



**UN  
WOMEN**



United Nations Entity for Gender Equality  
and the Empowerment of Women

**Mid-Term Review  
Executive Director's Annual Report**  
Strategic Plan  
2018-2021

# **Presentation Outline**

---

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

---

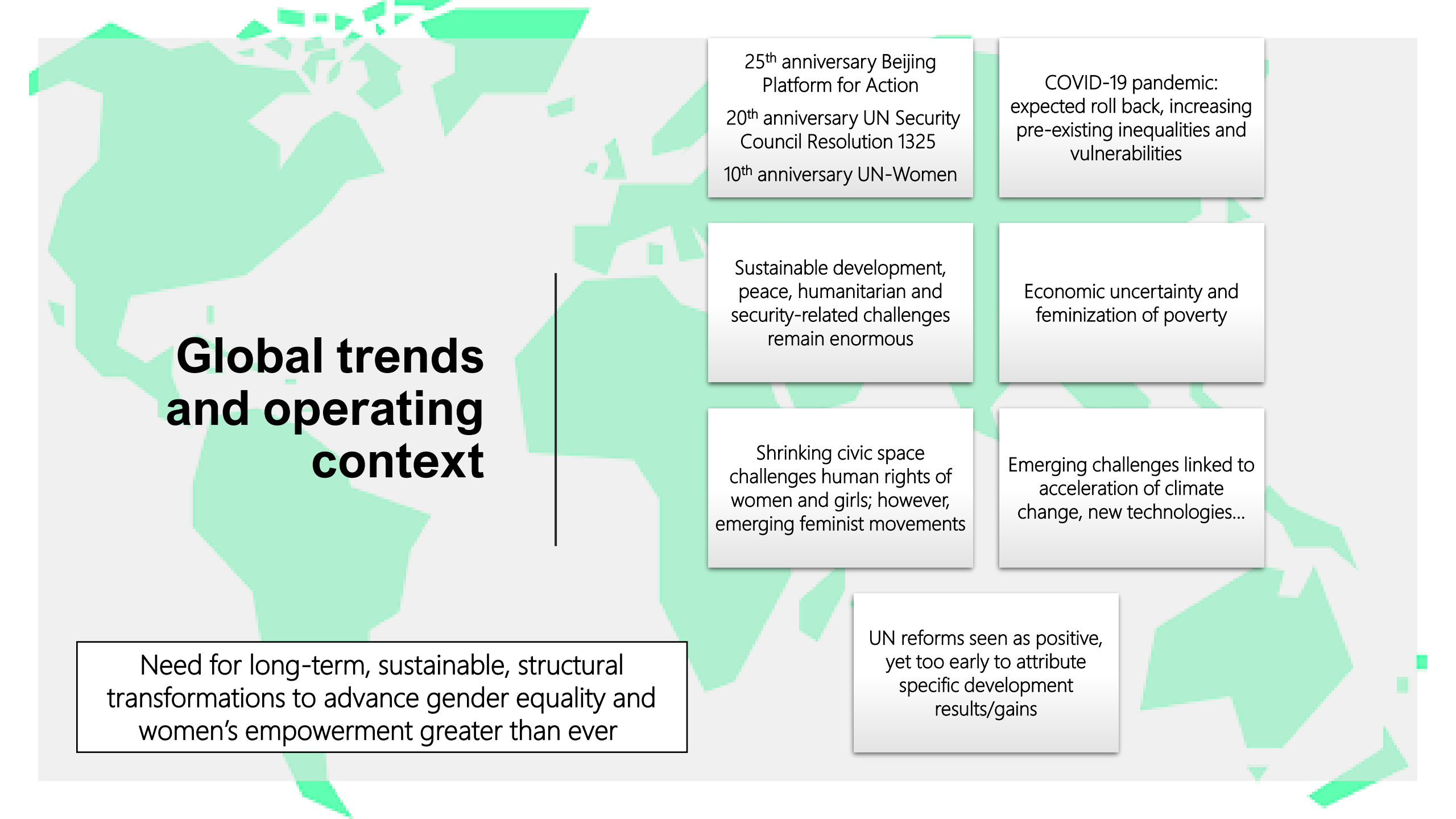
5. UN-Women's response to COVID-19





United Nations Entity for Gender Equality  
and the Empowerment of Women

# 1. Context and findings of the Midterm Review



# Global trends and operating context

25<sup>th</sup> anniversary Beijing  
Platform for Action  
20<sup>th</sup> anniversary UN Security  
Council Resolution 1325  
10<sup>th</sup> 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

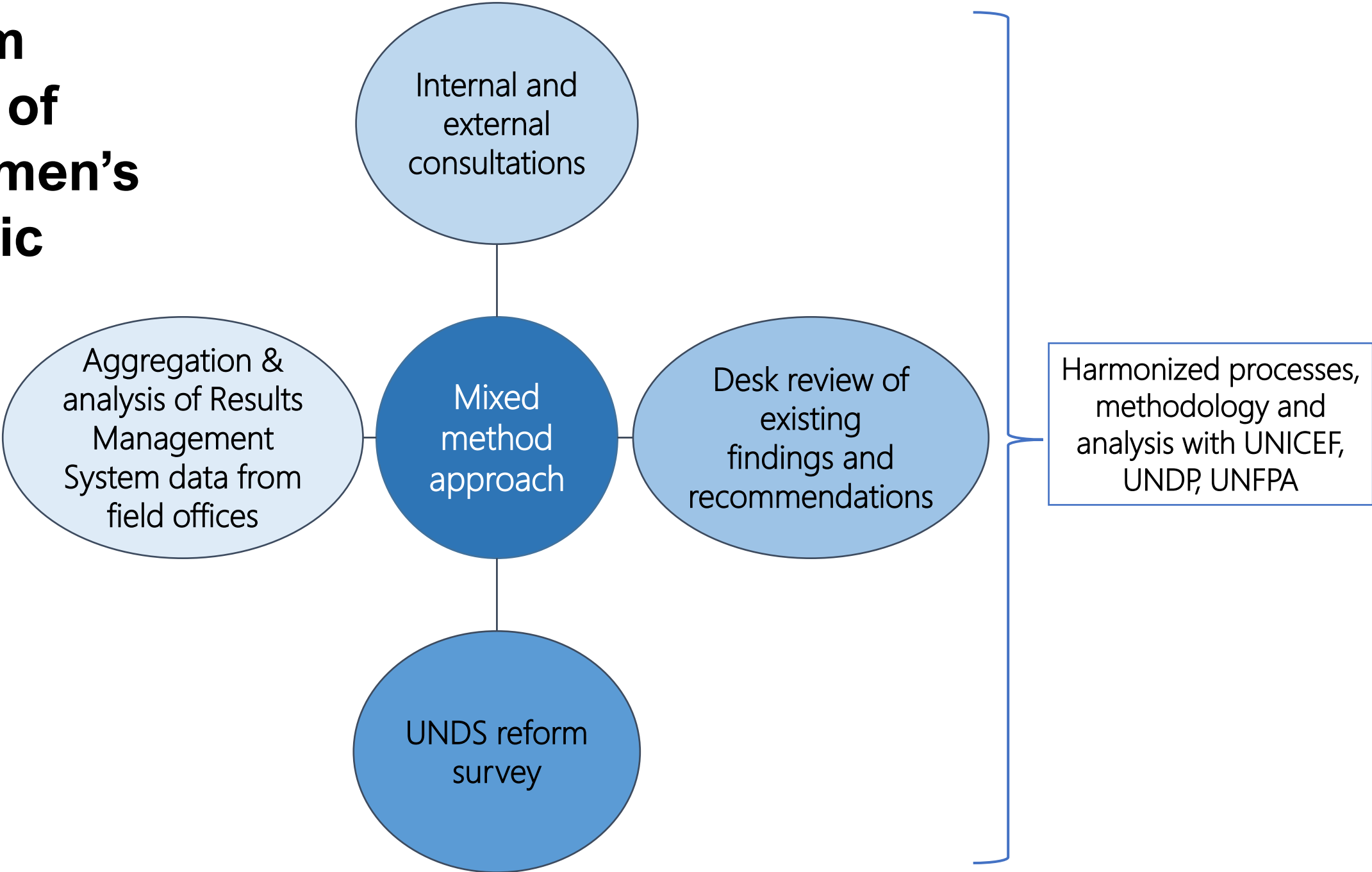
Shrinking civic space  
challenges human rights of  
women and girls; however,  
emerging feminist movements

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

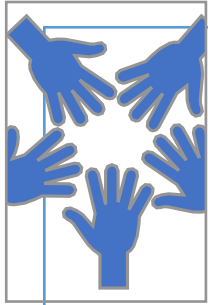
Need for long-term, sustainable, structural  
transformations to advance gender equality and  
women's empowerment greater than ever

UN reforms seen as positive,  
yet too early to attribute  
specific development  
results/gains

# Midterm Review of UN-Women's Strategic Plan



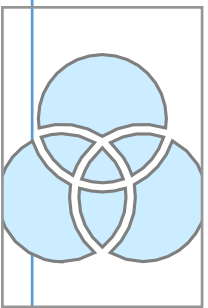
# Key findings and lessons learned from Midterm Review I



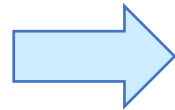
Relevance of the Strategic Plan in the context of Beijing+25 and the Decade of Action to deliver the Sustainable Development Goals



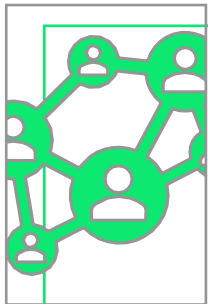
- Focus on Beijing+25 priorities
- Prioritise key cross-cutting issues: social norm change and tackling gender stereotypes
- Further embed LNOB into programmes
- Enhance cross-thematic approaches for sustainable change



