6. Training on women and peace and security | 1 | 1 | 1 | 1 |
| 7. Training on gender-responsive budgeting | 1 | 2 | 1 | 3 |
| 8. Training on gender statistics ^b | – | 23 | 28 | 30 |
| Publications (number of publications) | 2 | 1 | 2 | 1 |
| 9. Inventory of activities on violence against women | 1 | – | 1 | 1 |
| 10. Publication on <i>Progress of the World's Women</i> | – | – | 1 | – |
| 11. Publication on Beijing+25 | 1 | 1 | – | – |

| Category and subcategory | 2020 planned | 2020 actual | 2021 planned | 2022 planned |
|--|-----------------|----------------|-----------------|-----------------|
| Technical materials (number of materials) | 2 | 4 | 4 | 4 |
| 12. Reports of expert group meetings on the priority themes/issues decided by the Commission on the Status of Women | 1 | 1 | 1 | 1 |
| 13. Guidance notes on essential services to respond to violence against women and on integrating gender equality into macroeconomic policies | – | 2 | 2 | 2 |
| 14. Knowledge material on the implementation of Security Council resolution 1325 (2000) on women and peace and security and its agenda | 1 | 1 | 1 | 1 |
| 15. Policy Brief: “The impact of COVID-19 on women” | – | 1 | – | – |

C. Substantive deliverables

Consultation, advice and advocacy: technical advice to Member States in all regions, 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; support for the implementation of the women and peace and security agenda, including country-level assistance to develop and implement national action plans on women and peace and security; expert consultation on priority themes and issues in preparation for the session of the Commission on the Status of Women, and preparation of the *Progress of the World’s Women* report; 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

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 support 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: update and maintenance of web platforms on financing for gender equality, the political participation of women, and gender equality and HIV and AIDS, and of the Global Database on Violence against Women

Library services: documents maintained to preserve the institutional memory related to UN-Women

^a The large increase for projects on Safe Cities Free of Violence Against Women and Girls and Safe Cities and Safe Public Spaces reflects a methodological change in how these deliverables are counted. The change was made to align and ensure coherence with the UN-Women strategic plan.

^b The large increase for training on gender statistics reflects a methodological change in how these deliverables are counted. This change was made to align and ensure coherence with the UN-Women strategic plan.

B. Proposed post and non-post resource requirements for 2022

Overview

17.76 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 17.7 to 17.9.

Table 17.7

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

| Object of expenditure | 2020 expenditure ^a | 2021 appropriation | Changes | | | | | 2022 estimate (before recosting) |
|----------------------------|----------------------------------|-----------------------|--------------------------|--------------------------|----------|----------|------------|--|
| | | | Technical adjustments | New/expanded mandates | Other | Total | Percentage | |
| Post | 9 083.6 | 9 164.0 | – | – | – | – | – | 9 164.0 |
| Other staff costs | 105.7 | 53.9 | – | – | – | – | – | 53.9 |
| Hospitality | – | 0.5 | – | – | – | – | – | 0.5 |
| Consultants | 66.8 | 39.0 | – | – | (0.2) | (0.2) | (0.5) | 38.8 |
| Experts | 24.3 | 101.0 | – | – | 0.2 | 0.2 | 0.2 | 101.2 |
| Travel of representatives | 15.0 | 103.4 | – | – | – | – | – | 103.4 |
| Travel of staff | 0.3 | 21.8 | – | – | – | – | – | 21.8 |
| Contractual services | 247.8 | 93.3 | – | – | – | – | – | 93.3 |
| General operating expenses | 148.7 | 137.0 | – | – | – | – | – | 137.0 |
| Supplies and materials | 0.0 | 6.0 | – | – | – | – | – | 6.0 |
| Total | 9 692.1 | 9 719.9 | – | – | – | – | – | 9 719.9 |

^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 2021.

Table 17.8

Overall: proposed posts for 2022

(Number of posts)

| | Number | Level |
|-------------------|--------|--|
| Approved for 2021 | 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) |
| Post changes | – | |
| Proposed 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) |

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

Table 17.9
Overall: proposed posts by category and grade

(Number of posts)

| <i>Category and grade</i> | <i>2021 approved</i> | <i>Changes</i> | | | | <i>Total</i> | <i>2022 proposed</i> |
|------------------------------------|--------------------------|----------------------------------|----------------------------------|--------------|----------|--------------|----------------------|
| | | <i>Technical adjustments</i> | <i>New/expanded mandates</i> | <i>Other</i> | | | |
| Professional and higher | | | | | | | |
| USG | 1 | – | – | – | – | 1 | |
| ASG | 1 | – | – | – | – | 1 | |
| D-2 | 3 | – | – | – | – | 3 | |
| D-1 | 4 | – | – | – | – | 4 | |
| P-5 | 7 | – | – | – | – | 7 | |
| P-4 | 8 | – | – | – | – | 8 | |
| P-3 | 8 | – | – | – | – | 8 | |
| P-2/1 | 5 | – | – | – | – | 5 | |
| Subtotal | 37 | – | – | – | – | 37 | |
| General Service and related | | | | | | | |
| GS (Other level) | 12 | – | – | – | – | 12 | |
| Subtotal | 12 | – | – | – | – | 12 | |
| Total | 49 | – | – | – | – | 49 | |

17.77 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 17.10 to 17.12 and figure 17.VI.

