



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

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### Annual Report of the Executive Director

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

### Summary

This is the first report to the UN-Women Executive Board on the implementation of the UN-Women Strategic Plan 2022–2025 and its contribution to achieving the 2030 Agenda for Sustainable Development and implementing the Beijing Declaration and Platform for Action, in collaboration with key partners within and beyond the United Nations system. The report highlights early results and shows positive progress in the first year of implementation, including on the common and complementary indicators the Entity shares with other United Nations agencies, funds and programmes.

The report is accompanied by various annexes, including the newly-launched Transparency Portal that showcases the details of results achieved in 2022, and an annex on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

Elements of a draft decision are presented in Section VI.



## I. Introduction

1. Gender equality and women's rights faced continued threats in 2022, in a poly-crisis context marked by the structural inequalities exacerbated by the COVID-19 pandemic, increasing violence against women and escalating humanitarian needs linked to sudden onset emergencies and protracted conflicts. Opposition to gender equality, often referred to as "backlash", while not new, has grown in strength and visibility, causing drastic reversals of women's and girl's rights around the world. The deteriorating global peace and security and broader context presents immense challenges for programme delivery, reversing progress across many global goals and commitments.
2. While good progress has been made in global normative frameworks to advance gender equality and operationalise them at country levels, including through United Nations system coordination efforts, latest figures indicate the world is not on track to achieve gender equality by 2030. Over 25 per cent of the SDGs' gender indicators are far from 2030 targets and it could take 286 years to achieve gender equality. Despite the overwhelming potential of gender data to reinvigorate the SDGs, only half the data needed to monitor the gender equality dimensions of the SDGs are currently available. These gaps must be addressed, as they render women and girls invisible, hindering progress across all the SDGs.
3. Against this backdrop UN-Women commenced implementation of its Strategic Plan 2022-2025, designed to address these rapidly-evolving, emerging and interconnected challenges as well as the structural barriers to gender equality. In 2022, the Entity supported 100 countries and territories with total expenditures of \$540.3 million to deliver results for women and girls through an integrated approach encompassing seven systemic outcomes contributing to four impact areas. This work cumulatively contributed to keeping gender equality and women's empowerment a national and international priority and facilitating partnerships and financing for its advancement in the face of the global pushback on women's rights.
4. In the area of governance and participation in public life, women saw a slight increase in representation as Heads of State or government, from 26 countries in 2021 to 31 in 2022. UN-Women leveraged its triple mandate to accelerate progress, including through the creation of platforms such as the United Nations General Assembly Platform of Women Heads of State and Government, which works to identify inclusive solutions to complex challenges affecting participatory governance and leadership. At the country level, UN-Women supported the adoption, amendment and/or implementation of laws, policies, plans and budgets, leading to 157 laws adopted or amended to advance gender equality and women's empowerment across six regions. Over 86,000 women and girls strengthened their capacities to participate in public life and exercise leadership with UN-Women's support.
5. On women's economic empowerment, efforts towards transforming the care economy gained momentum. The Entity supported governments to tackle the issue of financing for care infrastructure and services at scale across 26 countries resulting in an expansion of access to care services and facilitating women's

participation and re-entry into paid employment. UN-Women helped build 15 gender-responsive national social protection systems that reduced gender gaps and strengthened COVID-19 response and recovery efforts. Moreover, in partnership with Economic Commission for Latin America and the Caribbean (ECLAC) and the Government of Argentina, UN-Women supported 30 governments and rallied support from 17 United Nations entities, 14 inter-governmental organizations and numerous civil society organisations, culminating in the adoption of the *Buenos Aires Commitment* establishing care as a human right.

6. The Entity intensified efforts to end violence against women working alongside partners to change social norms, prevent violence, and increase survivors' access to comprehensive, multisectoral services. Across 41 countries, UN-Women worked with 868 national and sub-national governments, civil society organisations and private institutions to strengthen the provision of essential services, goods and/or resources to end violence against women, and over 2.8 million women across 20 countries gained access to information, goods, resources and/or services through UN-Women-supported platforms and programmes. Efforts to prevent and address intersecting forms of violence, including in the context of climate change and the digital landscape, were operationalized through the Generation Equality Action Coalitions on Gender-based Violence and on Feminist Action for Climate Justice, as well as the UN Trust Fund to End Violence against Women (UN Trust Fund).
7. UN-Women's work to prevent and respond to conflicts, crises and disasters and to build peace has grown significantly. In 2022 the Entity became a full member of the Inter-Agency Standing Committee (IASC) in recognition of its engagement in more than 40 crisis settings and its vital coordination role strengthening and maintaining accountability towards the implementation of gender commitments governing humanitarian operations. UN-Women strengthened partnerships to provide technical assistance on gender and protection issues, helping the United Nations system's broader humanitarian footprint deliver effectively for women and girls. Through the Entity's operational arm, services and information were delivered to over 800,000 women and girls, reducing their use of negative coping mechanisms to meet urgent, lifesaving needs. UN-Women supported a total of 1330 women's organizations to participate in humanitarian and refugee coordination and response mechanisms, advancing the common 'localisation' agenda and accountability to affected populations. The Entity's work to strengthen women's resilience to disasters also continued to expand, now reaching 61 countries (51 in 2021).
8. The Entity continued to lead coordination on women, peace and security, serving as the secretariat for all main global implementation mechanisms including the Security Council's Informal Expert Group and the member-state led Focal Points Network, as well as the Women's Peace and Humanitarian Fund (WPHF) and the Elsie Initiative Fund for Uniformed Women in Peace Operations, which both expanded their reach in 2022. In 2022, UN-Women undertook women, peace and security-focused initiatives in over 70 countries, spearheading multi-stakeholder efforts, that have resulted in the development and implementation of

over 100 National Action Plans on women, peace and security to date, generating concrete results on women's advancement in these areas.

9. Efforts to build UN-Women 2.0 and ensure continued focus on the field gathered steam in 2022, during which UN-Women achieved 100 per cent of its milestones relating to business improvement, so resources and expertise are available closest to where they are most needed. A key achievement in the Entity's pursuit of transparency and operational excellence was the launch of UN-Women's Transparency Portal.
10. Going into the second year of implementation and approaching the mid-term review of its Strategic Plan 2022-2025, the Entity will need to meet mounting and compounding needs and strategically deploy its triple mandate – normative, coordination and operational – across a diversity of contexts so all women and girls in all their diversities benefit from the full range of human rights that is their due.

## II. Key results in 2022

11. During the first year of its Strategic Plan 2022-2025, in collaboration with an expanded set of partners, UN-Women worked to safeguard and advance the rights of women and girls across the humanitarian-development-peace nexus and achieved the following early results:



### Global normative frameworks and gender-responsive laws, policies and institutions

12. Sixty-two per cent of resolutions adopted by the General Assembly, the Security Council and the Human Rights Council integrated a gender perspective.
13. One hundred and fifty-six gender-responsive national/local multi-sectoral policies, strategies, and plans adopted across 42 countries.
14. One hundred and fifty-seven laws across six regions adopted or amended to advance gender equality and women's empowerment.
15. 100 per cent of UN Country Teams submitted reports (19) to the Committee on the Elimination of Discrimination Against Women.



### Financing for gender equality

16. Sixty-four countries advanced gender-responsive fiscal laws, policies, budgets and systems enabling governments to better track and target public resources.
17. Two hundred and fifty-four government partners applied newly-obtained knowledge, technical skills and capacities to effectively mainstream gender into fiscal laws, policies and standards, in areas including taxation, trade and decentralization.

18. The United Nations Peacebuilding Fund exceeded its 30 per cent gender funding target, by allocating 47 per cent of resources to projects supporting gender equality and women's empowerment.



