Mid-Term Review
Executive Director’s Annual Report
Strategic Plan 2018-2021
1. Context and findings of the Midterm Review

2. Assessment of results 2018-2019

3. Adjustments to Integrated Results and Resources Framework

4. Overview of results-resources linkages

5. UN-Women’s response to COVID-19
1. Context and findings of the Midterm Review
Global trends and operating context

Need for long-term, sustainable, structural transformations to advance gender equality and women’s empowerment greater than ever

25th anniversary Beijing Platform for Action
20th anniversary UN Security Council Resolution 1325
10th anniversary UN-Women

COVID-19 pandemic: expected roll back, increasing pre-existing inequalities and vulnerabilities

Sustainable development, peace, humanitarian and security-related challenges remain enormous

Economic uncertainty and feminization of poverty

Shrinking civic space challenges human rights of women and girls; however, emerging feminist movements

Emerging challenges linked to acceleration of climate change, new technologies...

UN reforms seen as positive, yet too early to attribute specific development results/gains
Midterm Review of UN-Women’s Strategic Plan

Mixed method approach

- Internal and external consultations
- Aggregation & analysis of Results Management System data from field offices
- Desk review of existing findings and recommendations
- UNDS reform survey

Harmonized processes, methodology and analysis with UNICEF, UNDP, UNFPA
Key findings and lessons learned from Midterm Review I

Relevance of the Strategic Plan in the context of Beijing+25 and the Decade of Action to deliver the Sustainable Development Goals

- Focus on Beijing+25 priorities
- Prioritise key cross-cutting issues: social norm change and tackling gender stereotypes
- Further embed LNOB into programmes
- Enhance cross-thematic approaches for sustainable change

Opportunities and challenges of United Nations system reforms

- Continue active participation in all reform streams
- Leverage UN reforms for system-wide results for women and girls
- Leverage Funding Compact/pooled financing mechanisms

Enhancing programmatic focus through more systematic approaches and better measurement

- Develop standardized products based on comparative advantages
- Reinforce links between all pillars of UN system
- Strengthen evidence-based programme design focused on sustainability and scale
Key findings and lessons learned from Midterm Review II

Partnerships as a modality to achieve scale and enhance impact

- Expand multi-stakeholder partnerships
- Embed stakeholder analysis in programming
- Leverage large players for maximum impact

Transforming UN-Women to achieve greater impact through an optimized structure, presence and processes

- Develop functional set-up and ‘menu of services’ per office type
- Implement structural changes at HQ to break silos and improve decision-making for optimal impact
- Mature into a globally networked and matrixed organization

Enhancing regular resources and diversifying funding

- Intensify efforts to increase core resources (National Committees, structured dialogues)
- Expand shared-value partnerships with private sector
- Embed/track UN system coordination costs
Leveraging the UN reforms to drive results for women and girls

Gender equality and women’s empowerment centrally positioned in new and revised structures, processes and guidance supporting the achievement of the 2030 Agenda.

Early indications -- reforms positively influencing interagency collaboration and UN-Women’s work at country level.

Funding fragmentation remains major obstacle to collaboration.

Common Chapter as catalyzer, though overtaken by broader UN reform efforts.

Gender equality -- area with highest level of collaboration under Common Chapter and within broader UN system (joint programmes).
2. Assessment of results 2018-2019
UN-Women supported 122 countries and territories in 2019 (107 in 2018)

Outcome 1 (Global Norms on Gender Equality)
- 2018: 54 countries/territories
- 2019: 114 countries/territories

Outcome 2 (Leadership & Governance)
- 2018: 81 countries/territories
- 2019: 79 countries/territories

Outcome 3 (Economic Empowerment)
- 2018: 62 countries/territories
- 2019: 62 countries/territories

Outcome 4 (Ending Violence Against Women)
- 2018: 72 countries/territories
- 2019: 71 countries/territories

Outcome 5 (Women, Peace & Security, Humanitarian Action and Disaster Risk Reduction)
- 2018: 55 countries/territories
- 2019: 65 countries/territories

Disclaimer: The boundaries and names shown, and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
Outcomes trajectory I

Global Norms

- % resolutions adopted by the GA that integrate gender perspectives: 45% (2018), 43% (2019), 45% (2021 Target)
- % recommendations from the SG's report on the priority theme of CSW that are reflected in the Agreed Conclusions of CSW: 90% (2018), 88% (2019), 100% (2021 Target)
- % VNR to the HLPF on Sustainable Development that integrate gender perspectives: 85% (2018), 74% (2019), 81% (2021 Target)

Women's Economic Empowerment

- % firms with female participation in ownership: 35.1% (2018), 35.8% (2019)

