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## Proposed programme budget for 2021

### Programme planning

## Proposed programme budget for 2021

### Part IV

### International cooperation for development

### Section 17

### UN-Women

#### Programme 14

#### Gender equality and the empowerment of women

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\* [A/75/50](#).

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

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





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## Foreword

The year 2021 presents an opportunity for the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to take forward the vast global momentum for gender equality and the empowerment of women and girls generated over the past year and highlighted by the twenty-fifth anniversary of the Fourth World Conference on Women and the adoption of the Beijing Platform for Action (the Beijing+25 Conference).

That anniversary – together with other key anniversaries, such as the twentieth anniversary of Security Council resolution [1325 \(2000\)](#) on women and peace and security, the fifth anniversary of the Sustainable Development Goals, the seventy-fifth anniversary of the United Nations and the tenth anniversary of UN-Women – marked a historic moment for gender equality and the empowerment of women and girls. It gave us the chance to assess progress and gaps in the achievement of gender equality so that we could streamline our priorities going forward, mobilize diverse stakeholders and launch targeted coalitions for action.

The UN-Women “Generation Equality” campaign showed that people of different ages and backgrounds, wherever they were in the world, could come together to challenge the slow and haphazard progress towards achieving gender equality and demand systemic change. The global Generation Equality Forum showcased the power of civil society, led by adolescent girls and young leaders, working alongside Member States to form multisectoral partnerships, and produced strategies for ambitious and transformative action backed by concrete timelines and dedicated financing. The year 2021 will be about working with Member States and all stakeholders to ensure we deliver on those commitments, along with those of the Beijing Platform for Action and the 2030 Agenda for Sustainable Development, across our programming, normative and coordination mandates.

This document presents steps to ensure that, in 2021, UN-Women can leverage the mobilization of Member States, civil society and grassroots networks, youth, the private sector and other key partners to drive action and accountability to achieve irreversible progress for all women and girls, everywhere.

*(Signed)* Phumzile **Mlambo-Ngcuka**  
Executive Director, UN-Women

## **A. Proposed programme plan for 2021 and programme performance for 2019**

### **Overall orientation**

#### **Mandates and background**

- 17.1 The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) is responsible for supporting the achievement of gender equality and the empowerment of all women and girls as actors and beneficiaries of sustainable development, human rights, humanitarian action and peace and security. The mandate derives from the priorities established in relevant General Assembly, Economic and Social Council and Security Council resolutions, including General Assembly resolution [64/289](#), in which the Assembly established UN-Women as a composite entity that functions as a secretariat, carries out operational activities at the country and regional levels and leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and the empowerment of women; General Assembly resolution 70/1 on the 2030 Agenda for sustainable development, pursuant to which UN-Women supports in particular the implementation of Sustainable Development Goal 5 on achieving gender equality and empowering all women and girls, as well as of the gender dimensions of all the other Goals, through gender mainstreaming; General Assembly resolution [71/243](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system; and General Assembly resolution [72/279](#) on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.
- 17.2 At a time when no country has fully achieved gender equality and the empowerment of women and girls, UN-Women will provide the evidence, results-oriented policy options and development solutions to end all forms of discrimination and violence against women and girls and to create opportunities for women's full and equal political and economic participation and leadership in all spheres of life. UN-Women has a lead role to play in advocacy and in building partnerships among a wide range of stakeholders to overcome structural barriers and discriminatory social norms and gender stereotypes that deny or restrict the enjoyment by women and girls of all their human rights, especially by those facing multiple and intersecting forms of discrimination, vulnerability and marginalization throughout the life course.

#### **Strategy and external factors for 2021**

- 17.3 The UN-Women strategic plan, 2018–2021, endorsed by the Executive Board of UN-Women (see [UNW/2017/6/Rev.1](#)), guides the Entity's activities in response to these developments, and the Entity's strategic direction, objectives and approaches to support efforts to achieve gender equality and empower all women and girls by 2030.
- 17.4 Accordingly, and building on the results achieved in 2019, the UN-Women strategy is centred on leveraging its normative support function, United Nations system coordination and operational activities, in an integrated and mutually reinforcing manner for transformative results, around five outcomes: (a) a comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented; (b) women lead, participate in and benefit equally from governance systems; (c) women have income security, decent work and economic autonomy; (d) all women and girls live a life free from all forms of violence; and (e) women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. Each deliverable related to those outcomes is designed to translate norms into results for women and girls, in collaboration with the United Nations system and its partners, on the basis of a common theory of change, which supports a division of responsibilities and is adjusted to

country contexts and capacities. A focus on prevention, wherever possible, is increasingly applied for sustainable results.