### **Positive social norms, including through engaging men and boys**

19. Sixteen countries advanced policies to end violence against women and girls, with a strong focus on prevention including addressing harmful social norms.
20. Forty-four programming initiatives to prevent violence against women and girls developed and implemented across various settings to support positive changes around gender/social norms, including by engaging men and boys and faith-based institutions.



### **Women's equitable access to services, goods & resources**

21. Over 5 million women, including survivors of violence and internally-displaced women and refugees, accessed information, goods, resources and/or services through UN-Women supported platforms and programmes in relation to livelihoods, financial services, social protection and legal aid.
22. In 34 countries UN-Women expanded work on preventing and responding to sexual violence in public and/or private spaces, with 31 countries focusing on new multi-stakeholder initiatives on sexual harassment and adaptations to urban settings in 18 countries.



### **Women's voice, leadership & agency**

23. Over 140 global initiatives launched to support women's rights organizations, and youth and adolescent girls to lead the call for gender equality, disbursing approximately \$59 million to civil society organisations working on gender equality and women's empowerment, including through the UN Trust Fund and the WPHF.
24. Over 1330 local and national women's organizations across 40 crisis-contexts supported to participate in humanitarian coordination and decision-making processes.



### **Production, analysis and use of gender statistics and sex-disaggregated data and knowledge**

25. Forty-six inter-agency coordination mechanisms strengthened statistical systems contributing to increased data to monitor SDG gender indicators from 42 to 50 per cent.

26. Statistical systems in 43 countries demonstrated the use of SDG gender data for gender-responsive policy decision-making.



### UN system coordination for gender equality

27. Thirty-three peacebuilding processes inclusive of young women supported in 9 countries in collaboration with UNFPA.
28. Eighty-seven per cent of humanitarian response plans of Humanitarian Country Teams (HCTs) that UN-Women engaged with incorporated steps to advance gender equality outcomes (exceeding the milestone of 75 per cent).
29. Forty-three per cent of United Nations joint programmes in 2022 included SDG 5 or gender equality as one of their key focus areas.
30. Seventy-six United Nations Country Teams implemented the United Nations Country Team-System-wide Action Plan (UNCT-SWAP) (up from 38 in 2020 and 61 in 2021).

### Organizational efficiency and effectiveness

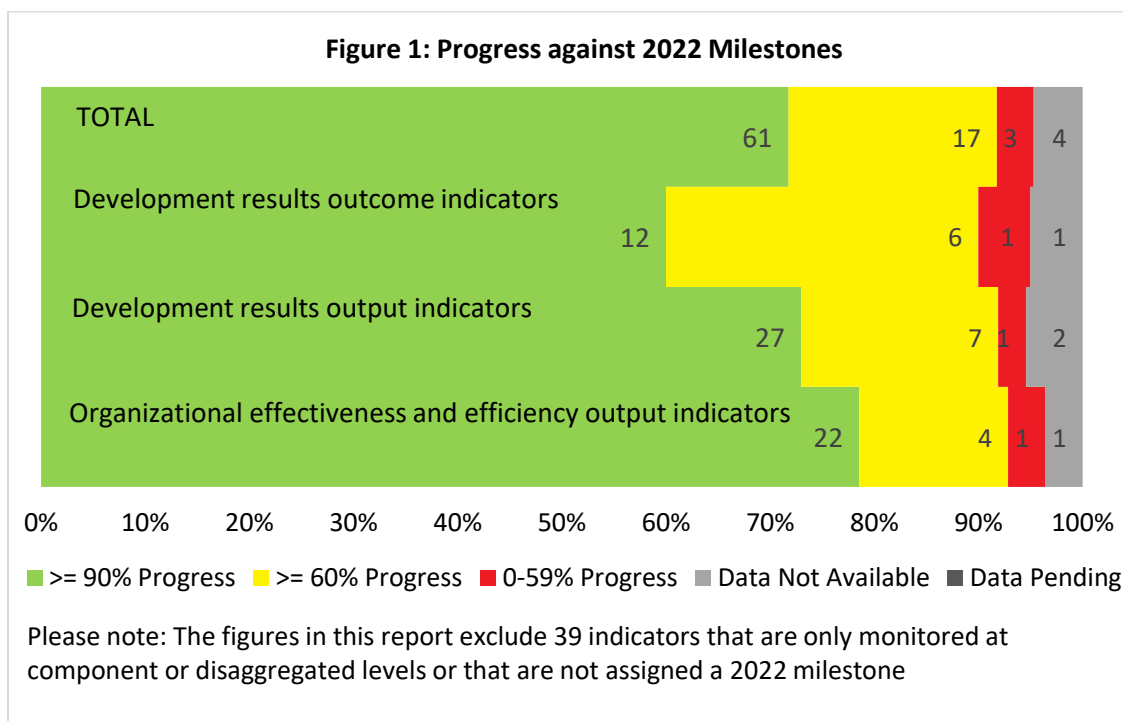
31. Launched the Transparency Portal to deliver on UN-Women's commitments to international aid transparency and accountability.
32. Total number of partnerships increased by 35 per cent, diversifying the Entity's base of support and expanding its ability to drive lasting and impactful change.
33. 100 per cent of milestones relating to the implementation of internal and external audit recommendations achieved.

### Generation Equality

Convened by UN-Women, Generation Equality is the world's leading effort to unlock political will and accelerate investment and action for gender equality. It has secured over 2,700 commitments, tracked in a public dashboard, from a wide spectrum of actors in 130 countries. Evidence from 2022's first Generation Equality Accountability Report shows almost 80 per cent of commitments are being implemented, including through the 6 Action Coalitions and the Compact on Women, Peace, Security and Humanitarian Action, and 60 per cent provide clear evidence of progress. The Midpoint Moment in September 2023 will be a critical milestone as partners gather to demonstrate progress made and spotlight bold new commitments.

### III. Performance under Impact areas

34. In the first year of its Strategic Plan 2022-2025, UN-Women supported 100 countries and territories, including high-income countries, to advance gender equality and women's empowerment. The Entity achieved good performance (reaching at least 90 per cent of the 2022 milestone) for 77 per cent of indicators with data available at the development results output level (Figure 1).



#### A. Impact 1: Governance & Participation in Public Life



**Total 2022  
expenditure  
\$81.61 million**

35. Women continue to face multiple and intersecting forms of discrimination, their voices are missing in decision-making, and resources for implementing gender-responsive policies remain insufficient. Aligned to Our Common Agenda, UN-Women worked with governments, civil society, and other partners, including the Joint United Nations Programme on HIV and AIDS (UNAIDS), United Nations Development Programme (UNDP), International Monetary Fund, Inter-Parliamentary Union and Organisation for Economic Co-operation and

Development (OECD), to support gender-responsive laws, including legislated gender quotas, policies, institutions, and accountability mechanisms at national and local levels.

36. Progress on SDG indicators 5.5.1 and 5.c.1 has been slow. The proportion of women parliamentarians inched up to 26.5 per cent from 25.5 per cent in 2021; and women's representation at the local level increased to 34.3 per cent from 33.9 per cent. However, the number of countries with 40 per cent or more women's representation in parliaments declined from 32 to 29. 2021 data show only 26 per cent of 105 reporting countries have comprehensive systems to track gender budget allocations. In 2022, UN-Women supported 64 countries to strengthen implementation of gender-responsive budgets. The Entity will continue to support gender-responsive governance and women's participation as key strategies.