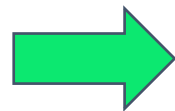
Opportunities and challenges of United Nations system reforms



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

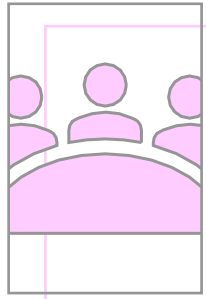


Enhancing programmatic focus through more systematic approaches and better measurement

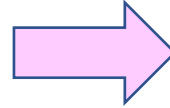


- Develop standardized products based on comparative advantages
- Reinforce links between all pillars of UN system
- Strengthen evidence-based programme design focused on sustainability and scale

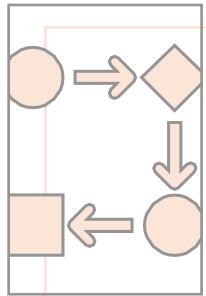
# Key findings and lessons learned from Midterm Review II



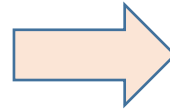
Partnerships as a modality to achieve scale and enhance impact



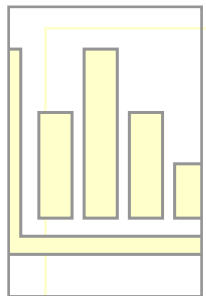
- Expand **multi-stakeholder** partnerships
- Embed **stakeholder analysis** in programming
- Leverage **large players** for maximum impact



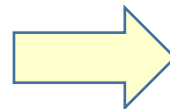
Transforming UN-Women to achieve greater impact through an optimized structure, presence and processes



- 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)