- 17.5 UN-Women generates knowledge and provides information and evidence based on research and data analysis, and offers recommendations for policies, strategies and other interventions, substantive and technical support and expertise to Member States to facilitate their systematic integration of a gender perspective into intergovernmental norms and standards. It provides support to Member States, at their request, in implementing commitments to the empowerment of women and girls through operational activities. The Entity works in partnership with a range of actors and supports civil society, the private sector and other relevant stakeholders, at the request of concerned Member States, for accelerated action for gender equality and the empowerment of women and girls.
- 17.6 The repositioning of the United Nations development system, which resulted in a new generation of United Nations country teams and a reinvigorated resident coordinator system, has an impact on the Entity's positioning and leadership at the country level, with related adaptations to the Entity's regional architecture and future refinement of its headquarters structure, clarification of reporting lines and further strengthening of coherence across the Entity.
- 17.7 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
  - (a) The continued availability of voluntary contributions, which account for approximately 98 per cent of UN-Women resources;
  - (b) The commitment of Member States to advance gender equality and the empowerment of all women and girls in intergovernmental meetings;
  - (c) The commitment of Member States to adopt and implement laws, policies and strategies and create and maintain an enabling environment for civil society and women's organizations in their work for the promotion of gender equality and the empowerment of women and girls and enjoyment of their human rights.
- 17.8 The Entity integrates a gender perspective in its operational activities, deliverables and results as appropriate. It provides support for gender mainstreaming across the United Nations system as an integral part of its programme strategy.
- 17.9 With regard to inter-agency coordination and liaison and cooperation with other entities, UN-Women leads and coordinates the network of gender focal points across the United Nations system to further enhance coherence and accountability for gender mainstreaming. It also coordinates and leads or co-leads working groups of the subsidiary committees of the United Nations System Chief Executives Board for Coordination (CEB) as well as the United Nations Sustainable Development Group to ensure gender considerations in thematic and emerging issues of system-wide relevance. Where it has a country presence, UN-Women supports the integration of gender equality perspectives through the United Nations country team programming processes, including the United Nations Sustainable Development Cooperation Framework roll-out process, joint initiatives, collective advocacy and coordination of gender-responsive operational activities, to ensure a coherent United Nations system approach in operational activities. UN-Women chairs or co-chairs the gender theme groups of United Nations country teams and provides technical leadership for the implementation of the United Nations country team System-wide Action Plan gender equality scorecard and the United Nations country team gender equality marker. UN-Women also continues to chair the Inter-Agency Network on Women and Gender Equality and leverages its senior-level participation not only in CEB and its subsidiary committees, but also in the United Nations Sustainable Development Group and the Executive Committee established by the Secretary-General, to incorporate a gender perspective in the thematic discussions and outcomes of those mechanisms and drive a systematic and system-wide approach to gender mainstreaming. At the global level, UN-Women has incorporated a common chapter, along with the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA), in its strategic plan, 2018–2021, with a view to working better together, characterized by stronger coherence and

collaboration, and to better supporting countries in achieving sustainable development. UN-Women also contributes to the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, supporting methodology development, monitoring and follow-up, as well as capacity development. The Entity also engages specifically with departments and offices of the Secretariat on issues related to women and peace and security, sexual violence in conflict, gender mainstreaming in peacekeeping operations, gender parity and accountability for gender mainstreaming. In addition, UN-Women has concluded agreements and memorandums of understanding with an array of international and regional organizations to enhance common approaches and synergies in various areas of work.

## Legislative mandates

17.10 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

<a href="#">34/180</a>	Convention on the Elimination of All Forms of Discrimination against Women	<a href="#">71/243</a>	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
<a href="#">50/42</a>	Fourth World Conference on Women		
<a href="#">50/203</a>	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action	<a href="#">72/279</a>	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
<a href="#">54/4</a>	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women	<a href="#">73/146</a> <a href="#">73/148</a>	Trafficking in women and girls Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
<a href="#">54/134</a>	International Day for the Elimination of Violence against Women		
<a href="#">S-23/2</a>	Political declaration	<a href="#">73/149</a>	Intensifying global efforts for the elimination of female genital mutilation
<a href="#">S-23/3</a>	Further actions and initiatives to implement the Beijing Declaration and Platform for Action	<a href="#">74/126</a>	Improvement of the situation of women and girls in rural areas
<a href="#">62/136</a>	Improvement of the situation of women in rural areas	<a href="#">74/127</a>	Violence against women migrant workers
<a href="#">64/289</a>	System-wide coherence	<a href="#">74/128</a>	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
<a href="#">66/130</a>	Women and political participation		
<a href="#">69/313</a>	Addis Ababa Action Agenda of the Third International Conference on Financing for Development		
<a href="#">70/1</a>	Transforming our world: the 2030 Agenda for Sustainable Development	<a href="#">74/235</a>	Women in development

### *Economic and Social Council resolutions and decisions*

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

# *Economic and Social Council agreed conclusion and ministerial declaration*

1997/2 Mainstreaming the gender perspective into all policies and programmes in the United Nations system (see [A/52/3/Rev.1](#), chap. IV.A)

## *Security Council resolutions*

1325 (2000),	Women and peace and security	2122 (2013),
1820 (2008),		2242 (2015),
1888 (2009),		2467 (2019),
1889 (2009),		2493 (2019)
1960 (2010),		
2106 (2013),		