## B. Impact 2: Women's Economic Empowerment



**Total 2022  
expenditure  
\$67.84 million**

37. Women's disproportionate time and labour spent on unpaid care and domestic work, predominance in informal employment and lack of access to financial inclusion and social protection severely constrain their economic empowerment. Recognizing slow progress and the unavailability of data on SDG indicators 5.4.1, 8.3.1 and 1.3.1, and seizing the attention to these issues generated by the global pandemic and Our Common Agenda, in 2022 UN-Women co-led the Inter-Agency Task Teams on informality, social protection and care of the Global Accelerator on Jobs and Social Protection for Just Transitions and supported 30 countries on evidence, policies and programmes to transform the care economy.
38. In collaboration with the ECLAC and the Government of Argentina, UN-Women co-organized the XV Women's Regional Conference for Latin America and the Caribbean and facilitated 30 governments to adopt the Buenos Aires Commitment establishing care as a fundamental human right. In partnership with the Executive Office of the Secretary-General, UN-Women initiated a dialogue of United Nations entities toward a common vision and approach to care.
39. UN-Women's work on informality focused on expanding opportunities for decent work and entrepreneurship for women. UN-Women's technical support and engagement contributed to the adoption of the *Declaration on Building a more Sustainable, Inclusive and Resilient Future: Unlocking Women's Entrepreneurship in ASEAN* at the Association of Southeast Asian Nations (ASEAN) Summit in November 2022 by the ten ASEAN Member States, reaffirming their commitment to promote women's economic empowerment. UN-Women's support across 20 African countries improved women's access to decent work through gender-responsive climate-resilient agriculture, women's entrepreneurship and gender-responsive procurement.



### C. Impact 3: Ending Violence Against Women



**Total 2022  
expenditure  
\$92.87 million**

40. In the COVID-19 aftermath, violence against women and girls remains alarmingly high in private, public and online spaces, while economic insecurity, disrupted livelihoods and limited social protection mechanisms continue to increase women and girls' vulnerability to violence.
41. Growing opposition to gender equality is apparent through the 'normalization' of violence, including the pushback against recognizing intimate partner violence in global normative frameworks, and the targeting of women human rights defenders, women with disabilities, and lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI+) persons, across the humanitarian-development-peace nexus.
42. Integrated approaches to ending violence against women and girls that consider women's political participation, economic empowerment and resilience, social protection, and strengthening partnerships through platforms like the Generation Equality Gender-Based Violence Action Coalition, are critical. UN-Women is addressing challenges by strengthening legal and policy frameworks, developing data collection standards and guidelines on violence against women (including on related SDG indicators), working alongside women's organizations, and bolstering prevention and response measures, including emergency plans developed in line with *Our Common Agenda*.

### D. Impact 4: Women Peace and Security, Humanitarian Action & Disaster Risk Reduction



**Total 2022  
expenditure  
\$105.11 million**

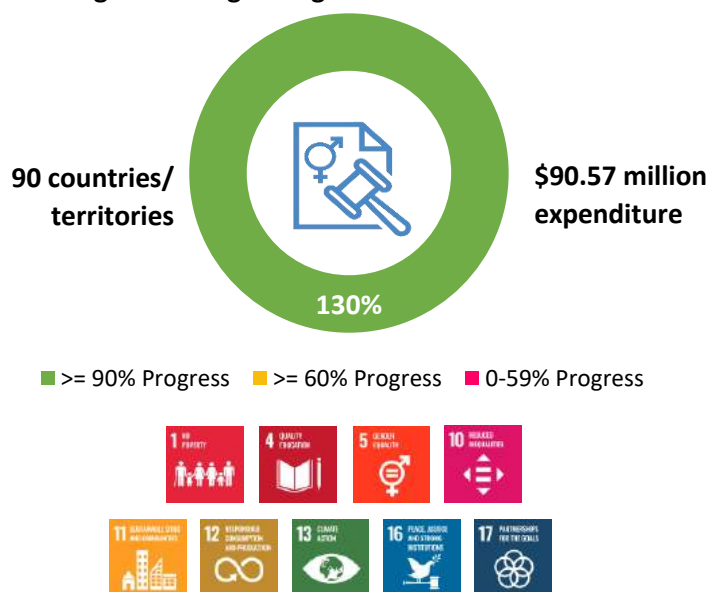
43. Women's meaningful participation is central to building sustainable peace and the effective provision of humanitarian services. Yet women represented only 13 per cent of negotiators and 6 per cent of mediators in major peace processes between 1992 and 2019. A radical shift is needed to realize commitments in this area. In 2022, UN-Women's support to women in conflict and crises intensified. The Entity supported women, peace and security-focused initiatives and provided gender-responsive conflict analysis and rapid gender assessments in numerous complex conflict and humanitarian settings including Afghanistan, Ukraine, and Myanmar. UN-Women also spearheaded multi-stakeholder efforts to support the adoption of 8 National Action Plans on women, peace and security, generating concrete results for women and girls in peacebuilding.

44. The Entity elevated gender analysis and opened spaces for stronger representation of women's voices in key fora, from the Security Council to HCTs. UN-Women promoted women's resilience to disasters across 61 countries and advocated for increased disaggregated data and understanding of the gender inequalities of disaster risk, addressing gaps identified in the of the Sendai Framework's mid-term review.

## IV. Performance under seven systemic Outcomes

### A. Outcome 1: Global normative frameworks and gender-responsive laws, policies and institutions

Figure 2: Progress against 2022 milestones



45. UN-Women continues to be a global thought and practice leader on gender equality, assisting Member States in strengthening global norms and translating them into gender-responsive laws, policies and institutions at the national level. Progress towards this outcome is on track with positive results achieved across all indicators; the average output attainment rate was 130 per cent. UN-Women leads the Inter-Agency Task Team on Combating Discrimination in Law, in response to the Secretary-General's Call to Action on Human Rights. As a central part of its normative work, UN-Women continues to provide technical support to intergovernmental bodies and focus on synergies between achieving gender equality and sustainable development. Sixty-two per cent of resolutions adopted by the General Assembly, the Security Council, and the Human Rights Council integrated a gender perspective, surpassing the milestone.
46. Global efforts were mirrored across countries, where UN-Women continued to support Member States to operationalize global norms such as the Convention

on the Elimination of All Forms of Discrimination against Women (CEDAW) and the outcomes of the Commission on the Status of Women (CSW) through the provision of knowledge, advocacy and technical assistance. In 42 countries, the Entity provided policy and capacity development support resulting in the adoption of 156 gender-responsive multi-sectoral policies, strategies, and plans. This was partly achieved through the facilitation of 961 multi-stakeholder dialogues with governments, women's organizations and other stakeholders across various thematic areas. **Tunisia** developed a gender-responsive DRR plan that prioritizes women's needs and leadership; four additional National Action Plans on women, peace and security with monitoring frameworks were adopted, including **Ukraine's** revised National Action Plan on Women, Peace and Security. One hundred per cent of United Nations Country Teams submitted reports (19) to the CEDAW Committee.

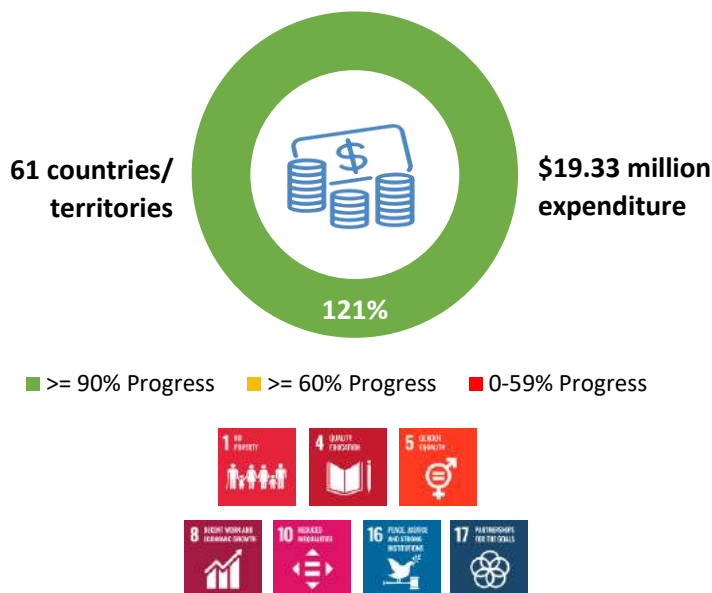
47. 157 laws advancing gender equality and women's empowerment were adopted or amended. **Cote d'Ivoire, Kosovo and Nepal** passed legislation to better protect women from domestic and other forms of violence. Implementation of the agreed conclusions of the sixty-fifth session of CSW was advanced through the adoption of new laws promoting gender balance in decision-making in the **Democratic Republic of Congo, Honduras and Malawi**.
48. Government and civil society partners increased capacities to influence gender-responsive legislation, multi-sectoral policies and institutions. Twenty-six national AIDS coordinating bodies increased expertise to integrate gender perspectives into HIV strategies, budgets, and indicator frameworks. This resulted in the **Tanzania** Commission for AIDS integrating actions to transform unequal gender norms in its multi-sectoral strategic framework.
49. Strong partnerships with governments, civil society and the United Nations system, the production of cutting-edge knowledge, setting global standards on local governance data, and evidence-based programming contributed to good progress under this outcome, while global setbacks to women's rights pose challenges to achieving the 2030 Agenda. UN-Women will continue to work with governments and others to address structural inequalities, reform discriminatory laws and policies and advance women's participation in leadership to reach those left furthest behind.