17.78 As reflected in tables 17.10 (1) and 17.11 (1), the overall resources proposed for 2022 amount to \$9,719,900 before recosting, reflecting no change compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Part IV International cooperation for development

Table 17.10

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

(Thousands of United States dollars)

(1) *Regular budget*

| Component/subprogramme | 2020 expenditure | 2021 appropriation | Changes | | | | | 2022 estimate (before recosting) |
|---|---------------------|-----------------------|--------------------------|------------------------------|----------|----------|------------|---|
| | | | Technical adjustments | New/ expanded mandates | Other | Total | Percentage | |
| A. Policymaking organs | 15.0 | 103.4 | – | – | – | – | – | 103.4 |
| B. Executive direction and management | 864.6 | 987.0 | – | – | – | – | – | 987.0 |
| C. Programme of work | | | | | | | | |
| 1. Intergovernmental support, coordination and strategic partnerships | 4 621.3 | 4 573.3 | – | – | – | – | – | 4 573.3 |
| 2. Policy and programme activities | 3 433.6 | 3 410.4 | – | – | – | – | – | 3 410.4 |
| Subtotal, C | 8 054.9 | 7 983.7 | – | – | – | – | – | 7 983.7 |
| D. Programme support | 757.6 | 645.8 | – | – | – | – | – | 645.8 |
| Subtotal, 1 | 9 692.1 | 9 719.9 | – | – | – | – | – | 9 719.9 |

(2) *Extrabudgetary*

| Component/subprogramme | 2020 expenditure | 2021 estimate | Total changes | Percentage | 2022 estimate |
|---|---------------------|------------------|------------------|------------|------------------|
| A. Policymaking organs | 445.1 | 803.4 | 14.7 | 1.8 | 818.1 |
| B. Executive direction and management | 10 894.9 | 11 937.7 | 398.0 | 3.3 | 12 335.7 |
| C. Programme of work | | | | | |
| 1. Intergovernmental support, coordination and strategic partnerships | 25 407.4 | 21 203.0 | 839.2 | 4.0 | 22 042.2 |
| 2. Policy and programme activities | 379 019.7 | 414 540.9 | 12 518.8 | 3.0 | 427 059.6 |
| Subtotal, C | 404 427.1 | 435 743.9 | 13 358.0 | 3.1 | 449 101.8 |
| D. Programme support | 38 374.7 | 36 515.0 | 1 229.3 | 3.4 | 37 744.4 |
| Subtotal, 2 | 454 141.8 | 485 000.0 | 15 000.0 | 3.1 | 500 000.0 |
| Total | 463 810.5 | 494 719.9 | 15 000.0 | 3.0 | 509 719.9 |

Table 17.11

Overall: proposed posts for 2022 by source of funding, component and subprogramme*(1) Regular budget*

| <i>Component/subprogramme</i> | <i>2021 approved</i> | <i>Changes</i> | | | <i>Total</i> | <i>2022 proposed</i> |
|---|----------------------|------------------------------|------------------------------|--------------|--------------|----------------------|
| | | <i>Technical adjustments</i> | <i>New/expanded mandates</i> | <i>Other</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>2021 estimate</i> | <i>Total changes</i> | <i>2022 estimate</i> |
|---|----------------------|----------------------|----------------------|
| A. Policymaking organs | – | – | – |
| B. Executive direction and management | 23 | 2 | 25 |
| C. Programme of work | | | |
| 1. Intergovernmental support, coordination and strategic partnerships | 33 | – | 33 |
| 2. Policy and programme activities | 353 | 3 | 356 |
| Subtotal, C | 386 | 3 | 389 |
| D. Programme support | 56 | (5) | 51 |
| Subtotal, 2 | 465 | – | 465 |
| Total | 514 | – | 514 |

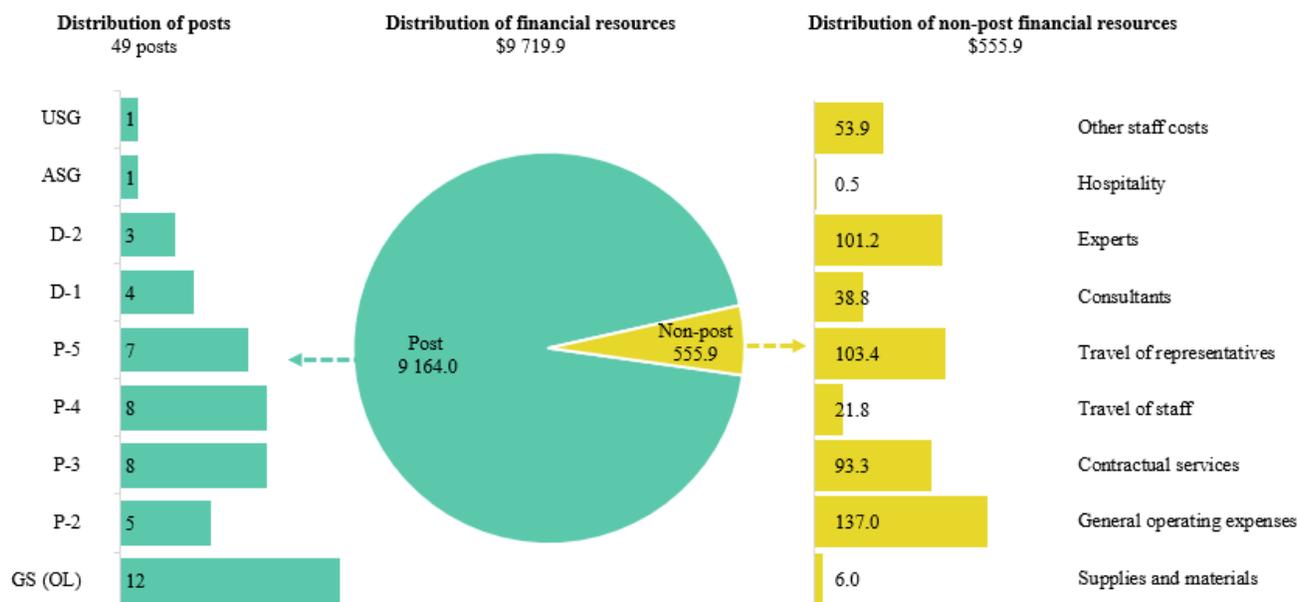
Table 17.12
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

| | 2020 expenditure | 2021 appropriation | Changes | | | | Total | Percentage | 2022 estimate (before recosting) |
|--|---------------------|-----------------------|--------------------------|------------------------------|----------|----------|----------|----------------|---|
| | | | Technical adjustments | New/ expanded mandates | Other | | | | |
| Financial resources by main category of expenditure | | | | | | | | | |
| Post | 9 083.6 | 9 164.0 | – | – | – | – | – | 9 164.0 | |
| Non-post | 608.5 | 555.9 | – | – | – | – | – | 555.9 | |
| Total | 9 692.1 | 9 719.9 | – | – | – | – | – | 9 719.9 | |
| Post resources by category | | | | | | | | | |
| Professional and higher | | 37 | – | – | – | – | – | 37 | |
| General Service and related | | 12 | – | – | – | – | – | 12 | |
| Total | | 49 | – | – | – | – | – | 49 | |

Figure 17.VI
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

17.79 As reflected in tables 17.10 (2) and 17.11 (2), UN-Women expects to continue to receive cash contributions, which would complement regular budget resources. In 2022, extrabudgetary resources are estimated at \$500,000,000 and would provide for 465 posts, as presented in Table 17.11 (2). The increase in extrabudgetary requirements compared with 2021 reflects the trend of contributions received and forecasted.