## *Agreed conclusions of the Commission on the Status of Women*

1996	Implementation of strategic objectives and action in the critical area of concern: poverty	2006	Enhanced participation of women in development: an enabling environment for achieving gender equality and the advancement of women, taking into account, inter alia, the fields of education, health and work
1996	Women and the media		
1996	Child and dependent care, including sharing of work and family responsibilities	2006	Equal participation of women and men in decision-making processes at all levels
1997	Women and the environment	2007	Elimination of all forms of discrimination and violence against the girl child
1997	Women in power and decision-making	2008	Financing for gender equality and the empowerment of women
1997	Women and the economy	2009	The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS
1997	Education and training of women		
1998	Violence against women	2011	Access and participation of women and girls in education, training and science and technology, including for the promotion of women's equal access to full employment and decent work
1998	Women and armed conflict		
1998	Human rights of women	2013	Elimination and prevention of all forms of violence against women and girls
1998	The girl child	2014	Challenges and achievements in the implementation of the Millennium Development Goals for women and girls
1999	Women and health	2015	Political declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women
1999	Institutional mechanisms for the advancement of women	2016	Women's empowerment and the link to sustainable development
2001	Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome	2017	Women's empowerment in the changing world of work
2001	Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance	2018	Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls
2002	Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world	2019	Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls
2002	Environmental management and the mitigation of natural disasters		
2003	Participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women		
2004	The role of men and boys in achieving gender equality		
2004	Women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding		

## Executive Board decisions

2017/5 United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2018–2021

## Deliverables

17.11 Table 17.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 17.1

### Cross-cutting deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>1</b>	<b>3</b>
1. Annual report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women	1	1	1	1
2. Biennial Integrated budget estimates for UN-Women	1	1	—	1
3. Strategic plan 2022–2025	—	—	—	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Committee for Programme and Coordination	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

## Evaluation activities

- 17.12 The following self-evaluations completed in 2019 have guided the programme plan for 2021:
- (a) Corporate self-evaluation of the contribution by UN-Women to governance and national planning;
  - (b) Corporate self-evaluation of the contribution by UN-Women to humanitarian action;
  - (c) Thirty-seven decentralized self-evaluations, including six country portfolio evaluations and four regional self-evaluations.
- 17.13 The findings of the evaluations referenced above have been considered for the programme plan for 2021. These include refining the theories of UN-Women regarding change and strengthening their alignment with the Sustainable Development Goals and United Nations development system reform, and improving the effectiveness and efficiency of UN-Women at the country level. The lessons learned from evaluations will be used to improve the programmatic focus of UN-Women for a more significant impact. They will also inform any adjustments needed in emerging and expanding areas of the Entity's work.
- 17.14 The following self-evaluations are planned for 2021:
- (a) Corporate self-evaluation of the UN-Women strategic plan, 2018–2021;
  - (b) Corporate self-evaluation of the Ending Violence Against Women outcome;
  - (c) Further self-evaluations in 2021, to be planned on the basis of the results of an evidence gap analysis conducted in 2020;



- (d) Decentralized self-evaluations to be planned and undertaken by programmatic offices in accordance with the parameters established in the UN-Women evaluation policy.

## **Programme of work**

### **Subprogramme 1**

#### **Intergovernmental support, coordination and strategic partnerships**

##### **Objective**

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

##### **Strategy**

- 17.16 To contribute to the achievement of gender equality and realization of empowerment of all women and girls, including full enjoyment of their human rights, the subprogramme will work in three key workstreams: supporting the normative processes of intergovernmental bodies, United Nations system coordination and strategic partnerships.
- 17.17 The subprogramme will support the normative processes of intergovernmental bodies, in particular the Commission on the Status of Women, by facilitating the exchange of good practices and lessons learned among Governments and other relevant stakeholders. This will be done by arranging and organizing meetings and through substantive support. The substantive support will be provided by the subprogramme through the issuance of reports and presentation of analysis and policy options that facilitate discussion on key gender equality issues. This work is expected to result in a strengthened global normative framework and increased reflection of gender perspectives in the outcomes of intergovernmental processes. Past results in this area have included an increase in the number of reports of the Secretary-General that include a gender perspective (72 per cent of those reports to the General Assembly at its seventy-third session) and in policy solutions for, among others, rural women and girls to support their empowerment. They have also included a growing number of decisions adopted by parties that reflect gender perspectives, and the steady increase in gender mainstreaming in the work of the Economic and Social Council, the High-level Political Forum and the General Assembly (43 per cent of resolutions adopted by the Assembly at its seventy-third session and 47 per cent of resolutions adopted by the Council in 2018), as reflected in resolutions and other outcomes.
- 17.18 The subprogramme will contribute to the coordination of the United Nations system by leading the work to enhance the accountability of system in its efforts towards achieving gender equality and gender mainstreaming, including by supporting the improvement of the status of women and gender parity within the system. That work will be done by providing expertise and advocacy, monitoring progress, developing tools and guidance and providing capacity-building opportunities for United Nations officials. The work is expected to result in an enabling working environment to accelerate gender mainstreaming and achieve gender parity goals by 2028, as indicated in the Secretary-General's system-wide strategy on gender parity. Past results in this area include increased initiatives by United Nations entities to accelerate gender mainstreaming, including through the implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.
- 17.19 The subprogramme will develop strategic partnerships by undertaking outreach and encouraging civil society actors and other stakeholders to engage with intergovernmental processes. The subprogramme will perform this work through information dissemination, by convening stakeholders to share lessons learned and recommendations for action, and by providing funding for attending capacity- and alliance-building opportunities. This work is expected to result in enhanced

cooperation among stakeholders and Governments, enhanced opportunities for stakeholders to present lessons learned and good practices in conjunction with intergovernmental processes and the availability of a growing resource base for work on gender equality. Past results in this area include an increase in commitment and action towards the achievement of equal pay for work of equal value, as demonstrated by the establishment in 2019 of the Equal Pay International Coalition and actions taken by its members, for example, improving parental leave schemes, enacting legislation on equal pay certification and developing pay transparency tools.