Peace & Security, Humanitarian Action

- % National Action Plans on women, peace and security with indicators: 77% (2018), 68% (2019), 61% (2021 Target)
- % Security Council decisions with specific provisions to improve the security and status of women and girls: 11% (2018), 14% (2019), 25% (2021 Target)
- % Peacebuilding Fund funds in support of peacebuilding in projects that address women's specific needs, advance GEWE as their specific objective: 73% (2018), 75% (2019), 45% (2021 Target)
- % humanitarian needs overviews and response plans that demonstrate gender analysis: 96% (2018), 79% (2019), 73% (2021 Target)
Outcomes trajectory II

**Leadership and Governance**

- # Legislative frameworks that promote gender balance in elections and decision-making bodies:
  - 2018: 5
  - 2019: 8
  - 2021 target: 15

- # National Development Strategies that are gender-responsive:
  - 2018: 7
  - 2019: 9
  - 2021 target: 6

**Ending Violence against Women**

- # cities with data on prevalence of sexual harassment against women and girls in public spaces:
  - 2018: 9
  - 2019: 8
  - 2021 target: 8

- # countries with legislation and implementation mechanisms for addressing VAWG:
  - 2018: 7
  - 2019: 2

- # countries with legislation to prevent, investigate, sanction and redress femicide/feminicide:
  - 2018: 1
  - 2019: 1
  - 2021 target: 1
**Outcome 1: Global Norms**

**ILLUSTRATIVE RESULTS (2018 + 2019)**

118 countries supported to conduct the 25-year review and appraisal of implementation of the Beijing Platform for Action (16 in 2018)

14 global thematic briefings and dialogues convened to prepare for intergovernmental processes (6 in 2018/8 in 2019)

94% of United Nations Country Team reports to the CEDAW Committee supported (83% in 2018)

<table>
<thead>
<tr>
<th>Output</th>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1</td>
<td>113%</td>
<td>Governments and stakeholders capacity strengthened to assess BPfA/other normative frameworks</td>
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<tr>
<td>Output 2</td>
<td>77%</td>
<td>Evidence-based dialogue facilitated</td>
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<tr>
<td>Output 3</td>
<td>89%</td>
<td>Knowledge on gender perspectives expanded</td>
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</table>

**Illustrative system-wide collaboration example:**

With the secretariat of the Convention on Biological Diversity, UNEP and FAO, among other partners, successfully advocated for incorporating gender perspectives in work on post-2020 global biodiversity framework.
Outcome 2: Leadership & Governance

ILLUSTRATIVE RESULTS (2018 + 2019)

- 266 legislative reform initiatives undertaken, half addressing discriminatory laws and practices
- 16 new national development strategies supported to be gender-responsive (9 in 2019)
- 13 laws promoting gender balance in elections and decision-making bodies (8 in 2019)
- 9 countries integrated gender statistics in their national statistics strategies (7 in 2019)

Illustrative system-wide collaboration example:

With WHO, UNFPA, UNICEF, Joint United Nations Programme on HIV/AIDS and World Bank, continued coordinating on health policy and programming under H6 partnership for women’s, children’s and adolescents’ health
Outcome 3: Economic Empowerment

ILLUSTRATIVE RESULTS (2018 + 2019)

41 legal, regulatory and policy frameworks on decent work for women and 31 on gender-responsive social protection systems were adopted (24 and 18 in 2019 respectively)

167,269 rural women supported to access land, finance, information and agricultural inputs (70,711 in 2019, including 3,029 migrants and 2,026 aged 61 or above)

Over 1,100 new companies signed the Women’s Empowerment Principles (723 in 2019)

Illustrative system-wide collaboration example:

With the Economic Commission for Africa and ADB, supported 33 countries adopt minimum set of gender indicators to monitor performance on women’s economic empowerment against the SDGs and Agenda 2063

- **Output 8**
  - 73%
  - More policies promote decent work and social protection for women

- **Output 9**
  - 120%
  - More women own, launch, better manage enterprises

- **Output 10**
  - 125%
  - More rural women secure access to productive resources / sustainable agriculture
**Outcome 4: Ending Violence Against Women**

**ILLUSTRATIVE RESULTS (2018 + 2019)**

17 countries developed national action plans to end violence against women with components addressing social norms, attitudes and behaviours (8 in 2019)

21 countries conducted community activities on gender equality and respectful relationships and developed national curricula on gender and violence against women (13 in 2019)

32 countries developed and/or improved guidelines, protocols and standard operating procedures for quality services for survivors of violence (24 in 2019)

Illustrative system-wide collaboration example:

Resident Coordinators in 27 countries supported to lead the development of comprehensive EU-UN Spotlight Initiative programmes to address VAWG, including harmful practices along with UNFPA, UNDP, UNICEF (among others)

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**Output 11**

112%

More countries & stakeholders better able to prevent and respond to violence against women

**Output 12**

56%

More cities and other settings have safe and empowering public spaces for women and girls.
Outcome 5: Peace & Security, Humanitarian Action

ILLUSTRATIVE RESULTS (2018 + 2019)

61.2 per cent of UN Security Council decisions in 2019 had specific provisions to improve the security and status of women and girls (76.5% in 2018)

73 per cent of humanitarian needs overviews and response plans demonstrated gender analysis (45% in 2018)

742,816 women and girls benefitted from humanitarian services (508,531 in 2019)

Illustrative system-wide collaboration example:

With OHCHR and Justice Rapid Response, deployed 28 experts to investigate conflict-related sexual violence in 2019
Output progress against 2018 & 2019 milestones by Outcome

Absolute numbers are provided in parenthesis next to each percentage
These figures exclude indicators that are only monitored at component or disaggregated levels
UN-Women achieves results in gender equality and women’s empowerment, unlocking SDG success

- UN-Women is the co-custodian for five SDG indicators, working to ensure data and evidence is available to plan and report on SDG success. In 2019, data were reported for the first time on:
  - SDG indicator 5.1.1 on legal frameworks that advance gender equality from 53 countries;
  - SDG indicator 5.c.1 on gender budget allocations from 69 countries; and
  - SDG indicator 5.5.1b on women’s participation in local governments (reclassified as a Tier I indicator in 2019) from 131 countries
Leaving no one behind (LNOB)

- 2019 results demonstrate strong improvements in quantitative and qualitative LNOB orientation, with all offices reporting qualitatively and/or quantitatively on their work to LNOB.

- Some development results' indicators use disaggregation by basic demographic characteristics or vulnerable characteristics as part of UN-Women’s explicit planning and reporting on efforts to LNOB. Other indicators measure results towards LNOB by focusing on maximizing number of beneficiaries in a specific population (e.g. women in rural areas).

- Key challenges regarding data disaggregation: cost and time implications, sensitivities in obtaining data on certain population groups.

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**LNOB HIGHLIGHT**

*Outcome 3 (Women’s Economic Empowerment)*

Women with strengthened capacities and skills to participate in the economy*

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*among women and girls with known age (25%) and location (58%).

^ This includes educational opportunities such as maths skills, IT and literacy.
Illustrative results by OEE Output area

OEE 1
UN System Coordination

- Proportion of UNDAFs/UNS DCFs featuring gender specific results at outcome level up to 72.3% in 2019
- Steady increase in share of expenditures related to joint programmes (up to 14% in 2019)

OEE 2
Partnerships, Advocacy & Communication

- Gender parity advice or technical support to 59 UN entities and 56 UN offices
- 81 media compact partners
- HeForShe reached a growing audience of 2.3 million supporters
- 10.2M Followers across 127 accounts in 17 languages
Illustrative results by OEE Output area

**OEE 3**
Quality of programmes

- Generating new knowledge and evidence (2 flagship reports in 2019)
- Strengthening RBM capacity (50% programme staff trained in 2019 via online course)

**OEE 4**
Financial & Human resources

- Efficiency gains through use of common services & systems enhancements
- HR services closer to workforce through Regional Business Partners
- Launch of She Innovates global programme

**Figure 4:** Total downloads of UN Women key reports on gender and the SDGs

\[25,414\]

Total downloads (12,397 in 2019) of 2018 and 2019 reports
Enhancing transparency & resources-results pathways

UN-Women Strategic Plan Indicator OEE 4.1 tracks the entity's International Aid Transparency Initiative (IATI) score

2016
• Upgraded IATI publication to IATI 2.02 standard

2017
Publishing data on an annual basis

2018
• Publishing data on a quarterly basis
• Included forward-looking data

2019
• Publishing data on a monthly basis
• Publishing data on additional topics

2020
• Publishing data on additional topics
• Score of 85 by May 2020
• Ranking 7th among United Nations agencies that publish their aid information in the IATI registry

UN-Women Strategic Plan Indicator OEE 4.1 tracks the entity's International Aid Transparency Initiative (IATI) score
Output progress against 2018 & 2019 milestones by OEE cluster

Absolute numbers are provided in parenthesis next to each percentage
These figures exclude indicators that are only monitored at component or disaggregated levels
Strategic Plan Portal

Accessible on UN-Women’s Website

3. Overview of adjustments to the Integrated Resource and Results Framework (IRRF)
Overview of IRRF adjustments

16 targets are adjusted upward, where progress and consultation indicated an opportunity to be more ambitious.