17.80 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

strategic plan of the Entity and the achievement of the programme’s deliverables. In addition, the resources would be used to 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, humanitarian action and peace and security. Extrabudgetary resources represent 98.0 per cent of the total resources for this programme.

17.81 The extrabudgetary resources under this section are subject to the oversight of the Executive Board of UN-Women.

Policymaking organs

17.82 The resources proposed under this component would provide for requirements relating to meetings of the Commission on the Status of Women, the substantive servicing of which is the responsibility of UN-Women. Table 17.13 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 17.13
Policymaking organs
(Thousands of United States dollars)

| <i>Policymaking organ</i> | <i>Description</i> | <i>Additional info</i> | <i>2021 appropriation</i> | <i>2022 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 2022: 1 (sixty-sixth session) | 103.4 | 103.4 |
| Total | | | 103.4 | 103.4 |

17.83 The proposed regular budget resources for 2022 amount to \$103,400 and reflect no change in the resource level compared with the appropriation for 2021. Additional details are reflected in table 17.14.

Extrabudgetary resources

17.84 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. The expected increase of \$14,700 is due mainly to increased requirements for conference services

Table 17.14
Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

| | 2020 expenditure | 2021 appropriation | Changes | | | | | 2022 estimate (before recosting) |
|---------------------------|---------------------|-----------------------|--------------------------|------------------------------|-------|-------|------------|---|
| | | | Technical adjustments | New/ expanded mandates | Other | Total | Percentage | |
| Non-post | | | | | | | | |
| Travel of representatives | 15.0 | 103.4 | – | – | – | – | – | 103.4 |
| Total | 15.0 | 103.4 | – | – | – | – | – | 103.4 |

Executive direction and management

- 17.85 The executive direction and management component comprises the Office of the Under-Secretary-General/Executive Director and the Independent Evaluation and Audit Services. The Under-Secretary-General/Executive Director is responsible for the overall direction and management of UN-Women in the implementation of its mandates and approved programme of work. The Under-Secretary-General/Executive Director provides policy advice to the Secretary-General on all issues pertaining to the promotion of gender equality and the empowerment of women, participates in the work of the United Nations System Chief Executives Board for Coordination and leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and the empowerment of women.
- 17.86 The core functions of the Office of the Under-Secretary-General/Executive Director are: (a) to assist and support the Under-Secretary-General/Executive Director in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work of the Entity; (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 Under-Secretary-General/Executive Director is assisted by the Assistant Secretary-General/Deputy Executive Director for Policy, Programme, Civil Society and Intergovernmental Support and the Assistant Secretary-General/Deputy Executive Director for UN System Coordination, Partnerships, Resources and Sustainability. The Director of Independent Evaluation and Audit Services provides independent assurance and advice to the Under-Secretary-General/Executive Director on UN-Women programmes, controls, business systems and processes.
- 17.87 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.
- 17.88 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.
- 17.89 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 is integrating environmental management practices into its operations. In 2020, 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 2022, the Entity will enhance its use of videoconferencing and other online collaboration tools for meetings involving remote offices to help to further reduce travel.

- 17.90 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 17.15. Senior management is committed to the implementation of the advance purchasing and travel policy. In 2020, UN-Women achieved a 90 per cent compliance rate through the advance planning of travel during the formulation of each division's annual workplan. The challenge to meeting a compliance rate of 100 per cent is ad hoc requests from stakeholders, such as government counterparts, civil society and other such partners, to attend meetings and workshops, or when UN-Women officials are requested, at the last minute, to attend an outside event. In 2022, the management of UN-Women will continue to reinforce the importance of the policy and encourage units to work more closely with stakeholders to avoid last-minute travel plans.

Table 17.15
Compliance rate
(Percentage)

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

- 17.91 The proposed regular budget resources for 2022 amount to \$987,000 and reflect no change in the resource level compared with the appropriation for 2021. Additional details are reflected in table 17.16 and figure 17.VII.

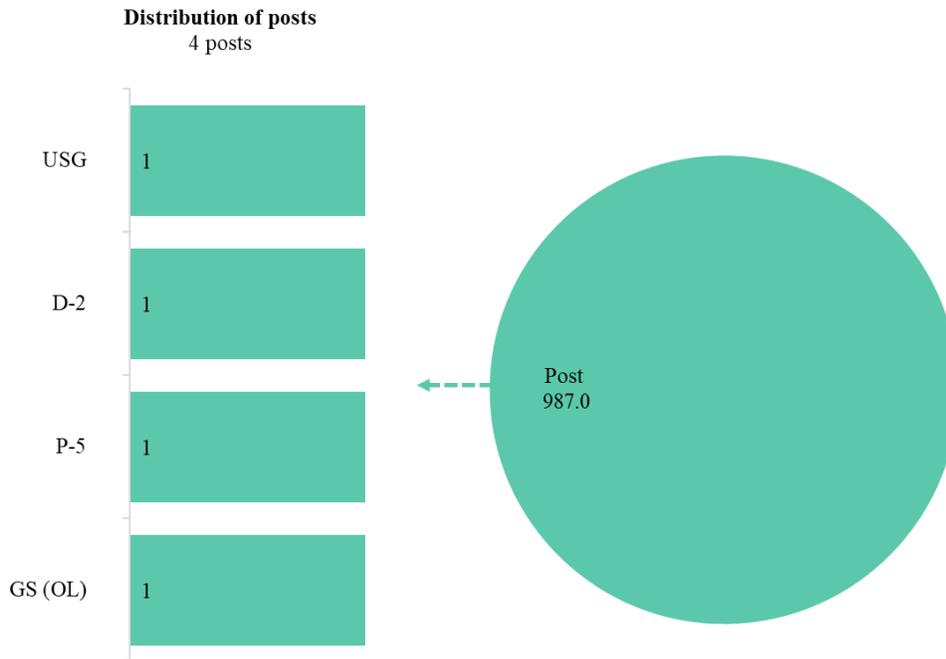
Extrabudgetary resources

- 17.92 Extrabudgetary resources for executive direction and management are estimated at \$12,335,700 and would provide for 25 posts (1 ASG, 1 D-2, 4 P-5, 7 P-4, 6 P-3, 1 P-2, 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 expected increase of \$398,000 is due mainly to strengthening of planning and coordination support for programme activities.