- 17.20 In doing so, the subprogramme will assist Member States in their efforts to achieve Goal 5 of the Sustainable Development Goals and in the systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda for Sustainable Development.

### **Programme performance in 2019 against planned result**

- 17.21 A planned result for 2019, which is enhanced capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by 54 United Nations entities incorporating gender perspectives into their policies and programmes (against a target of 40). In addition, through the Enabling Environment Guidelines for the United Nations System and several capacity-building sessions, UN-Women supported the development of 13 human resources policies across a range of areas, including a flexible working arrangement policy, a breastfeeding/bottle-feeding policy, a parental leave policy and a United Nations system-wide model policy on sexual harassment. This exceeded the estimated target of 5 human resources policies.

### **Programme performance in 2019: “I Know Gender” approaches full coverage in the United Nations system**

- 17.22 UN-Women has continued to drive gender mainstreaming in the United Nations system, including through the effective implementation of the United Nations System-wide Action Plan, a catalyst for progress towards gender mainstreaming, while remaining committed to supporting gender mainstreaming across the United Nations system in line with General Assembly resolution [64/289](#). Targeting the United Nations system, with the ambition to reach out to as many people as possible, UN-Women developed an e-learning course at the request of the Inter-Agency Network on Women and Gender Equality. UN-Women partnered with other United Nations agencies, including the International Labour Organization, the Economic and Social Commission for Western Asia, the International Atomic Energy Agency, the International Fund for Agricultural Development, the International Organization for Migration, the Office of the United Nations High Commissioner for Human Rights, the Joint United Nations Programme on HIV/AIDS, UNDP, the United Nations Educational, Scientific and Cultural Organization, UNFPA, the World Food Programme, the Food and Agriculture Organization of the United Nations and UNICEF, in that development, in the process leveraging networks of gender focal points, across the United Nations system, including through expert group meetings, the preparation of guidance material and workshops. In 2014, the e-learning course “I Know Gender: An Introduction to Gender Equality for UN staff” was launched in four languages (English, French, Spanish and Arabic). Targeting non-gender specialists, the goal of the course is to enhance awareness, knowledge and understanding of gender equality and the empowerment of women and lay the foundation for staff across the United Nations system to be better equipped to deliver on gender mainstreaming mandates. Following the launch of the course, which is also available free to the public from the UN-Women e-learning campus, UN-Women has promoted it across the United Nations system, including by developing additional modules based on need, with the ambition to have all United Nations entities make the course available to staff, thus raising knowledge about gender equality. In addition, UN-Women partnered with entities to develop another 15 thematic satellite modules, most of which are available in multiple languages, that supplement the basic “I Know Gender” course.

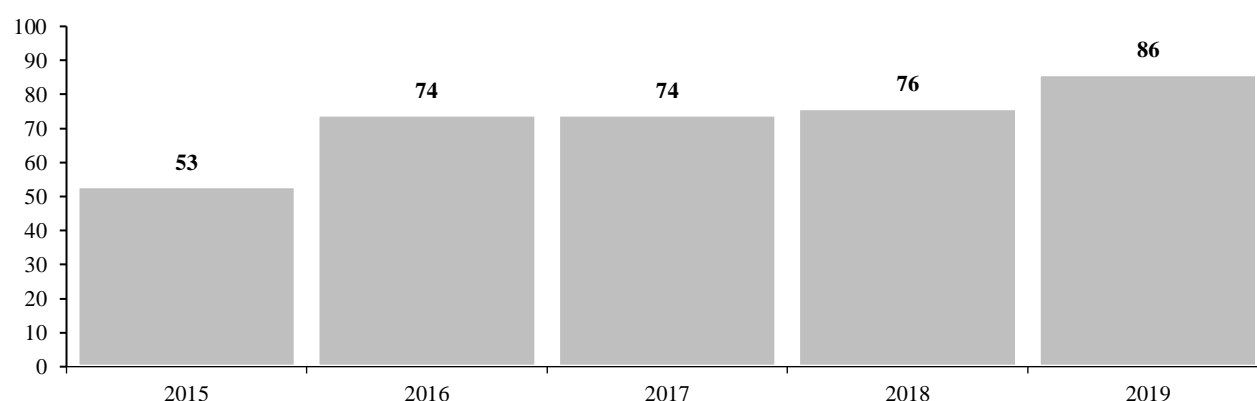
*Progress towards the attainment of the objective, and performance measure*

- 17.23 This work contributed to the achievement of gender equality and realization of the empowerment of all women and girls, including the full enjoyment of their human rights, as demonstrated by 86 per cent of United Nations entities that have adopted the online “I Know Gender” course offered by the UN-Women training centre, reflecting a 10 per cent increase from 2018 in the number of United Nations entities that have endeavoured to enhance their capacity for gender mainstreaming. In addition, 31 United Nations entities have made the course mandatory and over 150,000 staff have completed the course since its launch.