#### **Action on climate change**

UN-Women sought to secure the co-benefits of gender equality and climate action for sustainable development and peace by leveraging its gender expertise, convening power and multi-stakeholder partnerships. This included supporting the historic adoption of the agreed conclusions on 'Achieving gender equality and the empowerment of all women and girls in the context of climate change, environmental and DRR policies and programmes' during the 66<sup>th</sup> session of the CSW and amplifying key messages at the 27<sup>th</sup> United Nations Climate Change Conference, including through the Generation Equality Action Coalition on Feminist Action for Climate Justice.

## B. Outcome 2: Financing for gender equality

Figure 3: Progress against 2022 milestones



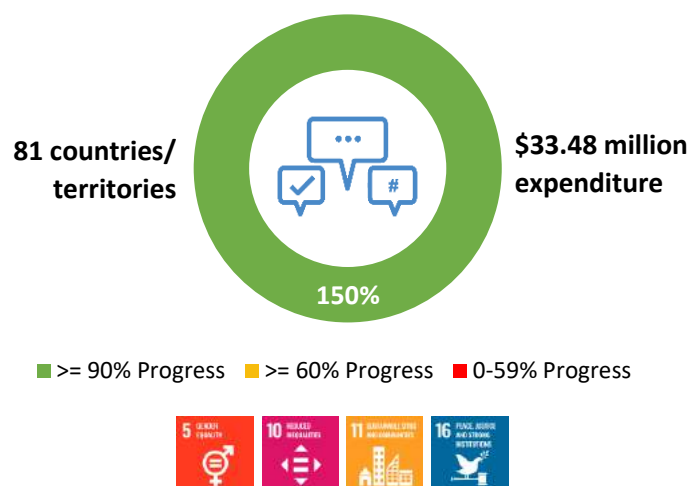
50. Adequate financing is a prerequisite for the implementation of gender-responsive laws and policies. With increasingly constrained fiscal space, countries must use existing budgets more efficiently and effectively. In 2022, UN-Women enhanced gender mainstreaming in financing frameworks, strengthened institutional capacities on gender-responsive budgeting (GRB), and improved public finance management.
51. Aligned to *Our Common Agenda*, UN-Women supported Member States to strengthen global norms on gender and taxation, as part of the Financing for Development follow-up process. Working with partners, including governments, international financial institutions (IFIs) and civil society, UN-Women made strong progress, successfully meeting or exceeding all 2022 output milestones with an average output attainment rate of 121 per cent.
52. The integration of gender targets into financing and budget frameworks resulted in increased overall allocations. In **Türkiye**, the Ministry of Treasury and Finance included targets in its 2022 performance budget framework with allocations for women's labour force participation, girls' school enrolment and digital technology access. In **Argentina**, with UN-Women's technical support, the 2023 national projected budget for gender equality represents 14.65 per cent of the total budget, 106 per cent higher in nominal terms than 2022.
53. Increasing global demand for GRB technical assistance led to exceeding the 2022 milestone, reaching 853 national and local government partners, civil society, and oversight institutions
54. In **India**, an innovative e-governance tool was developed to track gender budget allocations in national ministries and 4 sub-national regions. As a result, scaled-up support to 6 sub-

national regions and 30 central ministries was requested. In **Kenya**, local governments and civil society prioritized and allocated budgets for services, including vocational activities and accessible infrastructure that benefit people living with disabilities and women.

55. UN-Women increased the capacities of 254 partners to mainstream gender into fiscal laws, policies, and standards. The Entity successfully strengthened coordination across government departments and with non-state actors for efficient use of existing resources. In the **State of Palestine**, strengthened capacities of the Ministry of National Economy and the Ministry of Finance contributed to a revised value-added tax law to support Micro, Small and Medium Enterprises, focused on women entrepreneurs. In **Albania**, UN-Women, in partnership with Prisma European Network, fostered dialogue between government and grassroots women to influence budget planning processes in 5 municipalities.
56. UN-Women successfully partnered with the United Nations Peacebuilding Fund, which exceeded its 30 per cent gender funding target, by allocating 47 per cent to gender equality and women's empowerment over the past two years.<sup>4</sup> The Fund piloted a new Gender Promotion Initiative in **Guatemala, Haiti, Niger, and the Gambia** allocating resources for dedicated gender-responsive peacebuilding projects.
57. Leveraging innovative financing resources for SDG 5, a collaboration between UN-Women **Kyrgyzstan** and partners culminated in the issuance of the first gender bond by the Bank of Asia.
58. UN-Women will continue to support a whole of government approach to financing for gender equality through the provision of high-quality technical assistance, capacity strengthening and fostering inclusive partnerships.

### C. Outcome 3: Positive social norms, including through engaging men and boys

Figure 4: Progress against 2022 milestones

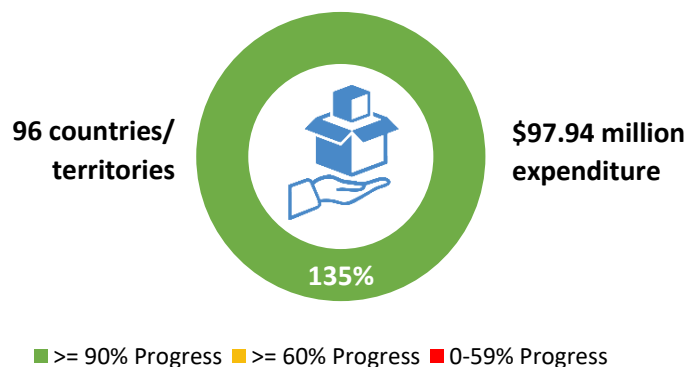


Responding to recommendations from corporate evaluations and external reviews, UN-Women's Strategic Plan 2022-2025 included for the first time a dedicated focus on positive social norms. Positive results were achieved across all measurable indicators under this outcome, with an average attainment rate of 150 per cent. In 2022 UN-Women conducted systematic reviews of external literature and its own work, to assess the state of the field and establish baselines going forward. The reviews revealed the richness of innovative approaches, as well as challenges in designing interventions, including consistent measurement of results. The Entity is moving away from broad-based awareness-raising campaigns towards measurable, holistic, and intersectional approaches, building internal and partner capacities to identify and address social norms.