Table 17.16
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

| | 2020 expenditure | 2021 appropriation | Changes | | | | Total | Percentage | 2022 estimate (before recosting) |
|--|---------------------|-----------------------|--------------------------|--------------------------|----------|----------|----------|--------------|---|
| | | | Technical adjustments | New/expanded mandates | Other | | | | |
| Financial resources by main category of expenditure | | | | | | | | | |
| Post | 864.6 | 987.0 | – | – | – | – | – | 987.0 | |
| Total | 864.6 | 987.0 | – | – | – | – | – | 987.0 | |
| Post resources by category | | | | | | | | | |
| Professional and higher | | 3 | – | – | – | – | – | 3 | |
| General Service and related | | 1 | – | – | – | – | – | 1 | |
| Total | | 4 | – | – | – | – | – | 4 | |

Figure 17.VII
Executive direction and management: distribution of proposed resources for 2022 (before recosting)
 (Number of posts)



Programme of work

17.93 The proposed regular budget resources for 2022 amount to \$7,983,700 and reflect no change compared with the appropriation for 2021. The distribution of resources by subprogramme is reflected in figure 17.VIII.

Figure 17.VIII
Distribution of proposed resources for 2022 by subprogramme
 (Millions of United States dollars)



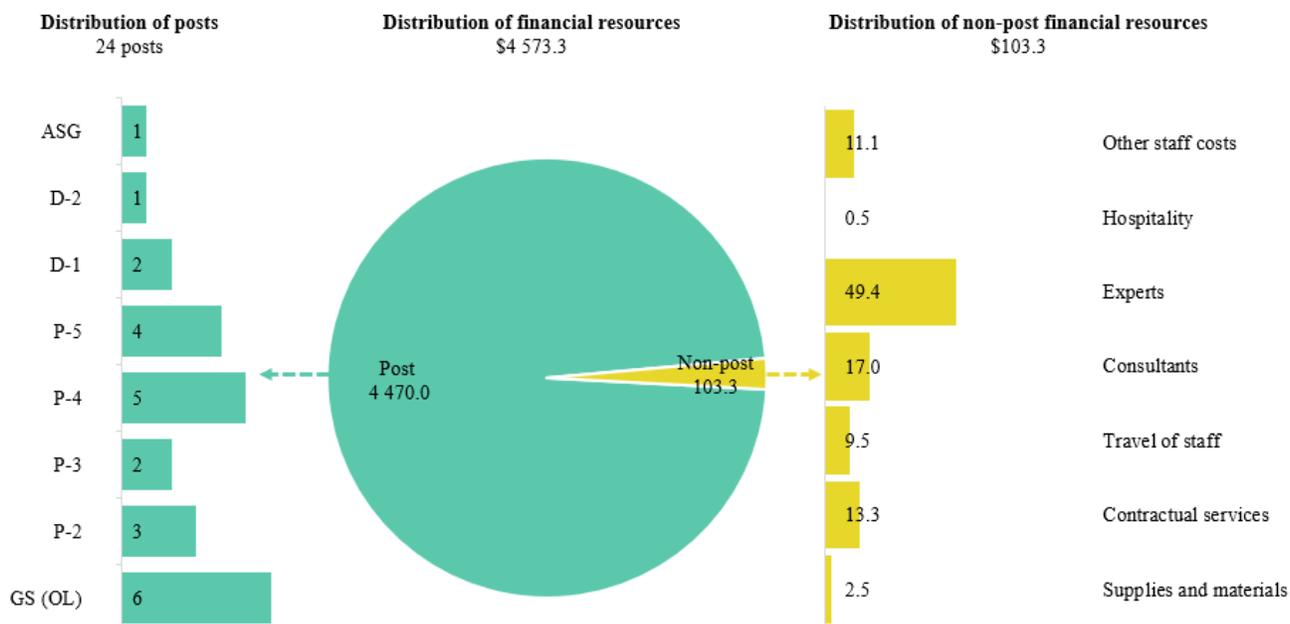
Subprogramme 1 Intergovernmental support, coordination and strategic partnerships

17.94 The proposed regular budget resources for 2022 amount to \$4,573,300 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 17.17 and figure 17.IX.

Table 17.17
Subprogramme 1: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

| | 2020 expenditure | 2021 appropriation | Changes | | | | | 2022 estimate (before recosting) |
|--|---------------------|-----------------------|--------------------------|------------------------------|----------|----------|------------|---|
| | | | Technical adjustments | New/ expanded mandates | Other | Total | Percentage | |
| Financial resources by main category of expenditure | | | | | | | | |
| Post | 4 459.0 | 4 470.0 | – | – | – | – | – | 4 470.0 |
| Non-post | 162.3 | 103.3 | – | – | – | – | – | 103.3 |
| Total | 4 621.3 | 4 573.3 | – | – | – | – | – | 4 573.3 |
| Post resources by category | | | | | | | | |
| Professional and higher | | 18 | – | – | – | – | – | 18 |
| General Service and related | | 6 | – | – | – | – | – | 6 |
| Total | | 24 | – | – | – | – | – | 24 |

Figure 17.IX
Subprogramme 1: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)



Extrabudgetary resources

17.95 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 mandates of the Beijing Declaration and Platform for Action. The expected increase of \$839,200 is due mainly to increased support for programme activities related to the work of the subprogramme, including support for intergovernmental processes, the issuance of reports, substantive servicing of meetings, coordination mechanisms, support for the participation of non-governmental organizations during sessions of the Commission on the Status of Women, travel of staff and experts and outreach activities.