Figure 17.1

**Performance measure: United Nations entities that have enhanced their capacity on gender through the online training course “I Know Gender”**

(Percentage)



**Planned results for 2021**

**Result 1: more than processes, accountability for results (result carried over from 2020)**

- 17.24 The subprogramme will continue the work related to gender mainstreaming in the United Nations system, in line with its mandate, and will assist United Nations system entities in the implementation, monitoring and reporting of gender into its activities, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 17.2

**Performance measure**

2017	2018	2019	2020	2021
N/A	United Nations System-wide Action Plan. Limited reporting on gender-related results by United Nations system entities	Initiation of robust monitoring on gender-related results by United Nations system entities	Robust monitoring on gender-related results by at least half of all United Nations system entities	Robust monitoring on gender-related results by at least two thirds of all United Nations system entities

**Result 2: climate action becomes gender-responsive (new result)**

- 17.25 The subprogramme has been working in collaboration with stakeholders to support Member States in expanding women's leadership opportunities and raising awareness of the interlinkages between gender equality and women's empowerment and climate policies and actions.
- 17.26 Since 2016, in follow-up to the Paris Agreement, the subprogramme has expanded its approach and placed a greater emphasis on building alliances with Governments and other stakeholders, through outreach and advocacy, to more systematically reflect gender perspectives in the decisions considered by the annual sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change, including in thematic areas such as technology, finance, loss and damage, in addition to gender-specific decisions, thereby bringing greater attention to the gender-differentiated impact of climate change on women and girls and the need for gender-responsive decisions to achieve increased results at the national level, to complement the previous approach that had focused on enhancing women's participation

*Internal challenge and response*

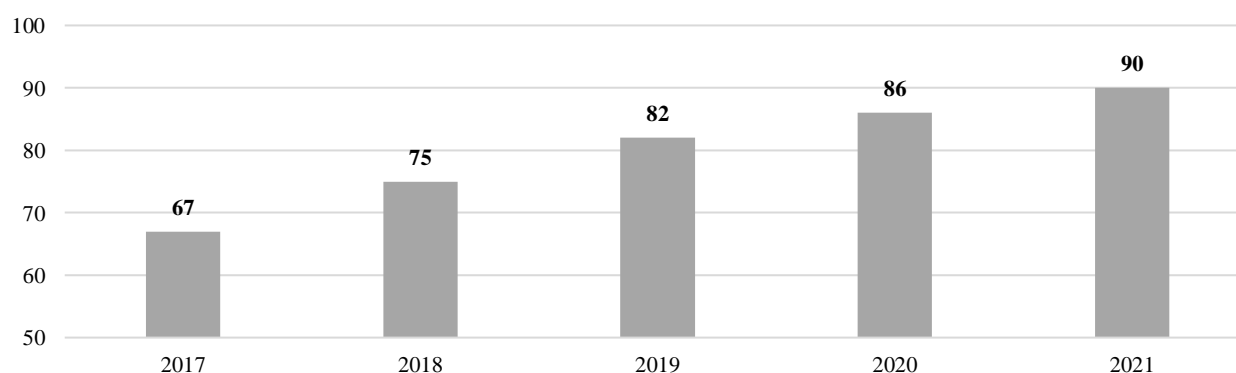
- 17.27 The challenge for the subprogramme was that the evidence and partnerships it had built and initiated were insufficient to support an integrated and comprehensive approach for gender-responsive climate action across thematic sectors in the context of the United Nations Framework Convention on Climate Change. In response, the subprogramme will focus on building integrated approaches, systematic stakeholder collaboration and forging partnerships with the parties, relevant entities of the United Nations system and other stakeholders to expand support for gender-responsive decisions by the Conference of the Parties across thematic sectors. In that regard, the subprogramme will also work to support the parties and other stakeholders in their follow-up to gender-responsive climate action commitments, plans and actions at the national level.

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

- 17.28 This work is expected to contribute to the achievement of gender equality and the realization of empowerment of all women and girls, including full enjoyment of their human rights, which would be demonstrated by an additional four gender-responsive decisions adopted by the Conference of the Parties to the United Nations Framework Convention on Climate Change, as a result of a greater number of partnerships, to reach a total number of 90 gender-responsive decisions by end of 2021.

Figure 17.II

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



## Deliverables

17.29 Table 17.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.3

### Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Reports for the General Assembly, including on the improvement of the status of women	2	2	2	2
2. Reports for the Economic and Social Council, including on mainstreaming a gender perspective in the united Nations system	1	1	1	1
3. Reports for the Commission on the Status of Women on the normative aspects of the work of UN-Women	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>52</b>	<b>52</b>	<b>52</b>	<b>46</b>
4. Meetings of the General Assembly, including formal and informal meetings of the Second and Third Committees	16	16	16	10
5. Meetings of the Security Council on women, peace and security	3	3	3	3
6. Meetings of the Economic and Social Council	1	1	1	1
7. Meetings of the Commission on the Status of Women, including consultations by the Bureau and meetings by the Commission to implement its organization of work	32	32	32	32
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
8. Network (focal points on the status of women)	3	3	3	3
<b>Technical materials</b> (number of materials)	<b>5</b>	<b>5</b>	<b>5</b>	<b>8</b>
9. Guidance materials on gender parity in the United Nations system and on the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, the United Nation country team System-wide Action Plan gender equality scorecard, and the United Nation country team gender equality marker	5	5	5	8
<b>C. Substantive deliverables</b>				
• <b>Consultation, advice and advocacy:</b> interactive dialogues, roundtables, and side events on gender equality and the empowerment of women; expert consultations on gender mainstreaming and gender parity				
<b>D. Communication deliverables</b>				
• <b>Digital platforms and multimedia content:</b> update and maintenance of the UN-Women website and the WomenWatch website				