59. While taking a learning posture, UN-Women made progress toward results, particularly the prevention of violence against women and girls. The Entity contributed to the development of 16 policies addressing different forms of violence against women and girls with a strong focus on prevention, at national and sub-national levels, including in **Argentina, Cameroon, and Timor Leste**. In partnership with WHO and UNFPA, UN-Women strengthened the capacities of governments and civil society in 14 countries across Africa and Asia on evidence-based programming building on the RESPECT framework, in which transforming social norms is one of seven key strategies for prevention.
60. UN-Women engaged innovative sectors to address social norms, including the mining industry in **Rwanda and Chile** and sports in **Brazil, Argentina, and the Pacific**. In **Brazil**, with the International Olympic Committee, UN-Women utilized sports to foster a confident generation of girls as change agents through a proven methodology developed with the organization Women Win. Among participating adolescent girls, 76 per cent self-identified as leaders, up from 53 per cent at baseline. With the advertising industry, the **Unstereotype Alliance** published the second edition of its *Gender Equality Attitudes Study* in 2022, using market research to measure the prevalence of discriminatory attitudes in 20 countries, twice the number in 2019.
61. UN-Women applies evidence-based approaches to work with men and boys as partners for social norm change. A regional programme addressing parental responsibilities in **Egypt, Morocco** and the **State of Palestine** resulted in women reporting that their male partners undertake childcare equally increased on average from 14.84 per cent in 2021 to 27.7 per cent in 2022. Under the European Union-United Nations *Spotlight Initiative*, the Council of Traditional Leaders of Africa publicly committed to abolish harmful traditional practices. Results include reductions in early marriage in **Malawi** and female genital mutilation in **Liberia**. In **Kenya**, male community leaders helped shape positive attitudes towards women candidates and contributed to an increase in elected women representatives in 2022 by building safe spaces for campaigning and providing security for women candidates and at polling stations.
62. A corporate evaluation of UN-Women's social norms work is planned for 2023, building on reviews in 2022, to continue strengthening the Entity's work in this area.

## D. Outcome 4: Women's equitable access to services, goods & resources

Figure 5: Progress against 2022 milestones



63. The provision of essential services, public goods and resources is fundamental for women's agency, autonomy and wellbeing. The lack of administrative information systems, shrinking fiscal space for social protection, and women's unequal access to resources constrain gender equality. In 41 of 47 countries reporting on SDG indicator 5.a.1, more men than women are owners or rights bearers of agricultural land. UN-Women's evidence-based programming addressed these constraints, surpassing most indicator milestones under this outcome, with an average output attainment rate of 135 per cent. High performance stemmed also from the Entity's strong partnerships and United Nations system coordination, including through the Generation Equality Action Coalitions on Economic Justice and Rights, Feminist Action for Climate Justice, and Gender-based Violence.
64. In 2022, UN-Women contributed to multi-sectoral systems, strategies or programmes addressing women's equitable access to goods, services, and/or resources in 41 countries, strengthening capacities of 1,581 institutions, including government, private sector and civil society, to provide goods, services and resources and supporting platforms and programmes benefiting almost 5.1 million women and girls. In **Burundi**, **China**, **Egypt** and **Kazakhstan**, women increased their incomes and created jobs supported by expanded business development services. In **Rwanda**, 2,772 rural women accessed agricultural inputs and climate-resilient technologies under the Joint Programme on Rural Women's Economic Empowerment, implemented with the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development

(IFAD), and the World Food Programme (WFP), and the 3R Programme on unpaid care. In **Kenya**, 270 women benefited from government procurement. In **Senegal**, more than 14,000 women gained capacities in entrepreneurship and gender-responsive procurement. In **South Africa**, 10 industry leaders committed to gender-responsive procurement. UN-Women supported 2,465 women’s organizations to monitor the provision of goods, services and resources, including **Brazil’s** National Federation of Domestic Workers on care services and policies.

- 65. In 2022, UN-Women worked in 31 countries to support the development and/or implementation of guidelines, protocols and standard operating procedures to strengthen essential services for survivors of violence. 29 countries reported increases in the number of women accessing services after experiencing violence or discrimination. Strengthening of legislation, advocacy and justice personnel capacities in **Kyrgyzstan** in the first seven months of 2022 led to a three-fold increase in violence against women cases brought before the courts, compared to the previous year. UN-Women implemented new multi-stakeholder initiatives to prevent and respond to sexual violence in 34 countries, of which 31 included a focus on sexual harassment, and 18 adapted their approach to urban settings. The Entity also supported access to justice for 51,909 people globally, including 1,687 women survivors of conflict-related sexual violence in **Kosovo**. In **Bangladesh, Cameroon, Colombia, Ethiopia, Myanmar** and the **State of Palestine**, with UN-Women’s support more than 145,000 women and girls, including refugees and internally-displaced persons, accessed life-saving protection, cash transfers and livelihoods services.
- 66. UN-Women intends to scale-up such transformative programming so that more individuals, institutions and women’s organizations will have access to services, goods and resources to improve their lives, livelihoods and wellbeing.

### E. Outcome 5: Women’s voice, leadership & agency

Figure 6: Progress against 2022 milestones





67. In 2022, threats and attacks against women in public life were on the rise. UN-Women made good progress under this important outcome area in 2022 with an overall output attainment rate of 125 per cent. Between May 2021 and April 2022, the Office of the United Nations High Commission for Human Rights (OHCHR) documented 172 incidents of reprisal and intimidation against women, girls, women human rights defenders, peacebuilders and civil society organisations for cooperating with the United Nations. UN-Women supported 32 legal, policy and programming responses to address violence against women in politics and in public life. The Entity partnered with OHCHR and the NGO Working Group on Women, Peace and Security to convene a consultation on protecting women human rights defenders in conflict, informing the first Security Council open debate on the issue.
68. Globally, in 2022, only 56 per cent of women aged 15–49 years were able to make their own decisions on sexual relations, use of contraceptives and health care (SDG indicator 5.6.1). Progress has stalled, requiring accelerated efforts to achieve goals, reach commitments, and counter pushback in realizing women’s sexual and reproductive health and rights. UN-Women will continue to work with multi-stakeholder partners to accelerate progress through the Generation Equality Action Coalition on Bodily Autonomy and Sexual and Reproductive Health and Rights which has garnered over 400 commitments for action across 64 countries.
69. The OECD-Development Assistance Committee reported in 2021 that bilateral aid targeting gender equality and women’s empowerment amounted to \$55.2 billion. Of this, \$12.2 billion were channelled to or through civil society organisations, marking an increase of 8 per cent from the previous year. However, women’s organizations’ limited access to core and multi-year financing persists, imperilling their sustainability. In 2022, UN-Women launched over 140 global advocacy and resource mobilization campaigns and disbursed \$59 million, including through the UN Trust Fund, the Spotlight Initiative and the WPHF, in support of civil society organisations working to advance the rights of women, youth and adolescent girls.
70. UN-Women supported women’s civil society organisations in over 40 countries, including in **Afghanistan, Burundi, Mali, Yemen, Ukraine and Venezuela**, to meaningfully and safely opportunities engage in policy-making, political and peace processes, humanitarian action, disaster response and socio-economic decision-making. Over 1330 local and national women’s organizations were supported to participate in humanitarian and refugee coordination and response efforts.
71. UN-Women built cadres of youth leaders with over 86,000 women and girls and 3,148 civil society organizations – more than 50 per cent working to end violence against women -- increasing their capacities to engage meaningfully in public life and decision-making in line with *Our Common Agenda* priorities. Over 7,000 women politicians and aspiring candidates enhanced their skills on campaign planning, communications, constituency outreach and networking, including in **Papua New Guinea** in the Political Academy for Women which was established by UN-Women and the Political Institute of Leadership and Governance.

72. With progress on gender equality in reverse, bold action is needed in 2023 to counter negative trends and protect women's and girls' rights and support civil society and social movements promoting gender equality.