**Subprogramme 2
Policy and programme activities**

17.96 The proposed regular budget resources for 2022 amount to \$3,410,400 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 17.18 and figure 17.X.

Table 17.18

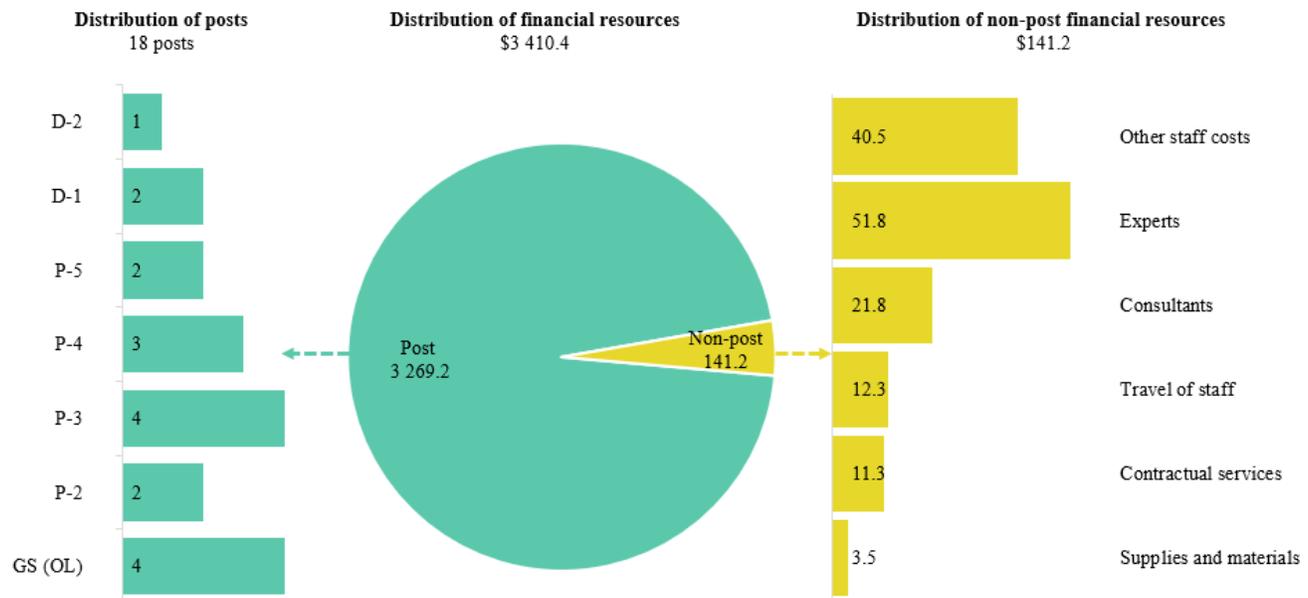
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

| | 2020 expenditure | 2021 appropriation | Changes | | | | | 2022 estimate (before recosting) |
|--|---------------------|-----------------------|--------------------------|------------------------------|-------|-------|------------|---|
| | | | Technical adjustments | New/ expanded mandates | Other | Total | Percentage | |
| Financial resources by main category of expenditure | | | | | | | | |
| Post | 3 240.1 | 3 269.2 | – | – | – | – | – | 3 269.2 |
| Non-post | 193.5 | 141.2 | – | – | – | – | – | 141.2 |
| Total | 3 433.6 | 3 410.4 | – | – | – | – | – | 3 410.4 |
| Post resources by category | | | | | | | | |
| Professional and higher | | 14 | – | – | – | – | – | 14 |
| General Service and related | | 4 | – | – | – | – | – | 4 |
| Total | | 18 | – | – | – | – | – | 18 |

Figure 17.X
Subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

17.97 Extrabudgetary resources for the subprogramme are estimated at \$427,059,600 and would provide for 356 posts (1 D-2, 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 expected increase of \$12,518,800 is due mainly to increased support for programme activities related to the work of the subprogramme, which includes the provision of technical support and advice, training and capacity development and the conduct of research, analysis and evaluation of trends related to new and emerging issues and their impact on women and girls.

Programme support

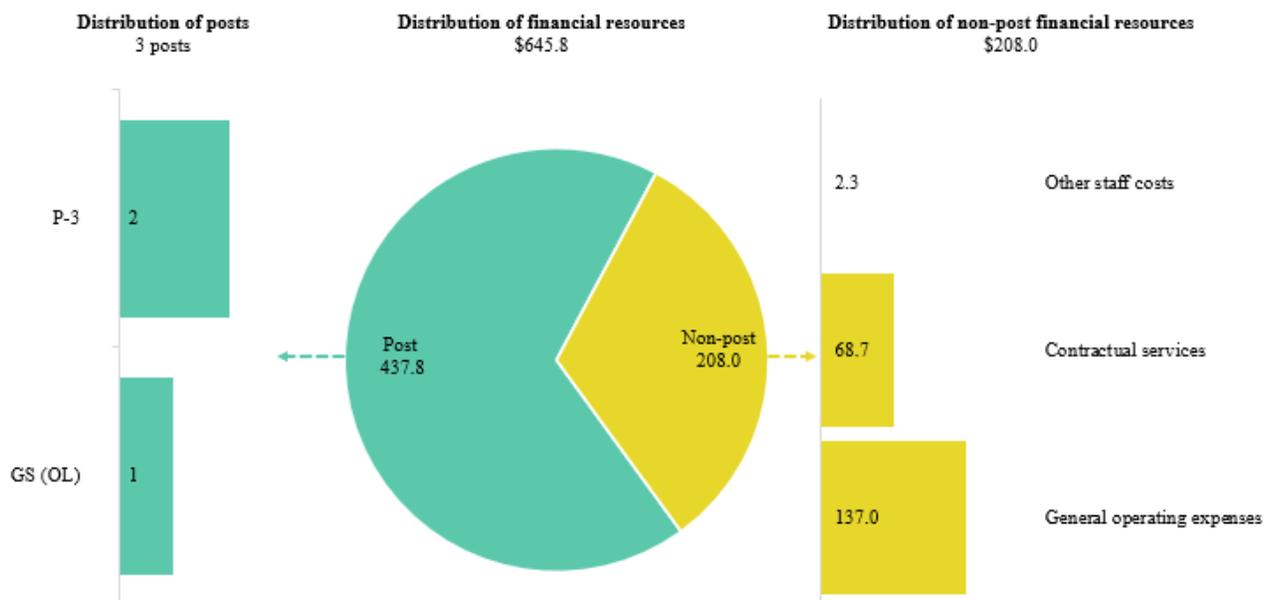
17.98 Responsibility for this area is vested in the Management and Administration Division and the Human Resources Division of UN-Women. The Divisions assist the Under-Secretary-General/Executive Director in discharging responsibilities in the areas of finance and budget, administrative services, procurement and facilities management, information technology services, security, operational oversight and accountability, audit and human resources. In addition, the Divisions provide administrative and operational support for the implementation of the programme activities of the Entity.