## Subprogramme 2 Policy and programme activities

### Objective

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

## Strategy

- 17.31 To contribute to enhanced efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, among other things, the fields of development, human rights and peace and security, including through enhanced accountability of the United Nations system, the subprogramme will work in three key work streams: serving as a global knowledge hub; providing technical support and advice; and ensuring the accountability of the United Nations system to deliver on gender equality and the empowerment of women and girls.
- 17.32 The subprogramme will serve as a global knowledge centre on gender equality and the empowerment of women, including in the areas of women and peace and security, ending violence against women, women's economic empowerment and gender-responsive governance, by undertaking and disseminating research into and the analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women. This work is expected to result in policies and actions taken at the national and regional levels to implement the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women. Past results in this area include the development of the Virtual Knowledge Centre to End Violence against Women and Girls, which gathers together guidance on best practices in laws and policies for Member States, and the elaboration of policy-focused flagship reports such as *Progress of the World's Women*, which frame issues of critical importance to gender equality and the empowerment of women and provide comparative policy analysis and recommendations.
- 17.33 The subprogramme will provide technical support and advice by delivering (or offering) advice, advocacy support, training and capacity development, including through field offices, to Member States, at their request, to advance the implementation of their commitments on gender equality and the empowerment of women, in line with their national priorities. This work is expected to result in the strengthening of the capacity of Member States to develop, implement, monitor and evaluate laws, policies and strategies that advance gender equality and women's empowerment and protect women's human rights. Past results in this area include the reform of laws that discriminate against women and girls following technical support provided to Governments; advice and capacity-building provided to Member States, civil society and the private sector on the development of comprehensive strategies to prevent violence against women and girls; and support to Member States in the development and implementation of national action plans on women and peace and security.
- 17.34 The subprogramme will ensure the accountability of the United Nations system by offering guidance and engaging with it, including the United Nations country and regional teams and their gender theme groups, in their work on gender equality and the empowerment of women. This work is expected to result in more effective support to Member States, at their request, in the implementation of commitments to eliminate discrimination against women and girls. Past results in this area include work with gender theme groups at the field level to develop gender-responsive common country assessments and United Nations Sustainable Development Cooperation Frameworks.
- 17.35 In doing so, the subprogramme will assist Member States in their efforts to achieve Sustainable Development Goal 5 and in the systematic mainstreaming of a gender perspective into the implementation of the 2030 Agenda.

## Programme performance in 2019 against planned result

- 17.36 A planned result for 2019, which is enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations in order to advance gender equality and women's empowerment and to protect women's human rights, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 94 activities (meeting the target of 94 activities for 2019) related

to strengthening the capacity development provided by UN-Women, at the request of Member States, to national mechanisms for gender equality, service delivery institutions and civil society organizations.

### **Programme performance in 2019: strengthened national policy frameworks for financing for gender equality**

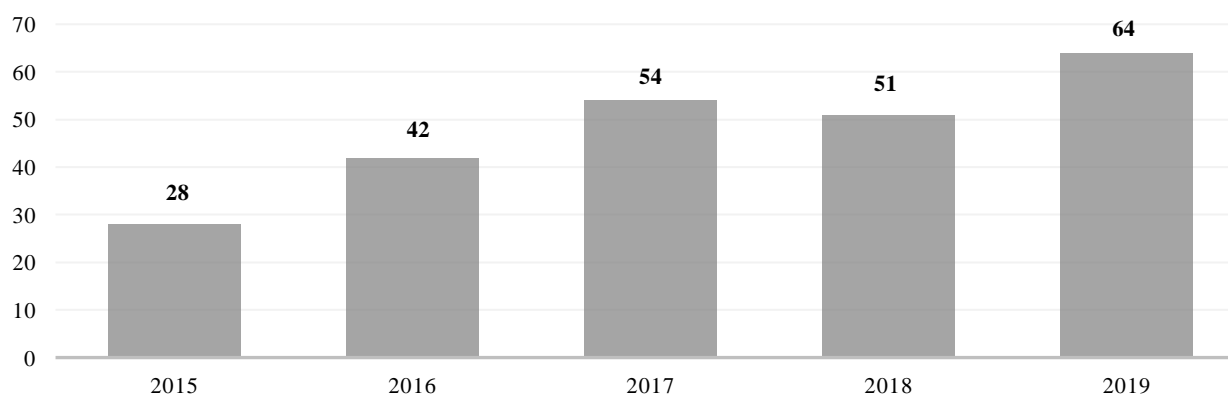
- 17.37 Building on the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, in which Member States emphasized “the need for gender mainstreaming, including targeted actions and investments in the formulation and implementation of all financial, economic, environmental and social policies” (General Assembly resolution [69/313](#), annex, para. 6) and committed to “promote gender responsive budgeting and tracking” (ibid., para. 30), the subprogramme supported 45 country and regional programmes in 2019 to implement gender-responsive budgeting.
- 17.38 The subprogramme provided technical assistance to government stakeholders in integrating gender equality into plans and budgets and to parliaments and civil society organizations in monitoring and advocating gender-responsive budgeting. Since 2015, there has been progress in the global implementation of gender-responsive budgeting, as evidenced by the implementation of national action plans for gender equality, the integration of gender into public finance management systems and the development of systems to track gender-responsive budget allocations. In 2018 and 2019, Member States commenced the measurement of systematic tracking of budget allocations for gender equality through reporting on indicator 5.c.1 of the Sustainable Development Goals. In 2019, work began in order to ensure that gender analysis and gender-responsive budgeting methods were included in the process of developing integrated national financing frameworks that provide the strategy to finance national sustainable development plans.