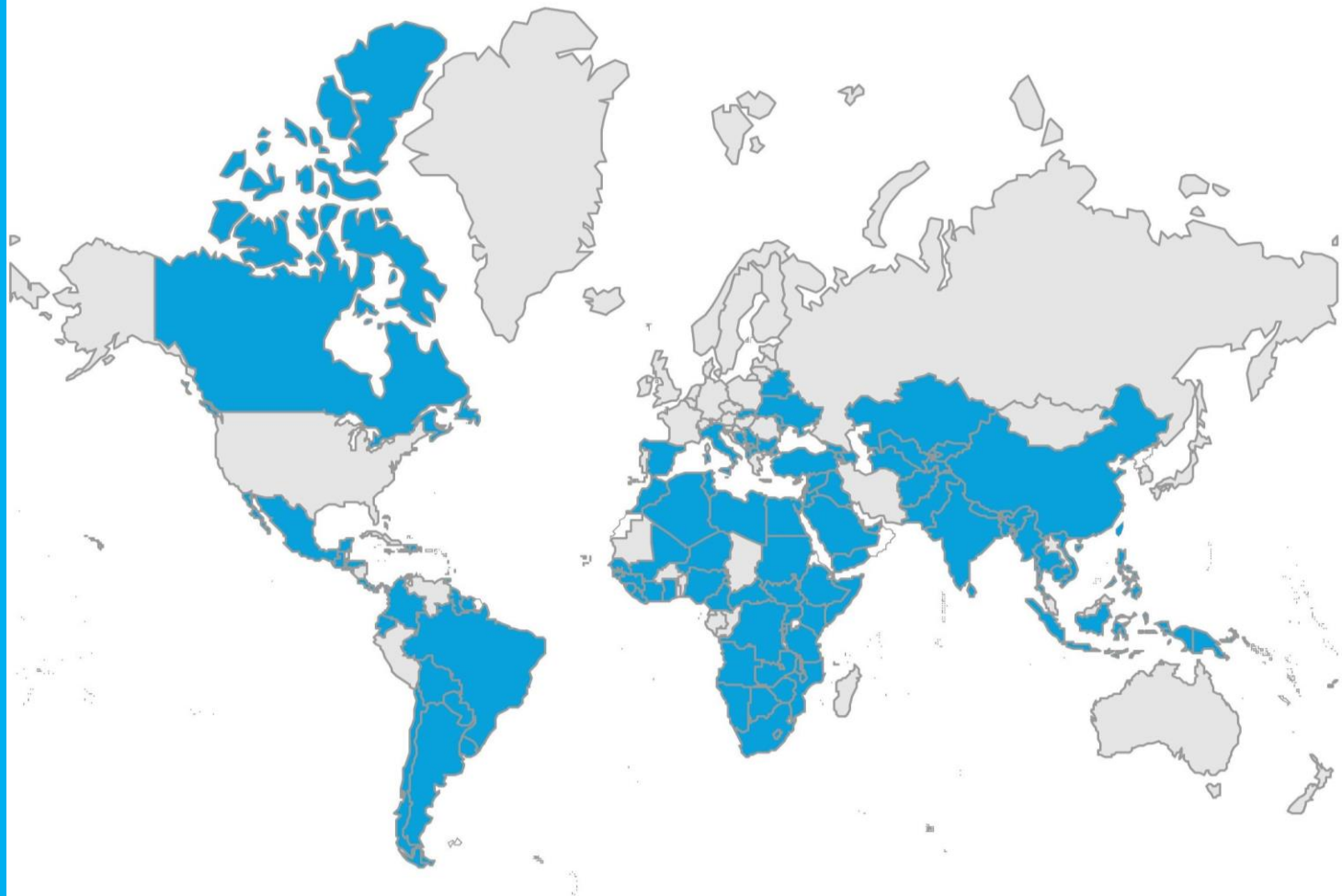




United Nations Entity for Gender Equality  
and the Empowerment of Women

# 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**

**2019: 114**

**countries/territories**

**Outcome 2  
(Leadership & Governance)**

**2018: 81**

**2019: 79**

**countries/territories**

**Outcome 3  
(Economic Empowerment)**

**2018: 62**

**2019: 62**

**countries/territories**

**Outcome 4  
(Ending Violence Against Women)**

**2018: 72**

**2019: 71**

**countries/territories**

**Outcome 5 (Women, Peace & Security, Humanitarian Action and Disaster Risk Reduction)**

**2018: 55**

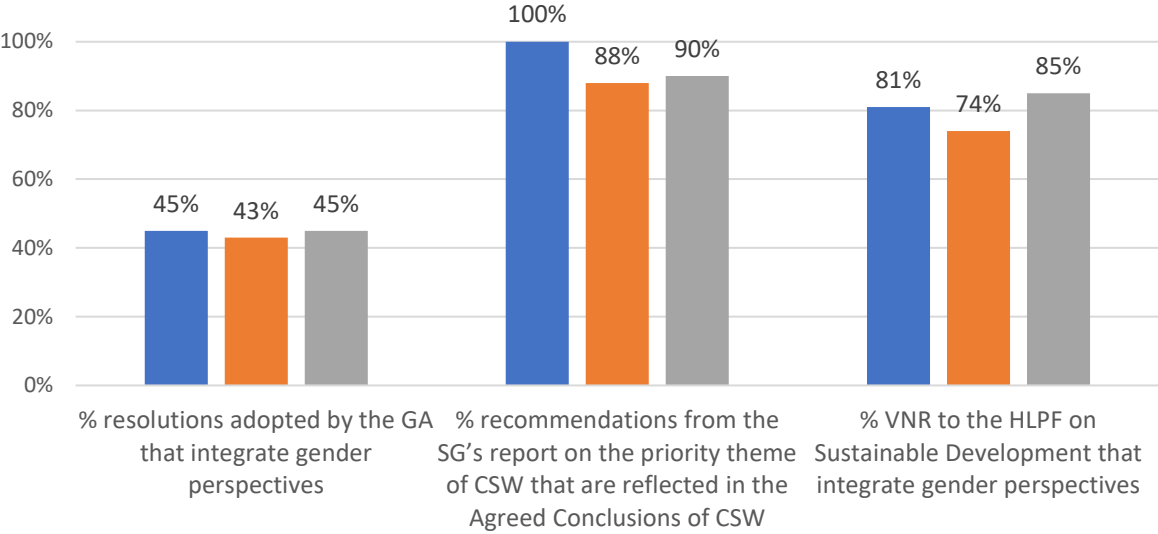
**2019: 65**

**countries/territories**

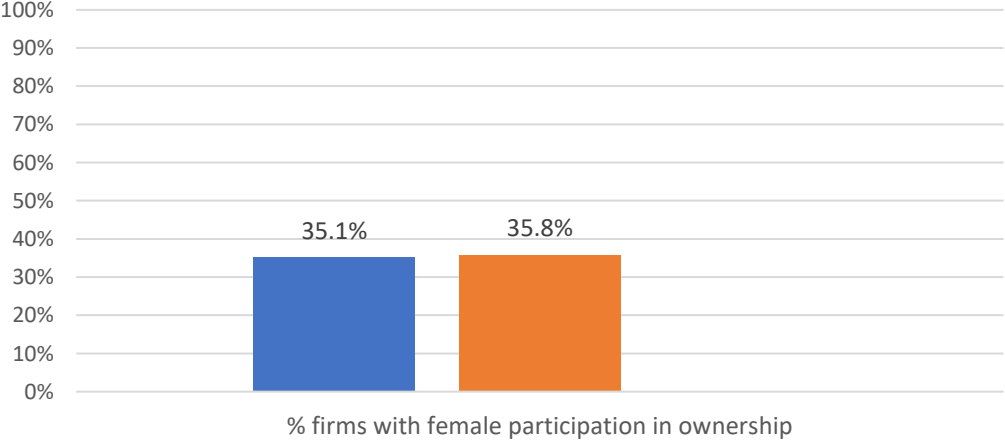
# Outcomes trajectory I

2018 2019 2021 Target

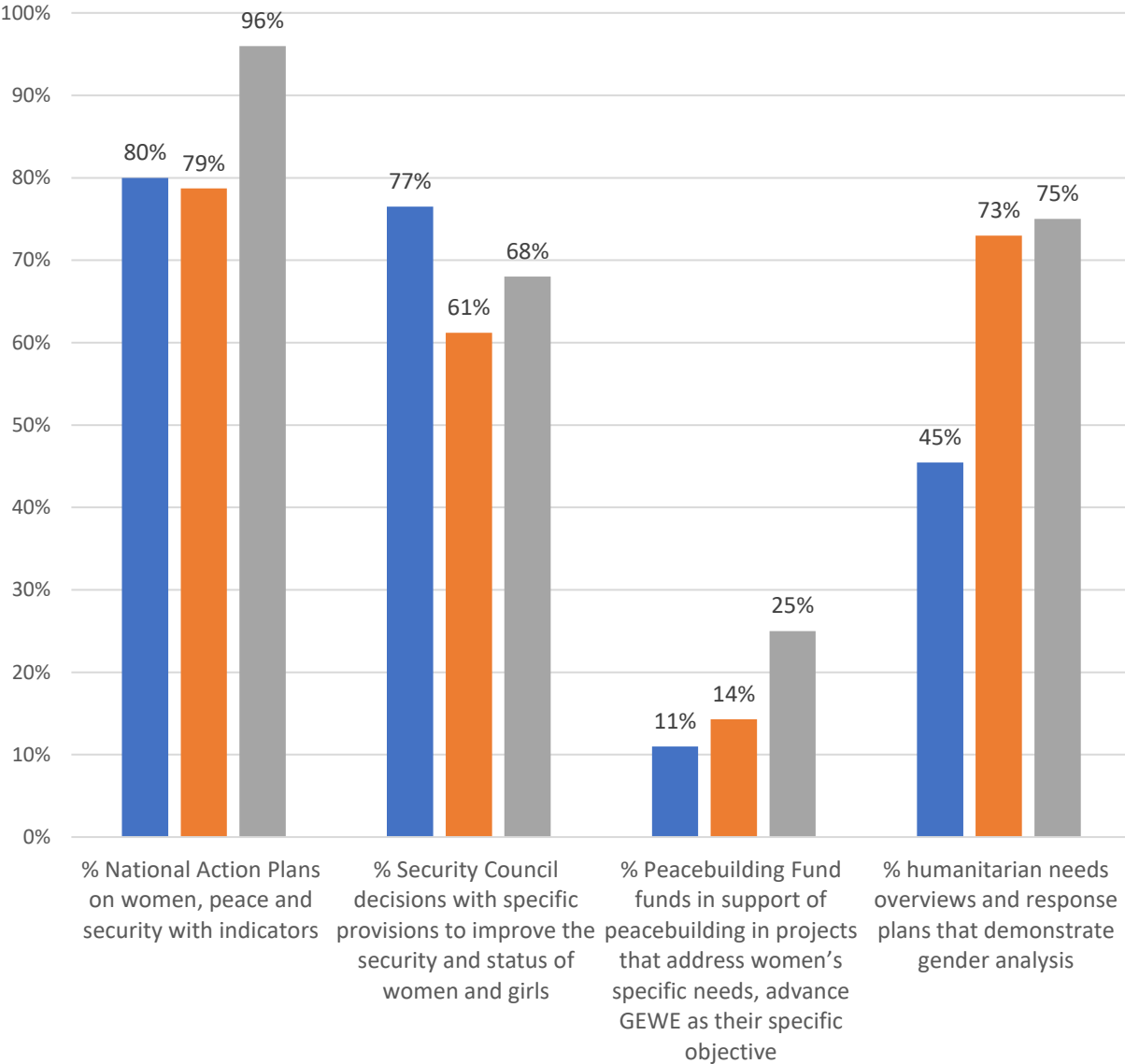
## Global Norms



## Women's Economic Empowerment



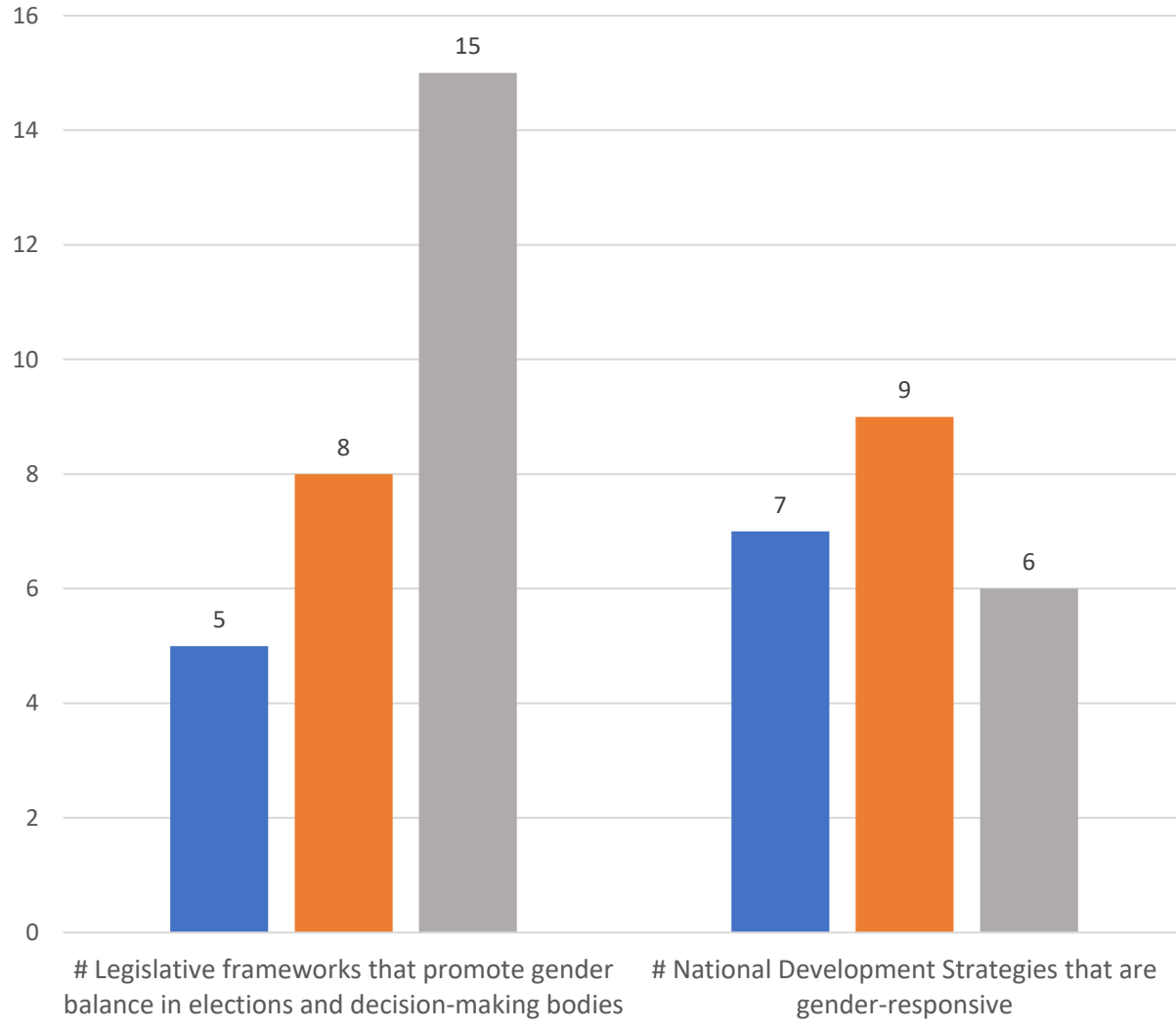
## Peace & Security, Humanitarian Action