17.99 The proposed regular budget resources for 2022 amount to \$645,800 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of resources in 2022 are reflected in table 17.19 and figure 17.XI.

Table 17.19
Programme support: evolution of financial resources by main category of expenditure
 (Thousands of United States dollars)

| | 2020 expenditure | 2021 appropriation | Changes | | | | 2022 estimate (before recosting) |
|--|------------------|--------------------|-----------------------|-----------------------|----------|------------------|----------------------------------|
| | | | Technical adjustments | New/expanded mandates | Other | Total Percentage | |
| Financial resources by main category of expenditure | | | | | | | |
| Post | 519.9 | 437.8 | – | – | – | – | 437.8 |
| Non-post | 237.7 | 208.0 | – | – | – | – | 208.0 |
| Total | 757.6 | 645.8 | – | – | – | – | 645.8 |
| Post resources by category | | | | | | | |
| Professional and higher | | 2 | – | – | – | – | 2 |
| General Service and related | | 1 | – | – | – | – | 1 |
| Total | | 3 | – | – | – | – | 3 |

Figure 17.XI
Programme support: distribution of proposed resources for 2022 (before recosting)
 (Number of posts/thousands of United States dollars)



Extrabudgetary resources

17.100 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 the Under-Secretary-General/Executive Director in discharging responsibilities in the areas of personnel, finance and general administration.

Annex I

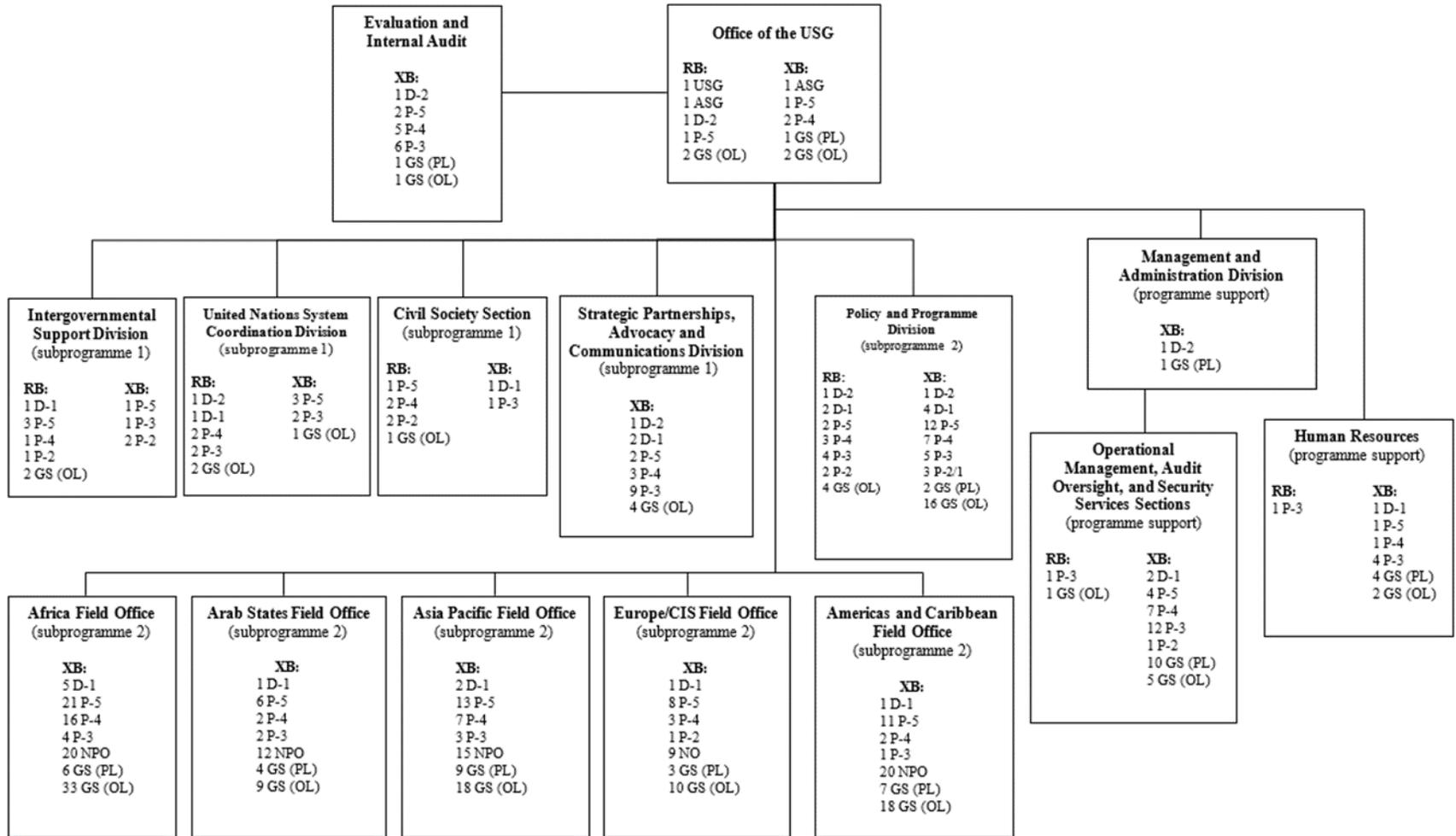
Organizational structure and post distribution for 2022

Two charts showing the organizational structure of UN-Women are presented below. Chart A reproduces the approved organizational structure for 2021, as contained in document [A/75/6 \(Sect. 17\)](#). Chart B presents the proposed organizational structure for 2022.