### Leaving no one behind

- In **Colombia**, aligned with the *Convention on the Rights of Persons with Disabilities (CRPD)*, UN-Women, together with UNPFA and UNICEF, built capacities to strengthen the participation of women with disabilities in public policy planning, focusing on the new National Development Plan (NDP) for 2022-2026 and resulting in disability and intersectional perspectives being mainstreamed into the NDP
- In **Nepal**, working with UNDP and WHO, UN-Women integrated disability mainstreaming into local governance and planning, promoting the participation of women and other groups often left behind, including persons with disabilities in policy and budget consultations
- Led an inter-agency effort to build United Nations Country Teams' capacities to integrate the *leave no one behind* principle, gender equality and human rights into Common Country Analyses/United Nations Sustainable Development Cooperation Frameworks (CCAs/UNSDCFs), launching an online course with the United Nations Systems Staff College
- 1,732 refugees and host community women benefitted from a blockchain-based cash disbursement platform and 'OneCard' technology in **Jordan**, through cash-for-work opportunities delivered in collaboration with WFP
- Across 12 countries, women living with HIV informed gender-responsive national HIV policies, strategies and laws
- In **Guatemala**, UN-Women helped expand membership to the Platform of Indigenous Women and strengthen its engagement in political and social dialogues at the highest level
- In **Niger**, UN-Women worked with 60 civil society organisations to monitor protection of migrant women's rights, strengthen the National Migration Policy, and support ratification and implementation of the International Labour Organisation's Convention No.189 on domestic workers

## F. Outcome 6: Production, analysis and use of gender statistics and sex-disaggregated data and knowledge

Figure 7: Progress against 2022 milestones



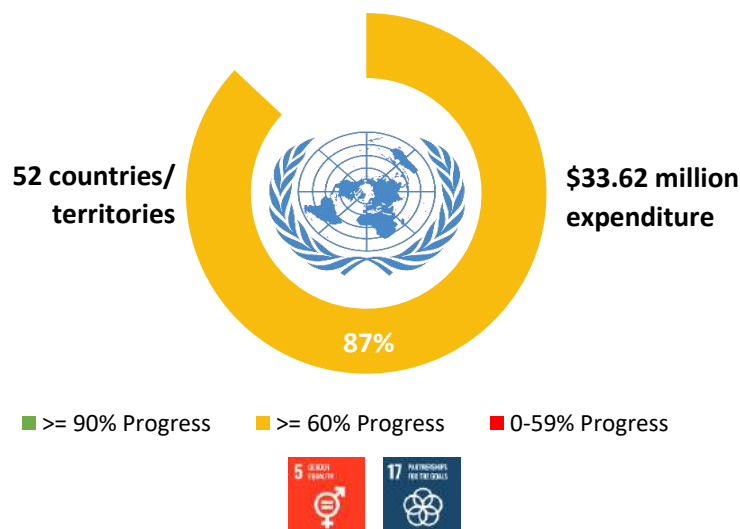
73. UN-Women has contributed to ensuring that gender statistics, data and knowledge are increasingly available, accessible and used to drive change, although substantial progress is still needed. In 2022, the Entity achieved an overall output attainment rate under this outcome of 84 per cent.
74. As the leading United Nations entity driving efforts to increase the production, use and dissemination of gender data, in 2022 UN-Women influenced 23 national plans and strategies to mainstream gender data and statistics. Today about half of the data required to monitor the SDG gender indicators are available, indicating important progress alongside persistent gaps. All SDG 5 indicators are routinely included in SDG monitoring, including indicators 5.2.1 on intimate partner violence against women and 5.5.1b on women's representation in local governments, which are now both Tier I. Progress has also been made on other indicators for which UN-Women is custodian such as 5.1.1, 5.4.1, and 5.c.1.
75. Forty-three countries used gender statistics, analysis, and policy relevant research to inform policy and decision making. In **Vietnam**, the availability of disaggregated data allowed UN-Women to provide emergency cash grants to flood-affected women-headed households to rebuild their livelihoods. In **Kenya**, the Entity supported the National Bureau of Statistics to conduct Kenya's first-ever time-use survey and used the data to produce a care needs assessment, which served as the basis for developing the Government's first-ever national care policy.
76. At the global level, throughout 2022 UN-Women also contributed to setting standards and guidelines for data collection and analysis. Guidelines developed

through the UN-Women and World Health Organization (WHO) joint programme on Violence Against Women data and the framework for the measurement of gender-related killings of women and girls, developed with the United Nations Office on Drugs and Crime (UNODC) and endorsed by the United Nations Statistical Commission, are being tested and used by countries to fill vital data gaps in these areas.

77. In collaboration with DRR dynamics, UN-Women developed the Women's Resilience to Disasters Policy Tracker supporting the analysis and monitoring of progress across 193 Member States on gender-responsive laws, policies, strategies, and plans related to DRR, climate change, and resilience. The Gender Accountability Framework Report produced annually by UN-Women on behalf of the IASC's Gender Reference Group, is the only monitoring mechanism tracking implementation of the IASC's Gender Policy and its commitments in crisis settings. The report, which covers global and field implementation, is a central advocacy tool that drives the IASC's focus on gender equality and greater systemwide coherence and results.
78. As the Secretariat of the United Nations Standing Committee on Women, Peace and Security, UN-Women led a task force to strengthen the United Nations monitoring framework on this issue. The consultative process motivated entities to better integrate women, peace and security in their strategic plans and results frameworks. The data collected and analysed by the Entity has reinforced the evidence base, informing the annual reports of the Secretary-General on trends and progress in women, peace and security, deliberations of the Security Council and related policy-making and programming, as well as Executive Committee decisions.
79. UN-Women continued to monitor trends across a wide range of gender equality and women's empowerment indicators. Working with United Nations agencies and international financial institutions, UN-Women engaged over 46 inter-agency gender statistics coordination mechanisms, producing essential data and knowledge to support monitoring and accountability efforts and implementation of the SDGs at national and global levels, including the Secretary-General's annual report on the global goals.

## G. Outcome 7: UN system coordination for gender equality

Figure 8: Progress against 2022 milestones



80. This outcome area for the first time captures development results across specific thematic areas arising from UN-Women’s coordination mandate to drive the inclusion of gender equality in United Nations system-wide results and operations, underpinned by robust accountability frameworks.
81. As members of HCTs and leads of Gender in Humanitarian Action Working Groups, UN-Women’s support contributed to exceeding the 2022 milestone of HCTs’ response plans and strategies incorporating gender equality, by achieving 87 per cent coverage (milestone of 75 per cent). UN-Women’s recent inclusion as a member of the IASC is an important opportunity to build on these achievements.
82. As part of the Sendai Framework mid-term review, UN-Women worked closely with the United Nations Office for Disaster Risk Reduction (UNDRR), UNFPA, 47 other United Nations entities, as well as 486 women's organizations in the 61 countries where the Women’s Resilience to Disasters approach is being implemented, to secure commitments from Member States to develop a Gender Action Plan for the Sendai Framework implementation.
83. UN-Women partnered with the Executive Office of the Secretary-General, the Department of Political and Peacebuilding Affairs, OHCHR, and UNDP to expand global knowledge and advocacy on Temporary Special Measures (TSMs) and gender quotas to advance implementation of the Secretary-General’s *Call-to-Action for Human Rights* and *Our Common Agenda*. Through a dedicated inter-agency task team on TSMs, United Nations system coordination and high-level advocacy on TSMs was strengthened, and the provision of technical advice and comparative good practices informed parliamentary discussions on the passage of quota bills in **Liberia** and **Sierra**