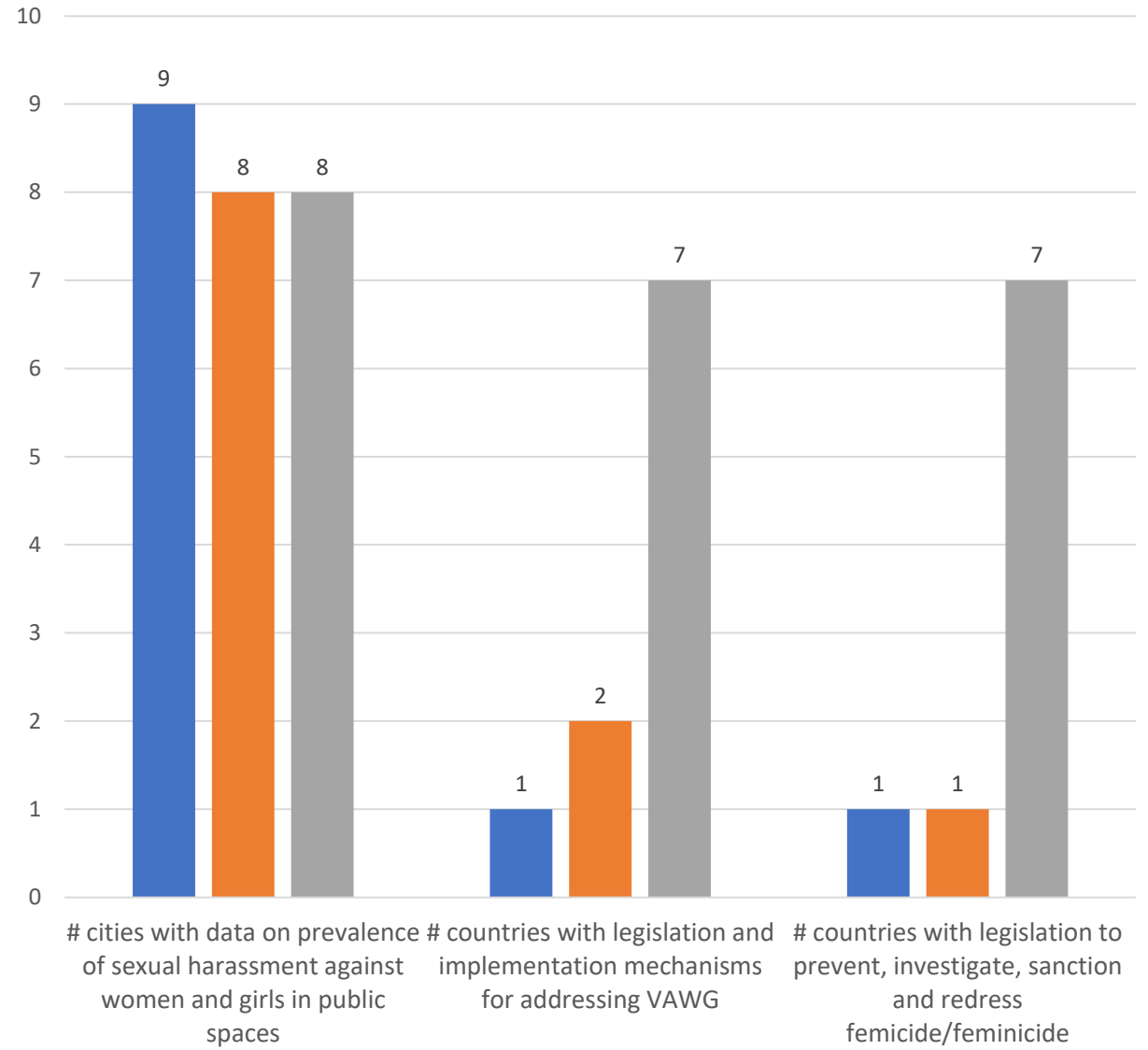
# Outcomes trajectory II

■ 2018 ■ 2019 ■ (difference to) 2021 target

## Leadership and Governance



## Ending Violence against Women





# 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)

113%

### Output 1

Governments and stakeholders capacity strengthened to assess BPfA/other normative frameworks

77%

### Output 2

Evidence-based dialogue facilitated

89%

### Output 3

Knowledge on gender perspectives expanded

## 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

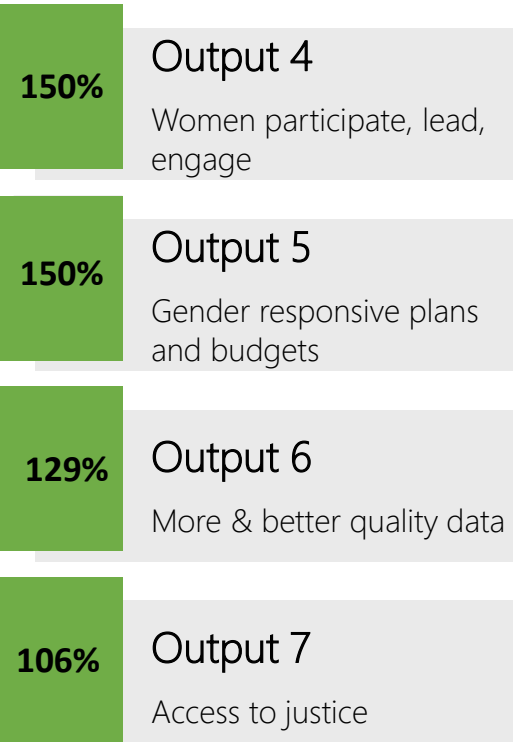
## ILLUSTRATIVE RESULTS (2018 + 2019)

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)

73%

### Output 8

More policies promote decent work and social protection for women

120%

### Output 9

More women own, launch, better manage enterprises

125%

### Output 10

More rural women secure access to productive resources / sustainable agriculture

## 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





# 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)

112%

### Output 11

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

56%

### Output 12

More cities and other settings have safe and empowering public spaces for women and girls.

## 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)

GENERATION  
EQUALITY STANDS  
AGAINST  
RAPE!

#orangetheworld





# 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)

- 119%** Output 13  
More commitments on women, peace and security implemented
- 150%** Output 14  
More women play role and are better served by humanitarian/recovery efforts
- 150%** Output 15  
More women play role and are better served by disaster risk reduction/recovery processes

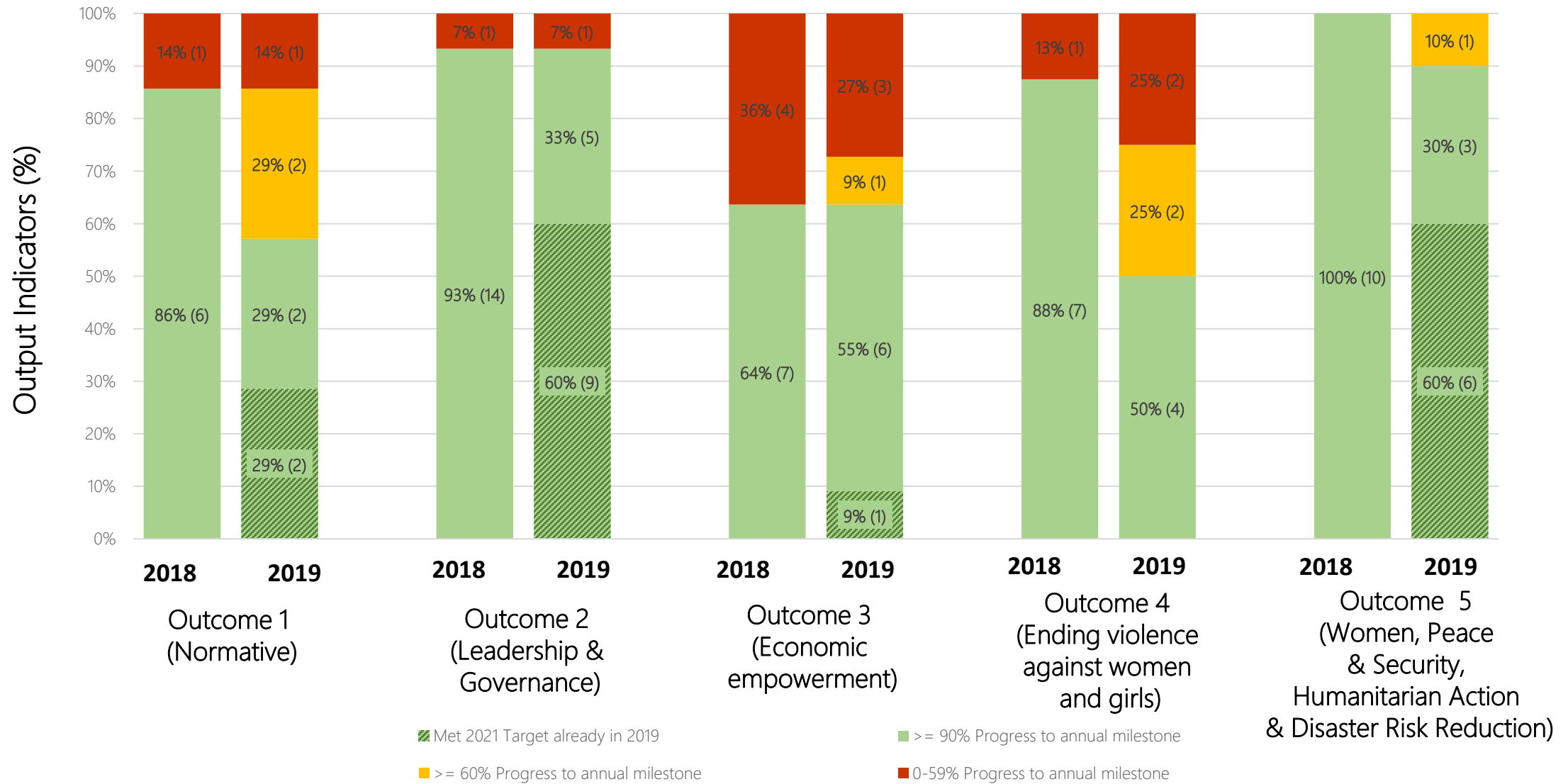
### Illustrative system-wide collaboration example:



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



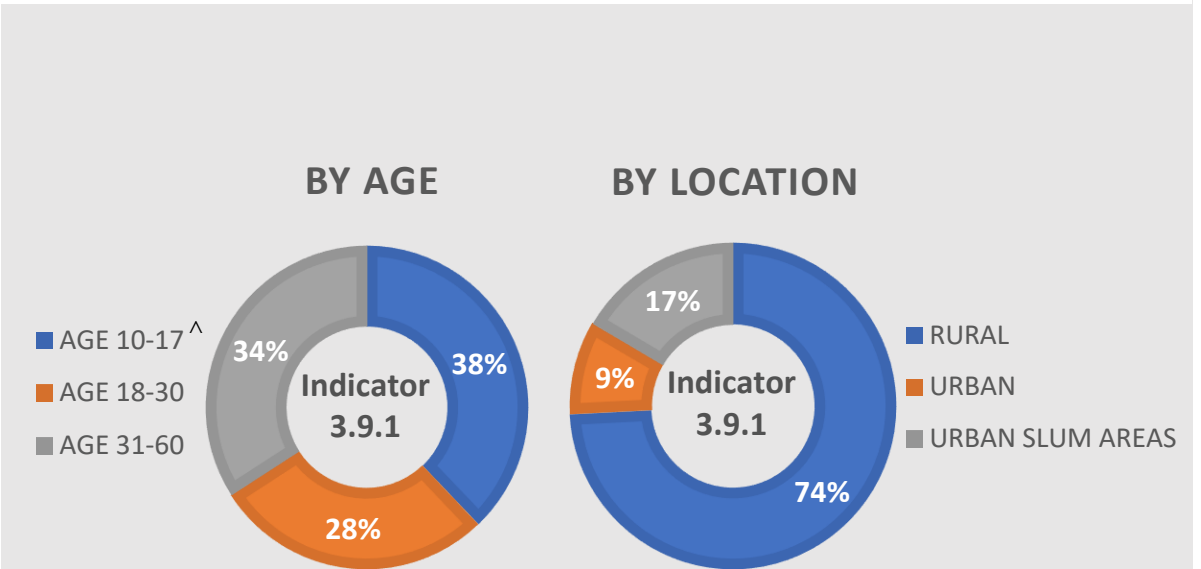
# Leaving no one behind (LNOB)

- 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

## LNOB HIGHLIGHT

### Outcome 3 (Women's Economic Empowerment)

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



\*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

2020

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)

Gender parity advice or technical support to 59 UN entities and 56 UN offices

## OEE 2 Partnerships, Advocacy & Communication

2020

81 media compact partners

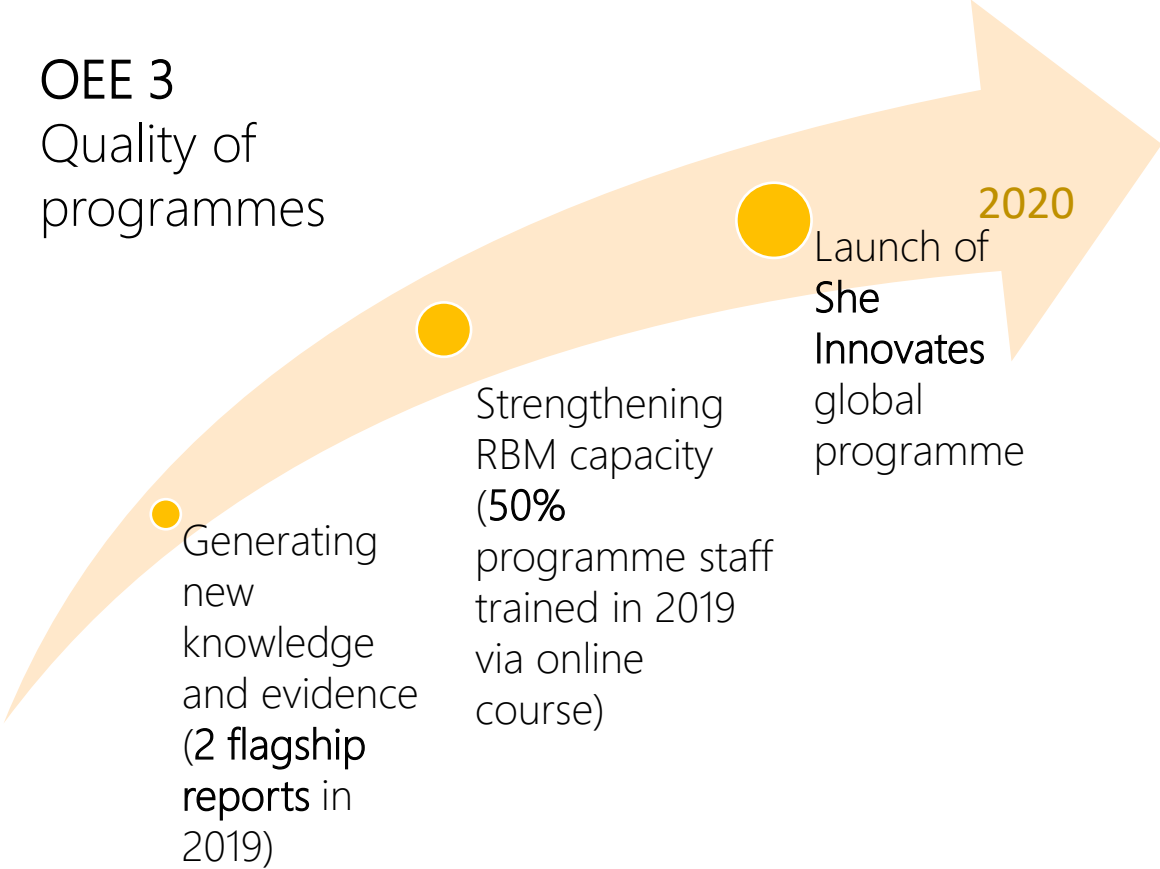
10.2M Followers across 127 accounts in 17 languages