Justification for the proposed changes

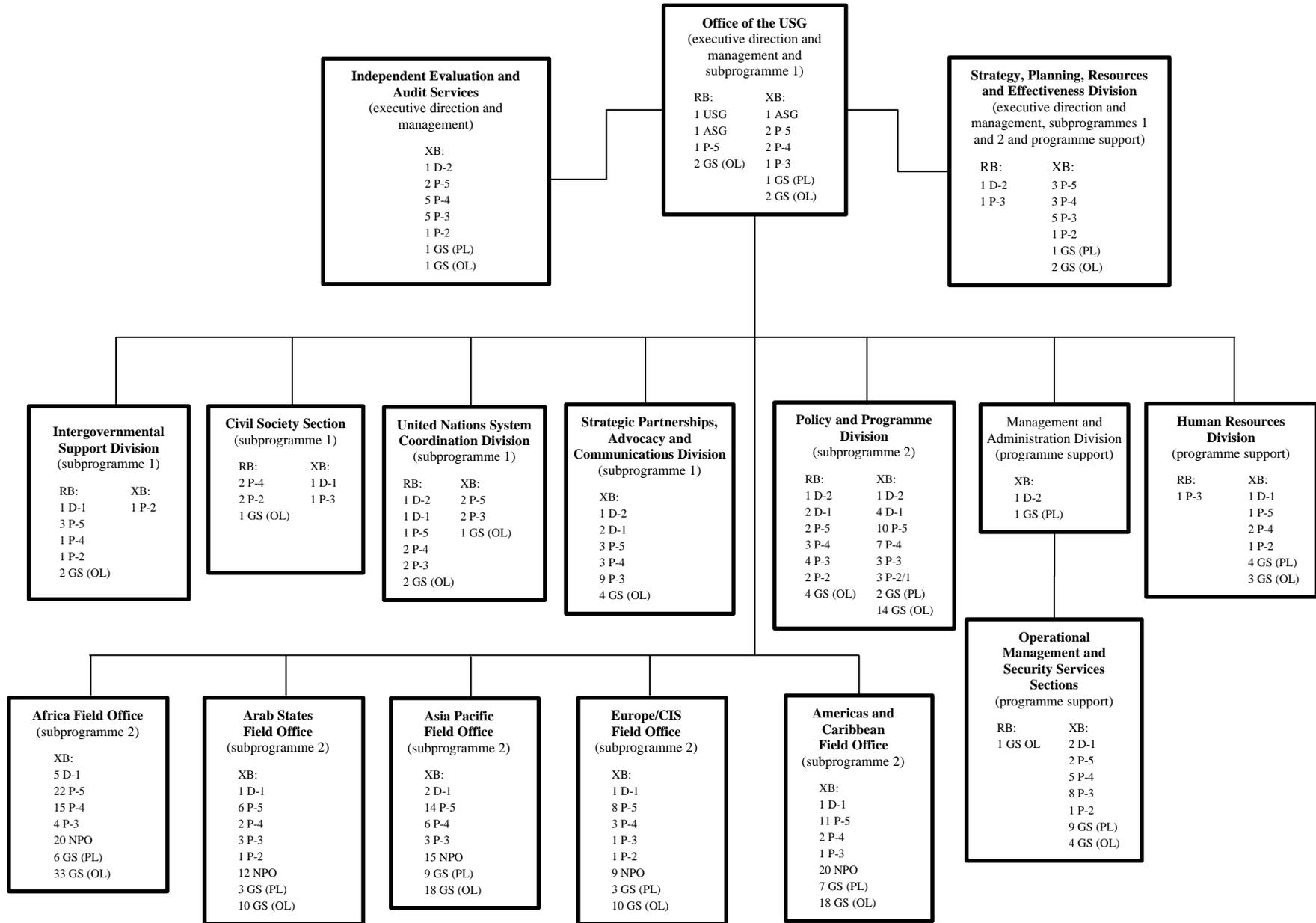
The proposed changes include the establishment of the Strategy, Planning, Resources and Effectiveness Division, reporting to the Office of the Under-Secretary-General/Executive Director. The Division is headed by a D-2 (executive direction and management) supported by 1 P-3 (programme support) and posts funded by extrabudgetary resources. The 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. The establishment of this Division directly responds to recommendations to better align strategic planning and budgeting, improve the link between budget allocations and strategic priorities, and strengthen results and risk management at the corporate level in support of executive direction and management functions.

A. Approved organizational structure and post distribution for 2021



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.

B. Proposed organizational structure and post distribution for 2022



Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Board of Auditors

(A/75/5/Add.12, chap. II)

The Board recommends that UN-Women formalize the categorization of its offices, establishing the definition of the functional set-up of each presence type, including minimum functions, positions and resources for both resident and non-resident modalities, as well as the various types of services to be provided. Furthermore, an accurate and updated registry of all offices should be maintained (para. 22).

The Board recommends that the UN-Women multi-country office in Fiji monitor the implementing partners or responsible parties closely so that funding authorization and certificate of expenditure forms are received on time, and project expenditures are recorded appropriately and the monitoring role in their activities is fulfilled (para. 58).

The UN-Women presence governance framework, which formalizes the categorization of offices and establishes the functional set-up of each presence type, has been promulgated to guide the Entity's ongoing work. The framework underwent extensive consultations and rigorous reviews before the final sign-off by the UN-Women executive leadership team. An up-to-date single database for the registry of standard information regarding field presences is diligently maintained. UN-Women considers this recommendation to have been implemented and requests its closure by the Board.

The promulgated presence governance framework formalized the categorization of UN-Women offices and established the definition of the functional set-up of each presence type. Accordingly, the Board assessed this audit recommendation as implemented.

The Board reviewed and acknowledged the initial launch by UN-Women of the presence tracking system. The Entity's related activities are ongoing to ensure the consistency of data between the newly launched presence tracking system and other existing corporate systems on the types of each office.