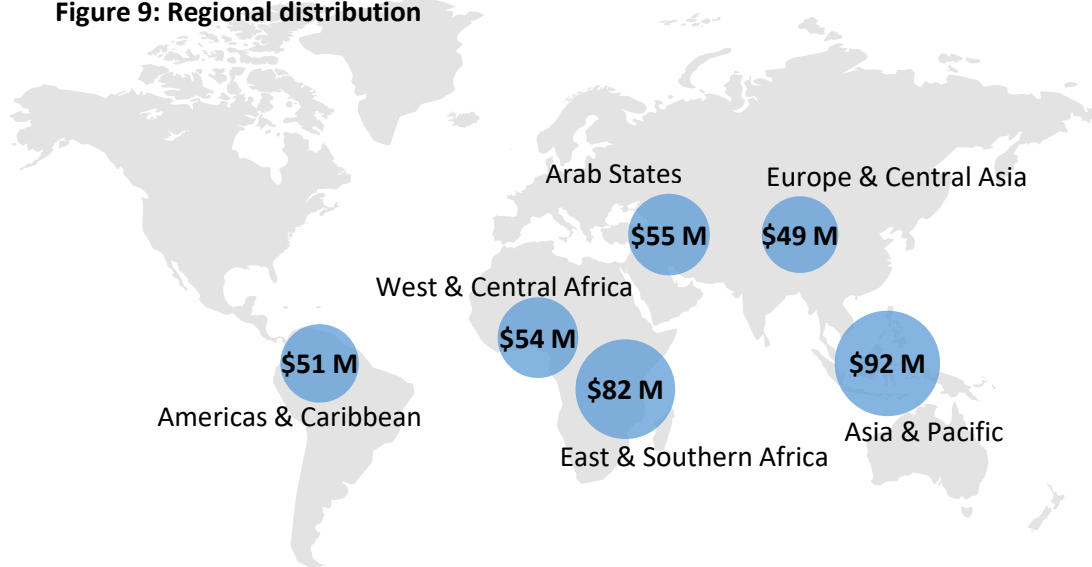
**Leone.** The women, peace and security agenda witnessed progress across 11 action points of the Secretary-General's 2019 directives, including increased access for women civil society briefers, brokered by UN-Women, to the Security Council and the Peacebuilding Commission.

84. Under the H6/Every Woman, Every Child initiative, UN-Women led inter-agency efforts to remove gender-related barriers that helped women access sexual and reproductive health services in 8 countries in Africa.
85. UN-Women successfully supported the integration of gender perspectives within CCA/UNSDCF processes – fifty per cent of United Nations Country Teams developing UNSDCFs in 2022 included a dedicated gender equality outcome.
86. The System-wide Action Plan (UN-SWAP) 2.0 continued to demonstrate progress with 73 United Nations entities reporting on the UN-SWAP and 76 United Nations Country Teams reporting on the UNCT-SWAP on their gender mainstreaming performance. Compared to 2021, 74 per cent of all UN-SWAP applicable ratings met or exceeded requirements, signalling a 4-point improvement.
87. Application of the Gender Equality Marker continues to expand and was given a significant boost in 2022 when it was endorsed by the Chief Executives Board High-Level Committee for Management as a United Nations financial data standard for system-wide reporting, reinforcing the United Nations system's accountability for financing gender equality.
88. Going forward, UN-Women will significantly step-up its efforts to drive the United Nations system's gender-responsive support to Member States in the implementation of the SDGs.

## H. Expenditures and types of contributions

89. Total expenditures in 2022 reached \$540.3 million. Geographically, the highest expenditure was in Asia Pacific (\$92.1 million), followed by East and Southern Africa (\$82.3 million) (Figure 9).

**Figure 9: Regional distribution**



90. Thematically, women's equitable access to services, goods and resources had the highest expenditure (\$97.9 million) among outcome areas, followed by global normative frameworks and gender-responsive laws, policies and institutions (\$90.6 million).
91. By function, capacity development and technical assistance continued to be provided in most countries, along with advocacy, communications and social mobilization (in 78 and 77 countries respectively).

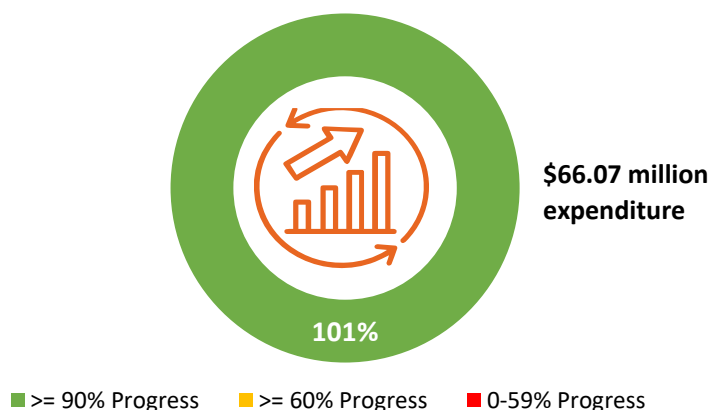
## V. Strengthening organizational performance

92. UN-Women sustained its focus on operational excellence, understanding that strengthened organizational efficiency and effectiveness is key to ensuring impact at scale in the achievement of gender equality and women's empowerment. To this end, UN-Women launched the Quarterly Business Review in 2022, an internal performance management tool which covers organizational effectiveness and efficiency, driving performance and a culture of proactive management and decision-making, enabling greater responsiveness and agility.

93. In the first year of the Strategic Plan 2022-2025, UN-Women achieved good performance (within 10 per cent of 2022 milestone) on 81 per cent of organizational efficiency and effectiveness indicators.

### A. Output 1: Assuring an accountable organization through principled performance

Figure 10: Progress against 2022 milestones

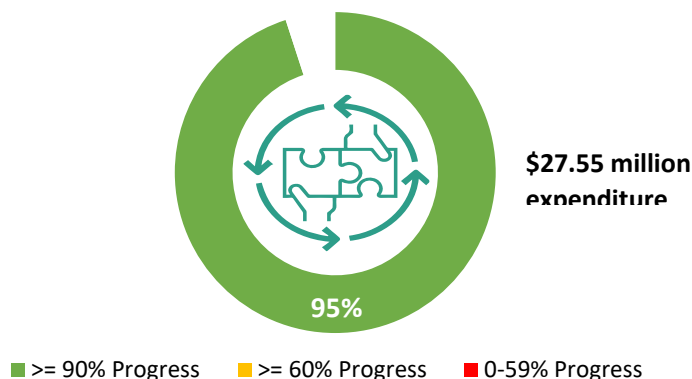


94. UN-Women is an accountable and trustworthy organization that manages its resources with integrity. In 2022, the Entity secured its eleventh consecutive unqualified audit opinion. Efforts were made to shore up the second line of defence, strengthen the profile of risk management by rolling out the first-ever corporate risk appetite statement; increase commitment to transparency by launching the Transparency Portal, and continue publishing through the International Aid Transparency Initiative (IATI); and develop a new uptake mechanism for audit recommendations. 2022 was a significant year due to the rollout of its new Enterprise Resource Planning (ERP) system, Quantum. These changes led to positive results in implementing long-standing audit recommendations (meeting twin milestones of 15 per cent respectively for both internal and external recommendations), and enterprise risk management. Despite positive momentum UN-Women did not meet all milestones and will focus on strengthening efforts to achieve these results in 2023.
95. UN-Women continued to meet milestones on resource implementation, security and safety, UN-SWAP standards.