HeForShe reached a growing audience of 2.3 million supporters



# Illustrative results by OEE Output area

## OEE 3 Quality of programmes



## OEE 4 Financial & Human resources

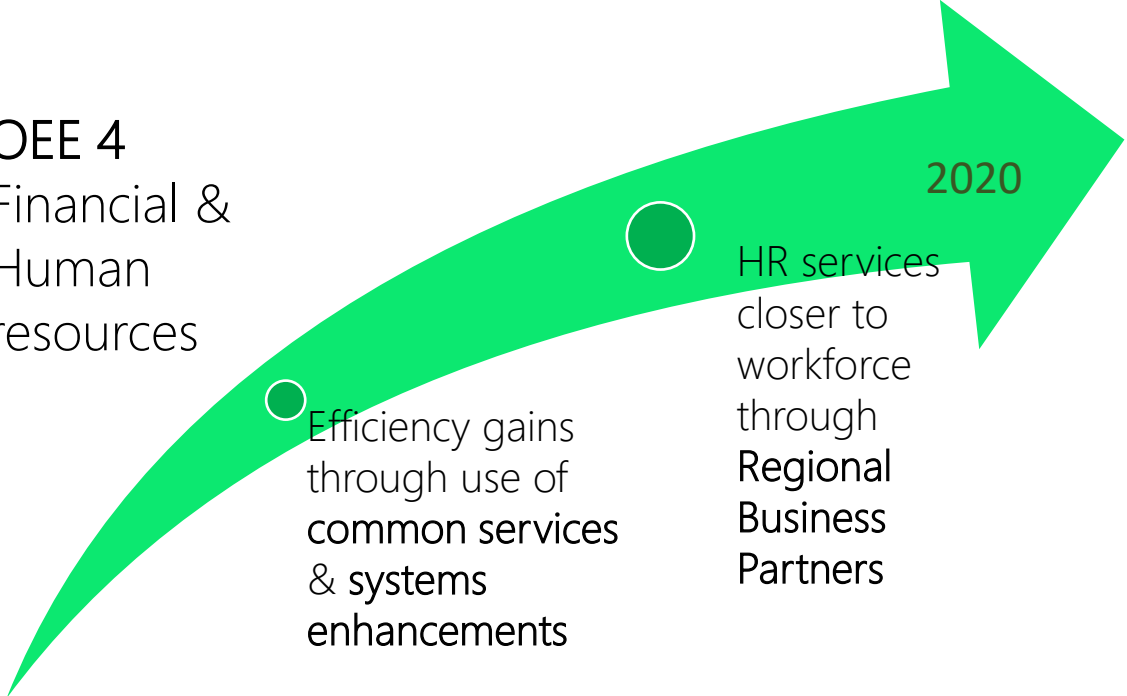


Figure 4: Total downloads of UN Women key reports on gender and the SDGs

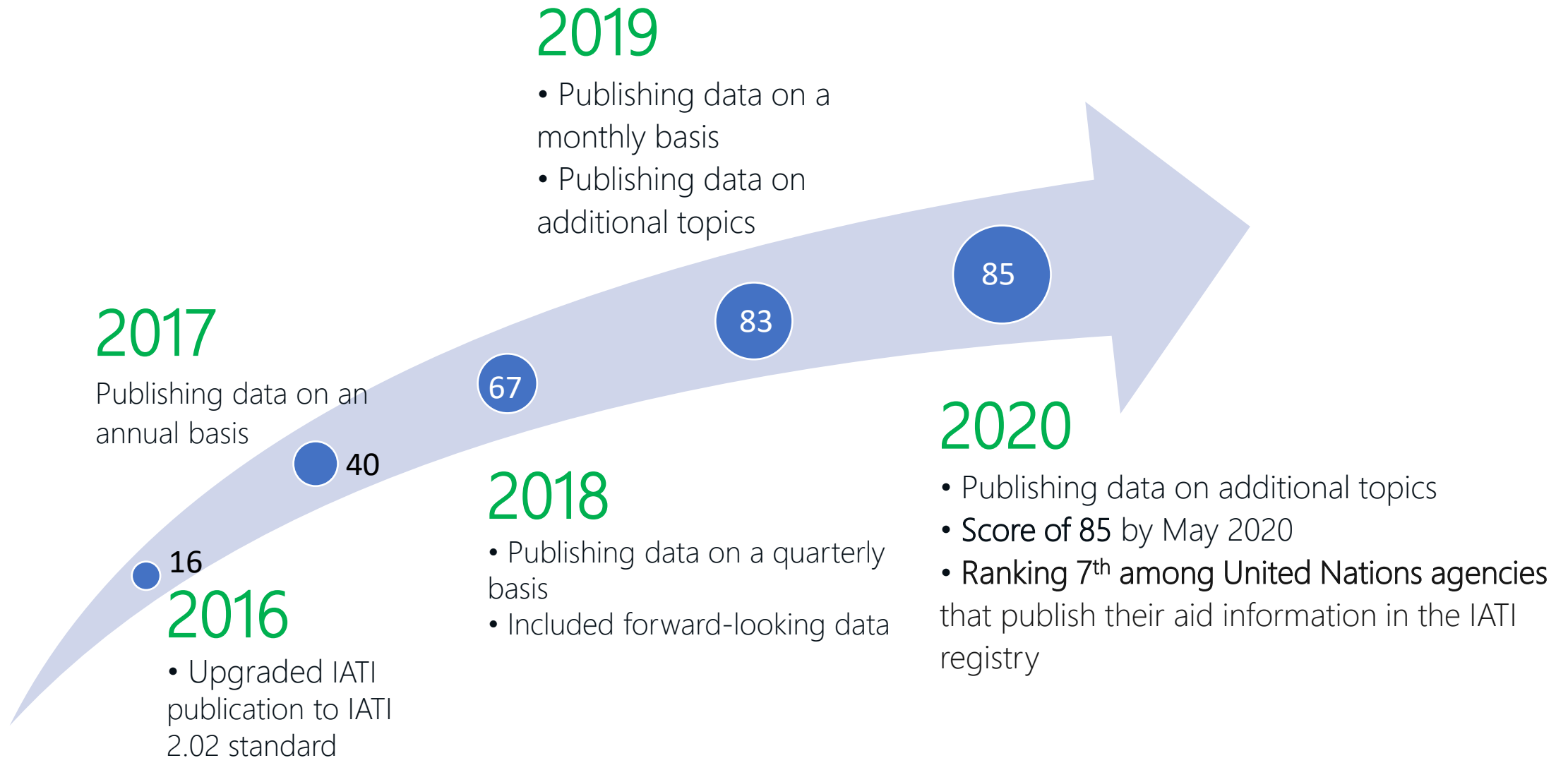


**25,414**

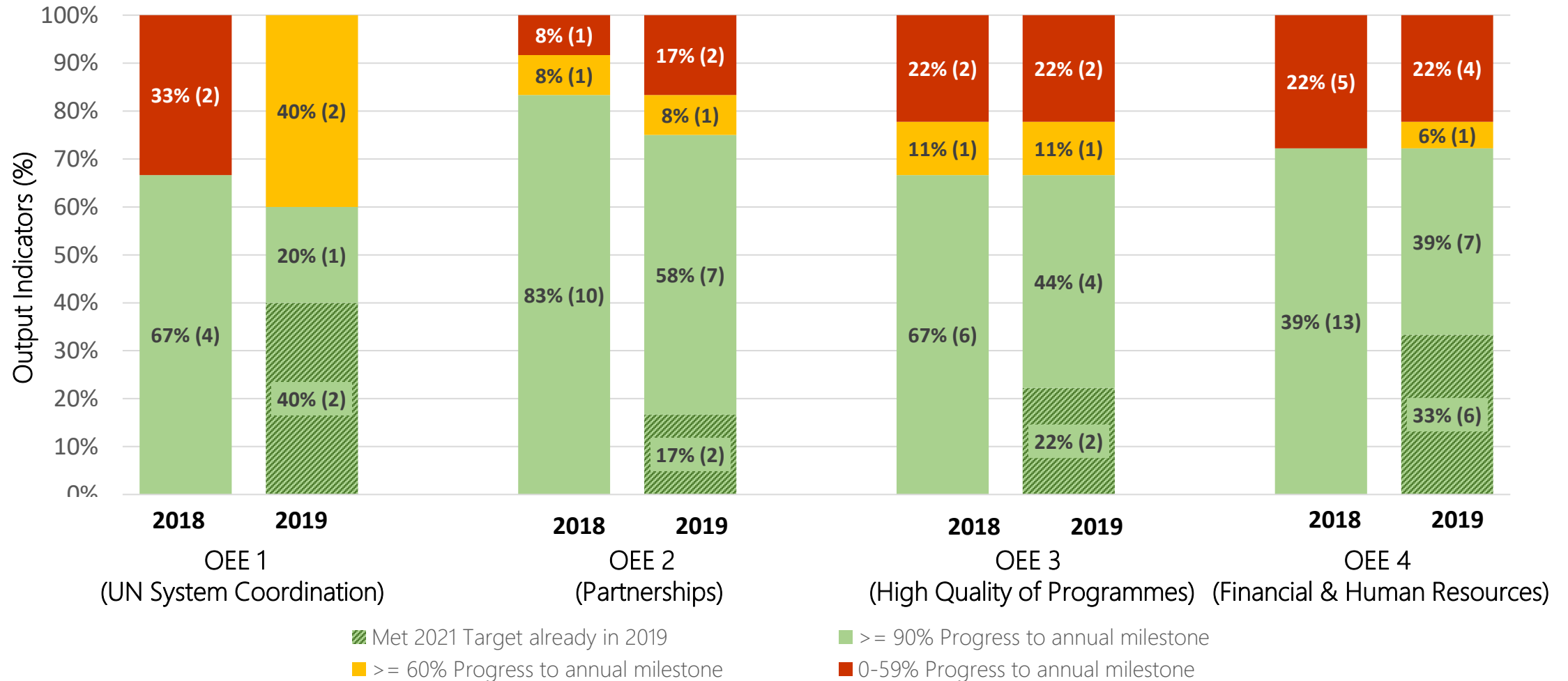
total downloads (12,397 in 2019) of 2018 and 2019 reports

# Enhancing transparency & resources-results pathways

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



# 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](https://www.unwomen.org/en/Executive-board/strategic-plan)

<https://www.unwomen.org/en/Executive-board/strategic-plan>

The screenshot displays the UN Women Strategic Plan Portal. At the top, there are language options (English, Español, Français) and a search bar. Below this is a navigation menu with categories: EXECUTIVE BOARD, COMMISSION ON THE STATUS OF WOMEN, TRUST FUNDS, and GET INVOLVED. A secondary menu includes ABOUT, WHAT WE DO, WHERE WE ARE, HOW WE WORK, PARTNERSHIPS, NEWS AND EVENTS, and DIGITAL LIBRARY. The breadcrumb trail shows Home > Executive Board > Strategic Plan. The main navigation bar contains STRATEGIC PLAN, IMPACT, DEVELOPMENT RESULTS OUTCOMES, ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY RESULTS, GLOBAL OVERVIEW, and RESOURCES. The 'ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY RESULTS' section is highlighted with a blue arrow pointing to a map of the Americas. Below the map, a blue box details 'Outcome Area 2: Leadership and Governance' with four bullet points: 'Increase women's leadership and participation in political processes', 'Ensure that national plans and budgets are gender-responsive', 'Promote the production of data and statistics to track progress on gender equality', and 'Confirm that justice institutions are accessible and deliver for all women'. A dark blue box below the map states 'Programme expenses under Leadership and Governance US\$60 M (2018, 81 countries/territories)'. To the right, the 'Outputs For Outcome Area 2' section features 'Output 4: More women of all ages fully participate, lead and engage in political institutions and processes.' This output is supported by four indicators (2.4.1, 2.4.2, 2.4.3, 2.4.4), each with a progress gauge showing 'Progress against 2019 Milestone' and 'Achievement rate against 2021 Target'. Indicators 2.4.1, 2.4.2, and 2.4.3 show 150% progress against the milestone, while indicator 2.4.4 shows 150% progress against the milestone and 111% achievement against the 2021 target. Each indicator includes a 'View Details' link.

English Español Français

Search... SEARCH ▶

EXECUTIVE BOARD COMMISSION ON THE STATUS OF WOMEN TRUST FUNDS GET INVOLVED

ABOUT WHAT WE DO WHERE WE ARE HOW WE WORK PARTNERSHIPS NEWS AND EVENTS DIGITAL LIBRARY

Home > Executive Board > Strategic Plan

STRATEGIC PLAN IMPACT DEVELOPMENT RESULTS OUTCOMES ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY RESULTS GLOBAL OVERVIEW RESOURCES

### Outcome Area 2: Leadership and Governance

In the next four years, UN-Women will:

- Increase women's leadership and participation in political processes
- Ensure that national plans and budgets are gender-responsive
- Promote the production of data and statistics to track progress on gender equality
- Confirm that justice institutions are accessible and deliver for all women

Programme expenses under Leadership and Governance **US\$60 M (2018, 81 countries/territories)**

### Outputs For Outcome Area 2

#### Output 4: More women of all ages fully participate, lead and engage in political institutions and processes.

Output Indicator 2.4.1	Output Indicator 2.4.2	Output Indicator 2.4.3	Output Indicator 2.4.4
Number of gender equality reforms developed and/or being implemented by electoral stakeholders with UN-Women's technical support <sup>c</sup>	Number of women leaders, candidates and aspirants with strengthened capacities to engage in political life, with UN-Women's support <sup>c</sup>	Number of gender equality initiatives developed and/or being implemented by parliamentary bodies (Legislative Parliamentary Committees/ Women	Number of initiatives developed and/or being implemented to monitor violence against women in politics, with UN-Women's support <sup>c</sup>
150%	150%	150%	150%
Progress against 2019 Milestone	Progress against 2019 Milestone	Progress against 2019 Milestone	Progress against 2019 Milestone
76%	150%	119%	111%
Achievement rate against 2021 Target	Achievement rate against 2021 Target	Achievement rate against 2021 Target	Achievement rate against 2021 Target
<a href="#">View Details</a>	<a href="#">View Details</a>	<a href="#">View Details</a>	<a href="#">View Details</a>