The Board assessed this portion of its recommendation as under implementation until it has reviewed the final completion of this related activity.

The UN-Women multi-country office in Fiji continuously implements the established processes to facilitate close monitoring of responsible parties. This was particularly challenging in 2020 considering the highly dispersed geographical location of the projects the office monitors, which was exacerbated by the difficulties imposed by the coronavirus disease (COVID-19) pandemic.

The Board's recent review of 188 transactions of 11 Fiji multi-country office projects noted: (a) two cases of more than three months between liquidation and advances; (b) eight cases with more than six months between liquidation and advances; and (c) one case with more than 12 months between liquidation and advances. Accordingly, the Board assessed this recommendation as under implementation.

The Board recommends that, in accordance with the policy on overtime compensation, UN-Women ensure that the overtime request form or any other means reflects accurately and reliably that all overtime work has been authorized in advance and, in the case of use of funds, that their availability has been certified (para. 83).

(A/74/5/Add.12, chap. II)

The Board recommends that UN-Women consider establishing, at the programme formulation stage, obligatory reporting on the procurement plans of projects that are executed under programmes (para. 21).

(A/73/5/Add.12, chap. II)

UN-Women agreed with the Board recommendation to improve the link between the Results Management System tool and Atlas system so that the information in the Results Management System is up to date in order to facilitate timely and accurate decision-making (para. 27).

UN-Women strives to monitor timely submission of funding authorization and certificate of expenditure forms and makes sure project expenditures are properly reviewed and verified before they are recorded in Atlas. UN-Women will further strengthen its efforts to ensure that implementing partners submit their funding authorization and certificate of expenditure forms on time. Any delays will be diligently followed up.

UN-Women has revised the workflow and the certification requirements for overtime submission. The updated form has been shared with human resources partners, operations managers and leave monitors, as well as through human resources communities of practice. UN-Women has completed all actions for this recommendation.

UN-Women has submitted to the Board evidence to support the completed action related to this recommendation and awaits the Board’s final assessment of this recommendation as “implemented”.

UN-Women has successfully incorporated the project procurement plan in the project document template and the project appraisal committee checklist. However, further refinement of the budget template had to be integrated to reflect the requirements of the cost recovery policy. The revised budget template is near completion after extensive consultations with regional and headquarters offices. The updated project document template, together with the project appraisal committee checklist, will be promulgated immediately upon finalization of the revised budget template.

UN-Women is in the final stage of review prior to the issuance of the revised project document template. The revised document and project appraisal committee checklist have undergone extensive iterative consultation and are on track to be promulgated in early 2021. The Board will proceed with its assessment of this recommendation in 2021.

UN-Women is currently analysing its options within available resources for its enterprise resource planning system following the recent decision of its main Atlas partner agencies to move to a new enterprise resource planning system. The implications for ongoing systems work will have to be considered, including further system enhancement to improve the interface between the Results Management System and Atlas.

The Board recommends that UN-Women (a) ensure that conclusive assessments of the prior year's qualified audit report financial findings are conducted to determine the causes and prevent recurrence of the weaknesses identified; and (b) consider introducing policies that address weaknesses in project management that lead to ineligible expenditure and that guide the administration on proper accounting for ineligible expenditure in prior years to avoid potential misstatements in the financial statements (para. 44).

(A/72/5/Add.12, chap. II)

UN-Women agreed with the Board's recommendation that it: (a) consider the use of the implementing agent code in the chart of accounts for Atlas to enhance efficiency and effectiveness; (b) work closely with the global auditors to review the audit process to ensure that project audit reports are submitted in a timely manner; and (c) enhance the capacity of the Audit Coordination Unit to ensure that it supports effectively the oversight function in the organization (para. 81).

The system development work on the enhanced Atlas grants module and Project Gateway was initiated in 2019, but the testing, piloting and roll-out scheduled for 2020 have been delayed due to the COVID-19 pandemic. UN-Women needs to reassess and determine its best course of action to mitigate any risks and seize any opportunity to redirect its limited resources to a more viable and improved enterprise resource planning system. All of these factors are causing the delay in completing the implementation of this recommendation, which may potentially be considered as overtaken by events.

The Board has postponed the assessment of this recommendation until after the targeted date of completion of the fourth quarter of 2021.

UN-Women had discussed the proposed procedure and guideline for the resolution of audit recommendations arising from project partner audits with the Advisory Committee on Oversight. The recommendations from the Internal Audit Service's recently concluded audit on implementing partner management also had to be considered. These include the identification of the Programme Support and Management Unit in the Policy, Programme and Intergovernmental Division as the business process owner for partner management in UN-Women. Hence, management of the project partner audits was transferred from the Management and Administration Division to the Programme Support and Management Unit of the Policy, Programme and Intergovernmental Division, which contributed to the further delay in the finalization of a holistic procedure and guideline.

The auditors reviewed the revised procedure for the resolution of audit recommendations arising from project partner audits, which was promulgated in November 2020. They requested additional information and clarifications from UN-Women. Accordingly, the Board considers this recommendation as still under implementation.

The Strategy, Planning, Resources and Effectiveness Division is a new division established at headquarters as part of the UN-Women change management initiative, to which the Audit Coordination Unit was relocated during the fourth quarter of 2019. The Division was created to strengthen the assurance and oversight functions in the second line of defence of UN-Women. The roles and responsibilities of the Audit Coordination Unit will be further assessed, not in isolation but with the overall review and assessment

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[\(A/75/7\)](#)

The Advisory Committee trusts that detailed information on the alignment of the roles and responsibilities of the UN-Women country representatives with the revised management and accountability framework and the proposed structural changes to both the regional and headquarters architectures will be presented to the General Assembly at the time of its consideration of the present report and an update included in the next budget proposal (para. V.117).

of the capacity of all sections and units within the newly established Division, under the leadership of the Director of the Division. The operationalization of the newly established Division and the full identification of workstreams and commensurate workforce levels will be completed as a holistic exercise at the divisional level. Due to the urgency of the required COVID-19 responses, this work was placed on pause temporarily to allow the Division to pivot work towards the response efforts, thereby creating the delay in implementation.

The Board has postponed the assessment of this recommendation until after the targeted date of completion of the second quarter of 2021.

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