18 indicators have been revised for greater clarity (5) on what is measured or to improve measurability (13).

Out of 132 indicators:

- For 7 indicators corrections were made to the source or method listed in the original IRRF.
- 2 new indicators have been proposed to improve measurement of the related Outcome or Output.
- 3 indicators were deleted (persistent data unavailability/discontinuation of work under funding constraint).
Increasing focus on data and evidence for SDG success

Revised SP indicator 2.7 focuses on the availability of data across gender-specific SDG indicators.

Critical to enable sound decision-making globally for accelerating progress across SDGs, and creating a more equal world for and with women and girls.

UN-Women is working to fast-track data availability for all these indicators.

![Graph showing projected growth and UN-Women aspiration to meet 100% target by 2030.](image)

- **Projected growth**
- **Acceleration needed if reach 100% by 2030**
- **UN-Women aspiration to meet 100% target**
4. Overview of resources - results linkages
In 2019, UN-Women has reached its highest total revenue since inception at $500.4m (2018: $384.2m).

Regular Resources shortfall of $57.1m
Other Resources exceeding budget by $117.4m
Programme expenses by Outcome area

Total US$326 million

↑ 14% from 2018 (US$286 million)

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Expenses (US$ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Norms on Gender Equality</td>
<td>$24.71M</td>
</tr>
<tr>
<td>Leadership &amp; Governance</td>
<td>$60.54M</td>
</tr>
<tr>
<td>Economic Empowerment</td>
<td>$53.96M</td>
</tr>
<tr>
<td>Ending Violence Against Women</td>
<td>$76.39M</td>
</tr>
<tr>
<td>Women, Peace and Security/Humanitarian Action and Disaster Risk Reduction</td>
<td>$110.53M</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$326.13M</td>
</tr>
</tbody>
</table>
2019 programme expenses by region and outcome area

<table>
<thead>
<tr>
<th>Outcome Area</th>
<th>Americas and Caribbean</th>
<th>Arab States</th>
<th>Asia Pacific</th>
<th>East and Southern Africa</th>
<th>Europe and Central Asia</th>
<th>West and Central Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women, peace and security, humanitarian action</td>
<td>$7.07 M</td>
<td>$23.27 M</td>
<td>$18.05 M</td>
<td>$11.73 M</td>
<td>$6.83 M</td>
<td>$15.39 M</td>
</tr>
<tr>
<td>Ending Violence Against Women</td>
<td>$8.50 M</td>
<td>$6.37 M</td>
<td>$18.02 M</td>
<td>$10.81 M</td>
<td>$9.16 M</td>
<td>$3.51 M</td>
</tr>
<tr>
<td>Economic Empowerment</td>
<td>$9.95 M</td>
<td>$2.73 M</td>
<td>$10.10 M</td>
<td>$10.59 M</td>
<td>$3.70 M</td>
<td>$5.27 M</td>
</tr>
<tr>
<td>Leadership &amp; Governance</td>
<td>$5.46 M</td>
<td>$2.36 M</td>
<td>$8.69 M</td>
<td>$17.34 M</td>
<td>$7.59 M</td>
<td>$6.96 M</td>
</tr>
<tr>
<td>Global Norms on Gender Equality</td>
<td>$2.71 M</td>
<td>$3.86 M</td>
<td>$5.87 M</td>
<td>$3.23 M</td>
<td>$0.73 M</td>
<td>$0.49 M</td>
</tr>
</tbody>
</table>
5. UN-Women’s response to COVID-19
<table>
<thead>
<tr>
<th>UN-Women’s COVID-19 Response (5 priorities)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ensuring women’s equal representation in all COVID-19 response planning and decision-making</td>
</tr>
<tr>
<td>2. Addressing increases in violence against women and girls, including through coordinated UN support</td>
</tr>
<tr>
<td>3. Applying an intentional gender lens to social protection and socio-economic stimulus packages</td>
</tr>
<tr>
<td>4. Addressing the care economy, paid and unpaid, including through the engagement of men and boys</td>
</tr>
<tr>
<td>5. Supporting the establishment of dedicated coordination mechanisms and the availability and analysis of gender data</td>
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Timeline for development of Strategic Plan 2022-2025

- **Early June**: Informal briefing on draft SP before annual session
- **13-15 Sep**: Second Regular Session
  - Executive Board reviews and approves SP
- **21-23 June**: Annual session
  - Presentation of draft SP
- Series of consultations with Executive Board – details TBD

- **Early Sep**: Informal consultation on SP roadmap (14-16 Sep. Second Regular Session)
Thank You!