# 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)



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)

Out of  
132  
indicators

# Increasing focus on data and evidence for SDG success



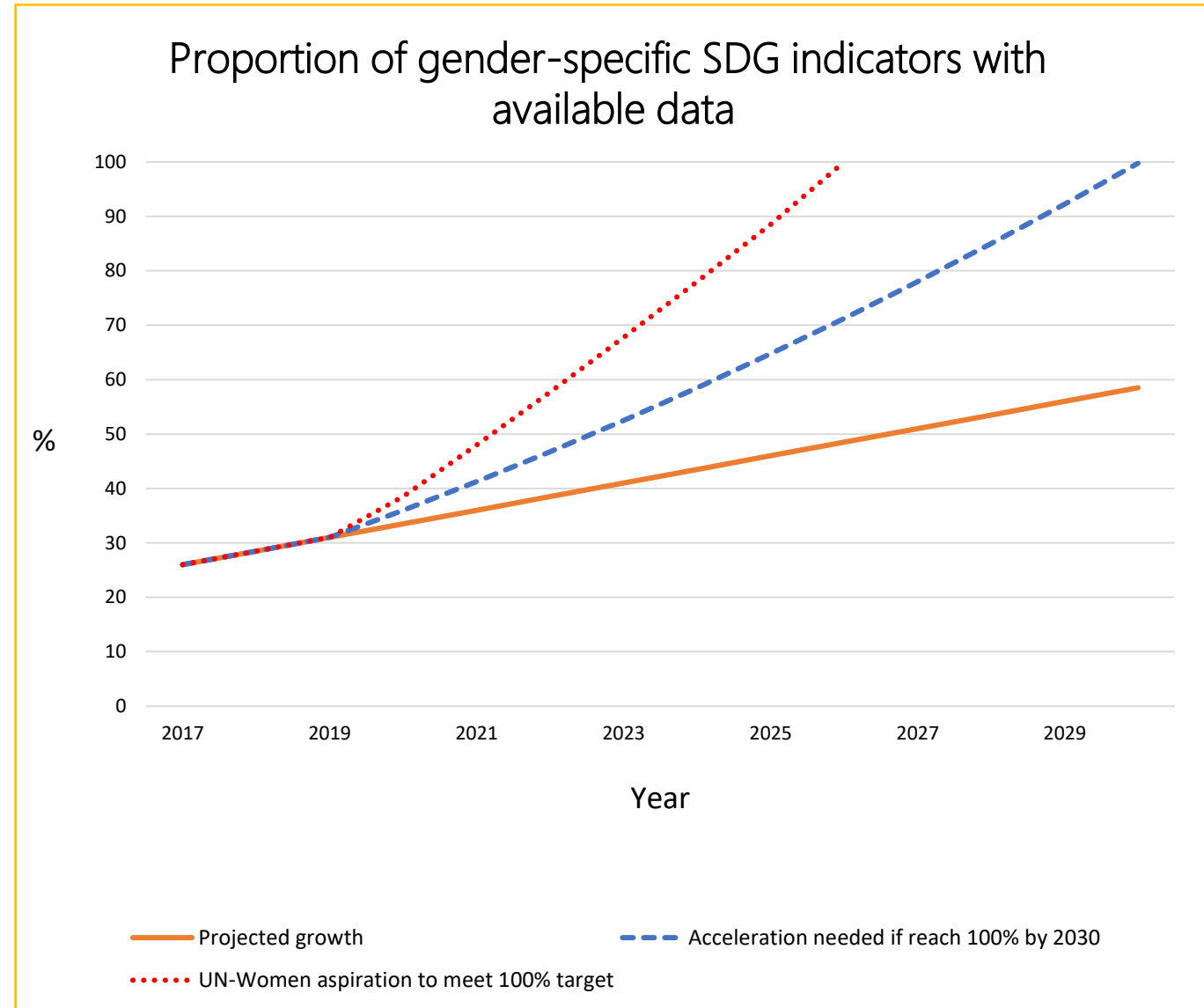
Revised SP indicator 2.7 focuses on the **availability of data** across gender-specific SDG indicators



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

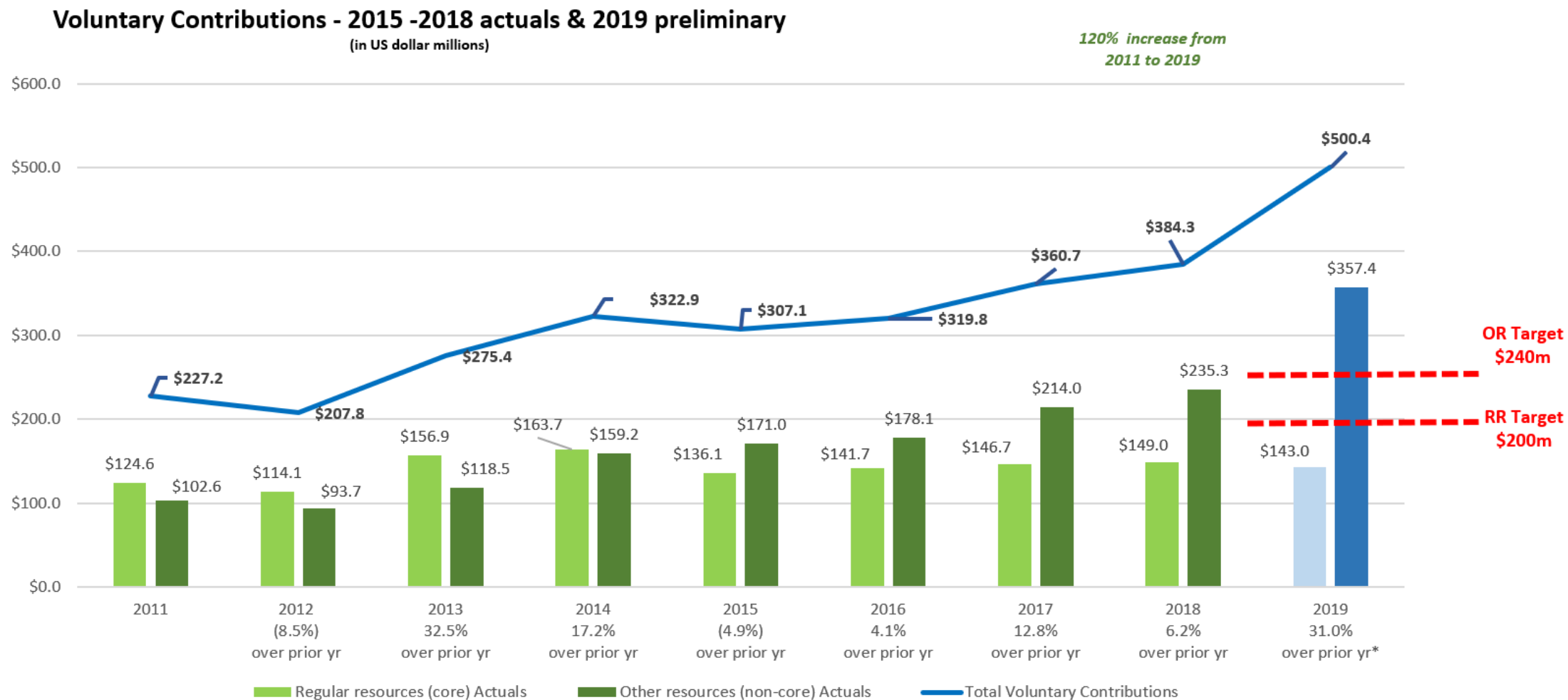




# 4. Overview of resources- results linkages



# Total 2019 Voluntary Contributions



In 2019, UN-Women has reached its highest total revenue since inception at \$500.4m (2018: \$384.2m).