#### *Progress towards the attainment of the objective, and performance measure*

- 17.39 This work contributed to the enhancement of efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, among other things, the fields of development, human rights and peace and security, as demonstrated by 64 national action plans on gender equality that were developed, costed and/or implemented in 2019, representing a 129 per cent increase since 2015. Understanding the financing requirements to implement gender equality priorities is critical for delivering on the commitments contained in national action plans. Costing national action plans provides evidence to inform budget planning and advocacy for the mobilization and targeting of resources for their full implementation.

Figure 17.III

**Performance measure: total number of countries developing or implementing national action plans for gender equality, 2015–2019**



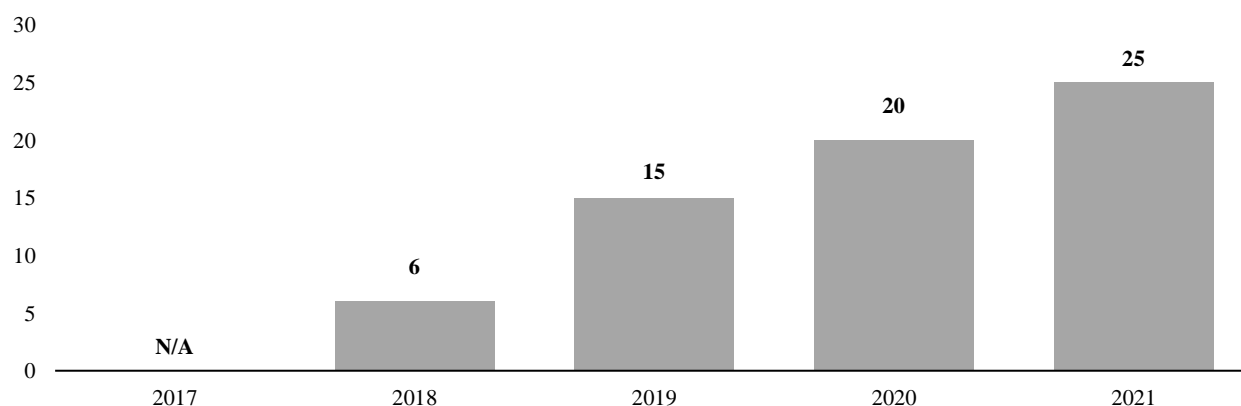
## Planned results for 2021

### Result 1: ending the cycle: prevention of violence against women and girls (result carried over from 2020)

- 17.40 The subprogramme will continue the work related to the prevention of violence against women and girls, in line with its mandate, and will support countries in developing prevention strategies to extend the geographical scope and reach of national prevention strategies aimed at preventing violence against women and girls, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 17.IV

**Performance measure: total number of national prevention strategies, 2017–2021**



Abbreviation: N/A, not applicable.

### Result 2: national statistical systems strengthened to produce and use gender statistics to monitor the achievement of the Sustainable Development Goals and national policies (new result)

- 17.41 As part of its Women Count programme, since 2017, the subprogramme has supported 27 countries in improving the availability, quality and use of gender statistics to inform policymaking, advocacy and accountability for delivering gender equality and women's empowerment. This has been achieved through a three-pronged approach: promoting a supportive policy environment to address institutional and financial constraints and to strengthen policies and practices governing the production and use of gender statistics; supporting efforts to improve the regular production of gender statistics, including to monitor the Sustainable Development Goals; and promoting greater access to and analysis of data by policymakers and other users.
- 17.42 UN-Women will deepen its work on gender statistics globally by strengthening institutional capacities of national statistical systems for the production and use of gender statistics at the national level, strengthening its own technical capacity, and by advocating increased resources devoted to gender statistics. This approach will allow UN-Women to continue to support sustainable and gender-responsive national statistical systems.

#### *Internal challenge and response*

- 17.43 The challenge for the subprogramme was that, while it had made significant progress in developing ground-breaking new methodologies and producing and making gender data accessible, thereby