## B. Output 2: Advancing partnerships & resourcing; Effectively influencing for impact & scale

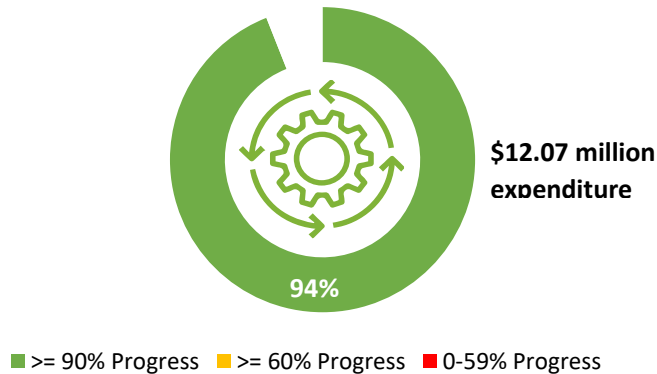
Figure 11: Progress against 2022



96. UN-Women continues to effectively leverage and expand its partnerships, communications and advocacy efforts, strengthening brand and partner relationships to increase support for the gender equality agenda and move in the direction of securing sustainable resourcing for the delivery of its mandate.
97. In 2022, UN-Women increased the number of active partnerships with the public and private sector and engagement with international financial institutions and non-traditional partners, including mobilizing individual giving for gender equality. UN-Women National Committees raised 49 per cent more in 2022, compared to the previous year (50 per cent from individual giving). The Entity significantly deepened its engagement with diverse youth and adolescents in its programming, by working closely with youth focal points in programme countries across all 6 regions.
98. Despite global challenges including the regression of women's rights, UN-Women received continued financial support from 188 partners (up from 179 in 2021), with 21 government partners committing to multi-year funding (17 in 2021). The Entity received [\$545.4] million in contributions, exceeding the \$500 million baseline for the fourth consecutive year, but still short of the milestone. UN-Women saw the first decline of voluntary contributions in 2022, although it was minimal (<1 per cent) and largely due to unfavourable exchange rates and late payments related to shifting aid priorities. However, regular resources decreased by 7 per cent from the previous year, bringing the ratio of regular to other resources to 28.1 per cent -- an unfavourable downward trend that needs to be reversed.

### C. Output 3: Advancing business transformation

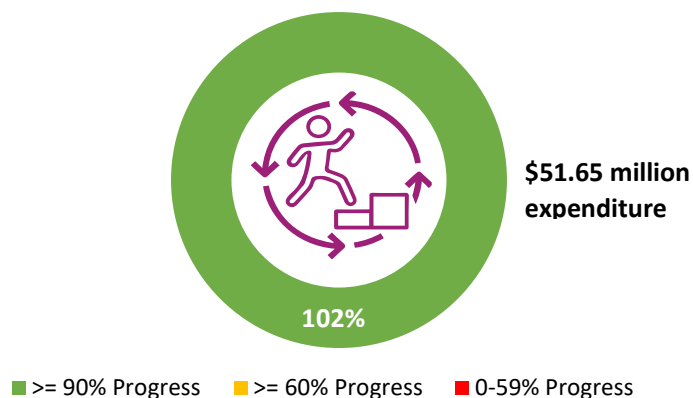
Figure 12: Progress against 2022 milestones



99. An important transformation in UN-Women’s Strategic Plan 2022-2025 is the renewed determination to focus on field results and field-focused service delivery, ensuring resources, expertise and authority are available at regional and country levels. While UN-Women met its milestone of 73.5 per cent for re-distributing posts towards the field, the Entity did not meet milestones on country office sustainability. Focused efforts will be needed to actively manage the global footprint and ensure sustainable resourcing at country level through a renewed focus on cost recovery, building on a new cost recovery policy to be promulgated in early 2023.
100. Milestones were surpassed for cross-regional knowledge exchange initiatives (17) and met for business process improvements (5).
101. UN-Women continues to demonstrate its commitment to delivering at the heart of the United Nations system increasing use of common premises to 72 per cent, exceeding the milestone of 71 per cent for the QCPR indicator.

## D. Output 4: Nurturing an empowered workforce and advancing an inclusive UN-Women culture

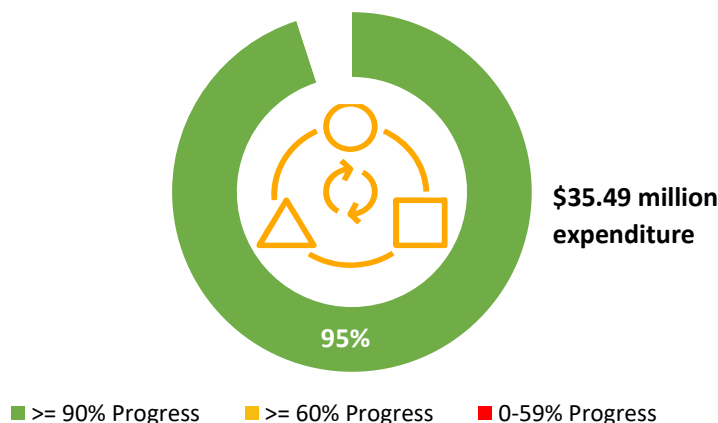
Figure 13: Progress against 2022 milestones



102. UN-Women’s Strategic Plan 2022-2025 for the first time includes specific indicators around empowered people – encompassing human resources, operations, diversity and inclusion, and personnel safeguarding and wellbeing.
103. Continued reporting to the Executive Board affirmed that the prevention of and response to sexual exploitation and abuse (SEA) and sexual harassment (SH) remains a priority for UN-Women. In addition to addressing SEA and SH internally, UN-Women continued its active inter-agency engagement, inter-alia by providing technical support to the United Nations system’s Chief Executives Board Taskforce on Sexual Harassment on advancing a victim-centred approach, promoting behavioural change, measuring data and results, and enhancing cooperation.
104. Trainings were expanded across the personnel spectrum, including on workplace relations and standards of conduct, leadership development (where the milestone of 90 per cent of senior managers participating in leadership programmes within their first 2 years in position was met), 360-feedback reviews and coaching for 200 managers, and mainstreaming disability inclusion. Milestones for swifter recruitments and diversity were also met.
105. To enhance disability inclusion, UN-Women gradually incorporated accessibility features in locations, including at headquarters. The Entity promoted collaboration and coordination among United Nations entities to address the intersectionality of gender and disability, convening the United Nations Interagency Working Group on Gender Equality and Disability Inclusion. Over 20 United Nations Country Teams’ joint programming and advocacy initiatives on disability inclusion were supported through the provision of policy guidance and technical assistance.

## E. Output 5: Effective normative, programmatic and coordination products, services and processes

Figure 14: Progress against 2022 milestones



106. UN-Women drives delivery of its mandate by effectively executing its business processes, including through greater standardization of products and services. The service tracker system is key in ensuring swift responses to requested support, and the Entity’s average reaction time to first request was 1.3 days (surpassing the milestone of 1.5 days). UN-Women also strengthened strategic planning at global, regional and country levels by streamlining various planning and monitoring processes.
107. UN-Women continued to leverage high-quality evaluations to generate evidence and lessons learned, supporting organizational learning and decision-making. In 2022, 86 per cent of completed evaluations (still below the milestone of 90 per cent) obtained “good and above” ratings based on an external assessment. The Entity engaged in 33 joint evaluations, representing 29 per cent of the total evaluations conducted throughout the year, including two independent system-wide global evaluations and several UNSDCF evaluations across different regions.

### Engagement and management of implementing partners

UN-Women continues to strengthen the engagement of partners, including on capacity building, protection from sexual exploitation and abuse and harmonized practices. In 2022 UN-Women joined the United Nations Partner Portal (UNPP), collaborating on harmonized PSEA capacity building for partners.

Implementing partners, including government entities and civil society organisations and are an essential part of the delivery of UN-Women's triple mandate. Programmes are developed through consultative processes with partners at country, multi-country or regional levels. Implementing partners are then identified through transparent, competitive and open calls for proposals/expressions of interest. The UNPP also serves a platform for civil society organisations to engage with the United Nations on partnership opportunities, increasing transparency and accessibility to UN-Women.

## **VI. Elements for a draft decision**

The Executive Board may wish to,

- a) Take note of the report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the implementation of the Strategic Plan 2022-2025, and commend UN-Women on its strong performance to-date;
- b) Welcome UN-Women's contribution and its focused engagement within the United Nations development system to ensure that gender equality and women's empowerment feature centrally in the sustainable development agenda, including in the Cooperation Frameworks;
- c) Take note with concern of the funding gap in regular resources, and encourage all countries in a position to do so to increase voluntary contributions for the full and effective implementation of the Strategic Plan 2022-2025, and encourage strengthened partnerships in this regard;
- d) Decide to transmit the report to the Economic and Social Council.