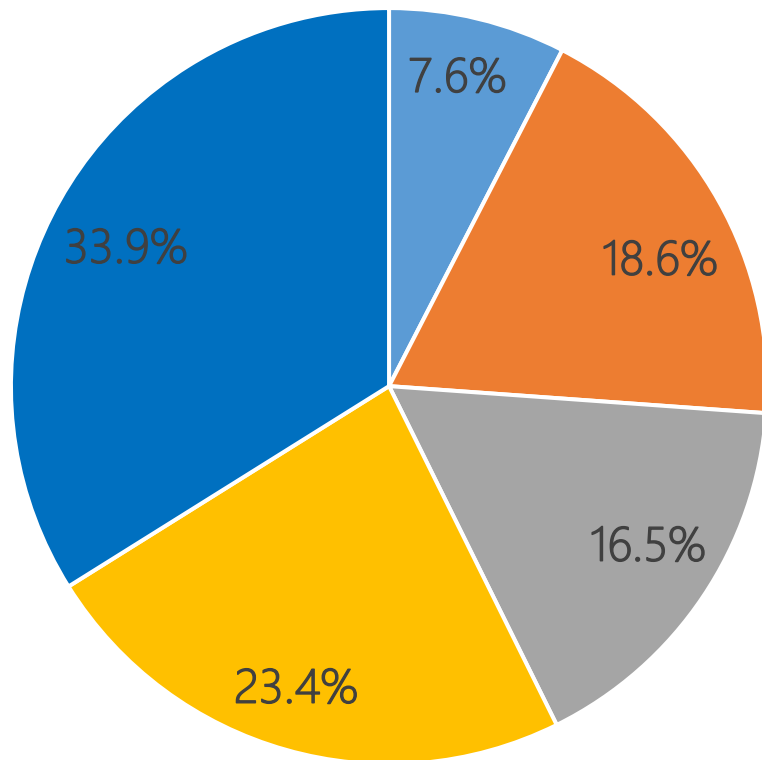
Regular Resources shortfall of \$57.1m

Other Resources exceeding budget by \$117.4m

# Programme expenses by Outcome area

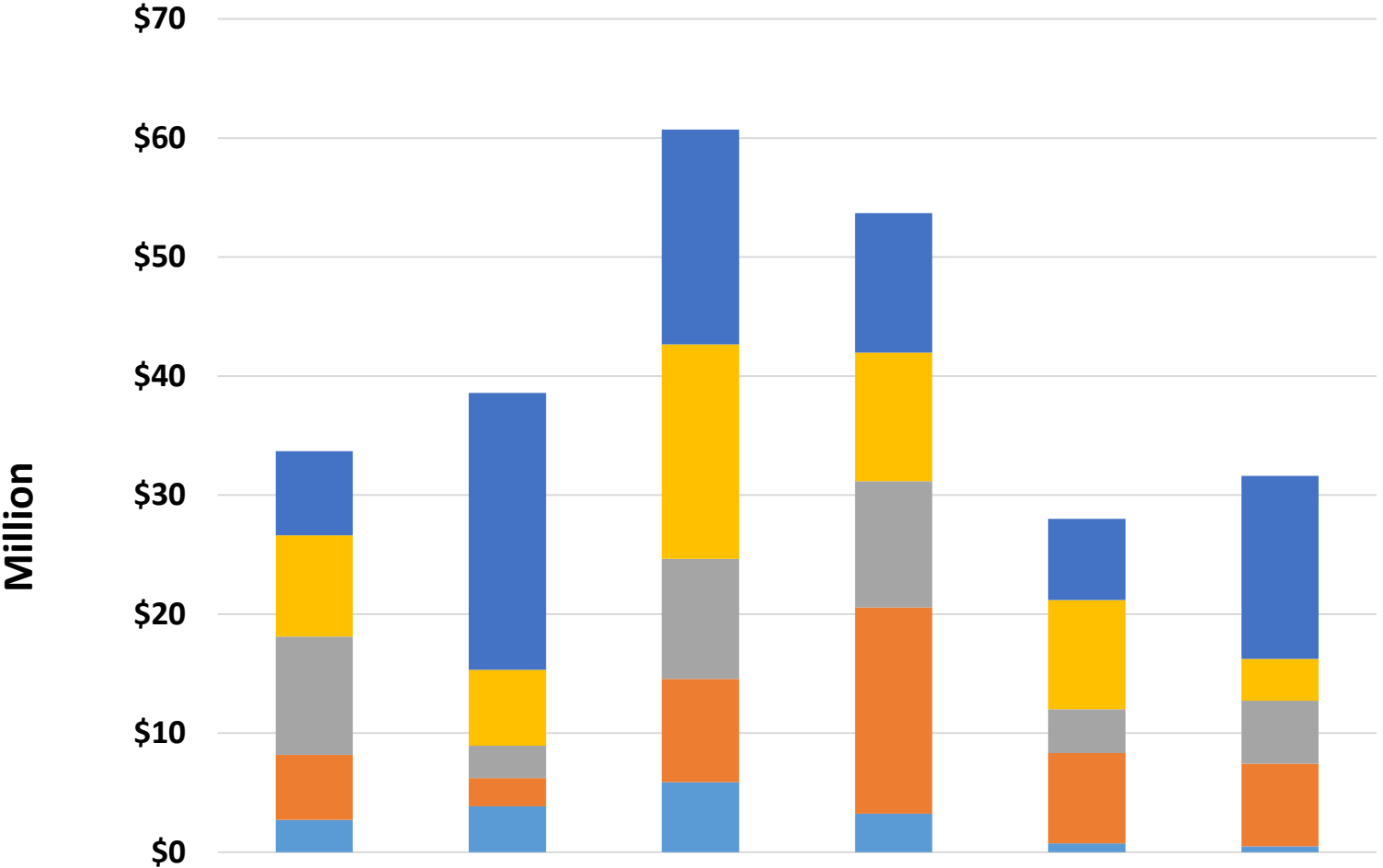
Total US\$326 million

↑ 14% from 2018 (US\$286 million)



Outcome	Expenses (US\$ millions)
Global Norms on Gender Equality	\$24.71M
Leadership & Governance	\$60.54M
Economic Empowerment	\$53.96M
Ending Violence Against Women	\$76.39M
Women, Peace and Security/ Humanitarian Action and Disaster Risk Reduction	\$110.53M
<b>TOTAL</b>	<b>\$326.13M</b>

# 2019 programme expenses by region and outcome area



	Americas and Caribbean	Arab States	Asia Pacific	East and Southern Africa	Europe and Central Asia	West and Central Africa
Women, peace and security, humanitarian action and disaster risk reduction	\$7.07 M	\$23.27 M	\$18.05 M	\$11.73 M	\$6.83 M	\$15.39 M
Ending Violence Against Women	\$8.50 M	\$6.37 M	\$18.02 M	\$10.81 M	\$9.16 M	\$3.51 M
Economic Empowerment	\$9.95 M	\$2.73 M	\$10.10 M	\$10.59 M	\$3.70 M	\$5.27 M
Leadership & Governance	\$5.46 M	\$2.36 M	\$8.69 M	\$17.34 M	\$7.59 M	\$6.96 M
Global Norms on Gender Equality	\$2.71 M	\$3.86 M	\$5.87 M	\$3.23 M	\$0.73 M	\$0.49 M



United Nations Entity for Gender Equality  
and the Empowerment of Women

# 5. UN-Women's response to COVID-19

UN-  
Women's  
COVID-19  
Response  
(5  
priorities)

1. Ensuring women's equal representation in all COVID-19 response planning and decision-making

2. Addressing increases in violence against women and girls, including through coordinated UN support

3. Applying an intentional gender lens to social protection and socio-economic stimulus packages

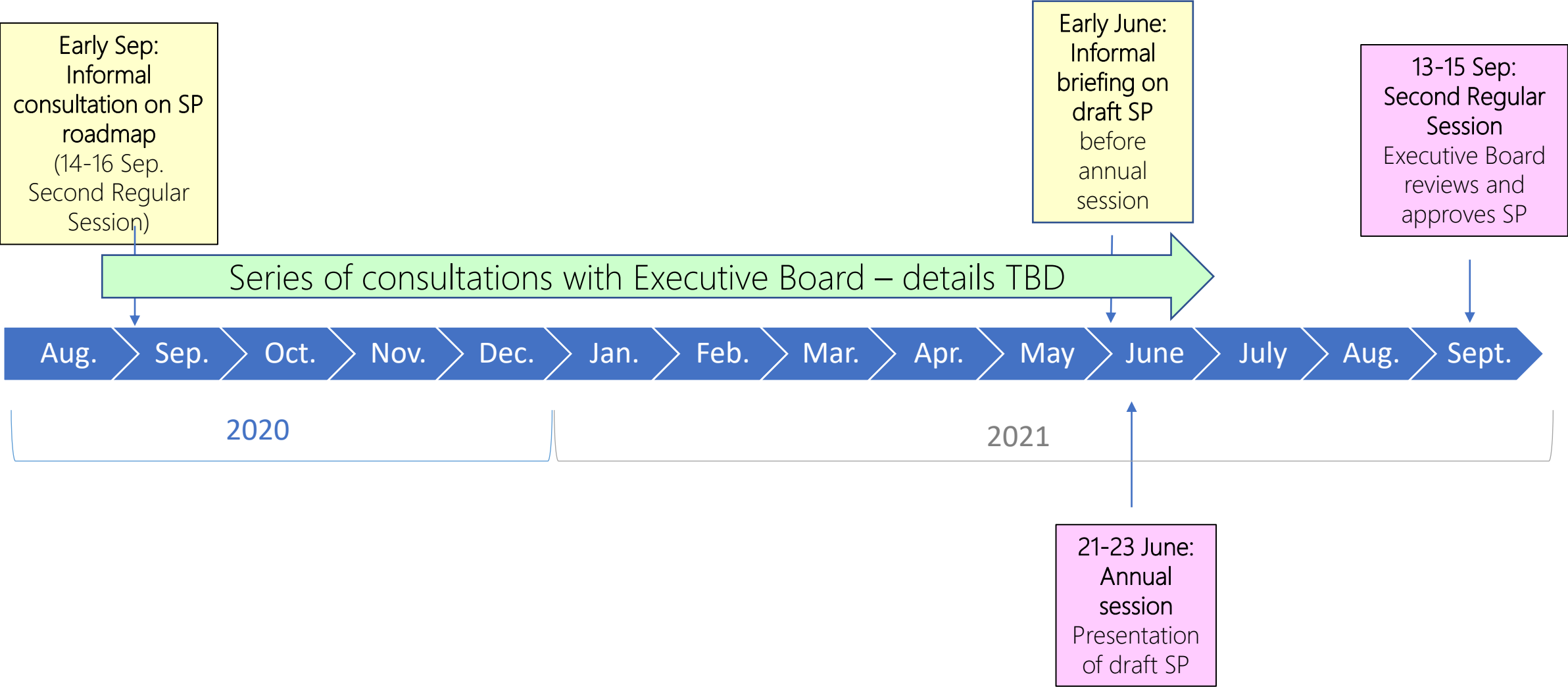
4. Addressing the care economy, paid and unpaid, including through the engagement of men and boys

5. Supporting the establishment of dedicated coordination mechanisms and the availability and analysis of gender data





# Timeline for development of Strategic Plan 2022-2025



# Thank You!