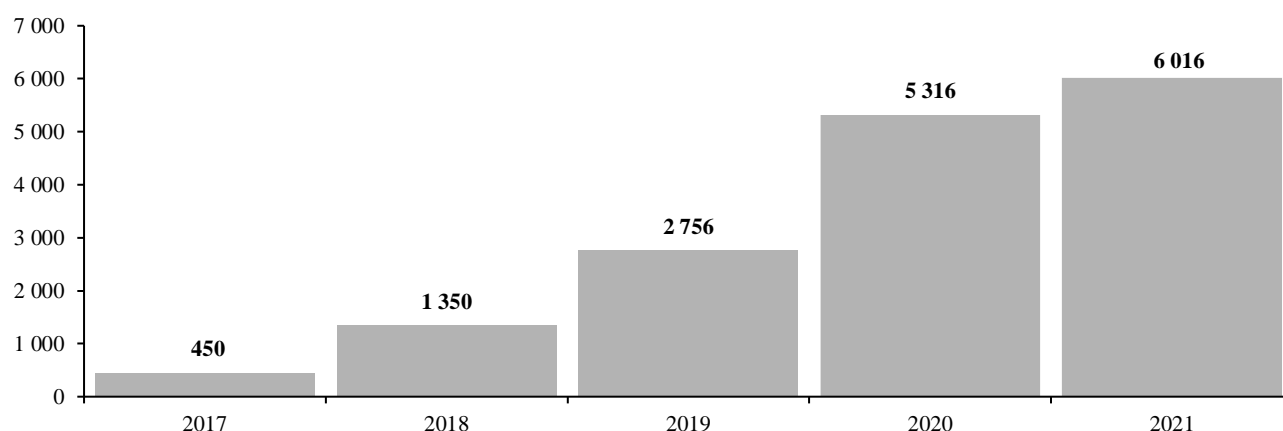
facilitating the use of data to inform policies at the national level, additional efforts were necessary to strengthen the technical capacity of national statistical offices, which was limiting further progress towards achieving its goals. In response, the subprogramme will redouble its efforts in this area in order to place even greater emphasis on national capacity development.

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

- 17.44 This work is expected to contribute to the enhancement of efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, among other things, the fields of development, human rights and peace and security, which would be demonstrated by 6,016 data producers and users whose capacities will have been improved through training by 2021, 9 national strategies for the development of statistics that integrate a gender perspective and 12 new surveys conducted to help to fill gender data gaps. This will further lead to the improved availability, quality and use of gender statistics to inform policymaking.

Figure 17.V

**Performance measure: total number of data producers and users with increased capacities on gender data and statistics, 2017–2021**



## Deliverables

- 17.45 Table 17.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.4

**Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory**

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>10</b>	<b>12</b>	<b>9</b>	<b>12</b>
1. Reports for the General Assembly, including on violence against women, trafficking in women, the world survey on the role of women in development, women in development, improvement in the situation of women and girls in rural areas, and violence against women migrant workers	4	6	3	6
2. Reports for the Security Council on women and peace and security	1	1	1	1
3. Reports for the Commission on the Status of Women, including on priority themes and confidential list	5	5	5	5

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>2</b>	<b>60</b>
4. Projects on Safe Cities Free of Violence Against Women and Girls and Safe Cities and Safe Public Spaces initiative	2	2	2	60
<b>Seminars, workshops and training events</b> (number of days)	<b>2</b>	<b>4</b>	<b>3</b>	<b>33</b>
5. Training on gender equality and gender macroeconomics	–	2	1	3
6. Training on women and peace and security	1	1	1	1
7. Training on gender-responsive budgeting	1	1	1	1
8. Training on gender statistics	–	–	–	28
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
9. Inventory of activities on violence against women	1	1	1	1
10. Publication on <i>Progress of the World's Women</i>	1	1	–	1
11. Publication on Beijing+25	–	–	1	–
<b>Technical material</b> (number of materials)	<b>4</b>	<b>3</b>	<b>2</b>	<b>4</b>
12. Reports of expert group meetings on the priority themes/issues decided by the Commission on the Status of Women	1	1	1	1
13. Guidance notes on essential services to respond to violence against women and on integrating gender equality into macroeconomic policies	2	1	–	2
14. Knowledge material on the implementation of Security Council resolution 1325 (2000) on women and peace and security and its agenda	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> technical support and assistance to Governments, at their request, and non-governmental organizations on access to financial markets and services for women, gender-responsive budgeting, gender-responsive development plans at the national and local levels, gender equality policies, strategies and actions plans, technical assistance to strengthen the role of national women's machinery in the development, implementation and monitoring of gender equality policies, strategies and actions plans, support for the implementation of the women and peace and security agenda, including country-level assistance to develop and implement national action plans on women and peace and security, expert consultation on priority themes/issues in preparation for the session of the Commission on the Status of Women, and preparation of the <i>Progress of the World's Women</i> ; technical expertise and participation in United Nations country teams and leadership/coordination of gender theme groups in support of the strengthening of the gender dimension in all United Nations Development Assistance Frameworks; technical support to ministries of finance, planning and women's affairs, at their request, in integrating gender perspectives into policies on macroeconomics, and social protection systems, decent work and the care economy, to achieve the Sustainable Development Goals.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> brochures for the promotion of the Commission on the Status of Women and booklets and pamphlets on various topics relevant to support non-discrimination and the empowerment of women.				
<b>External and media relations:</b> releases for media and others on various topics related to women, including on UN-Women flagship publications.				
<b>Digital platforms and multimedia content:</b> update and maintenance of web platforms on financing for gender equality, women's political participation and gender equality and HIV and AIDS, and of the Global Database on Violence Against Women.				
<b>Library services:</b> various documentation maintained to preserve the institutional memory related to UN-Women.				

## B. Proposed post and non-post resource requirements for 2021

### Overview

- 17.46 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 17.5 to 17.7.

Table 17.5

#### Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Post	8 980.4	9 067.5	—	—	—	—	—	9 067.5	277.4	9 344.9
Other staff costs	43.9	54.9	—	—	—	—	—	54.9	1.1	56.0
Consultants	63.9	48.9	—	—	—	—	—	48.9	0.9	49.8
Experts	96.0	147.3	—	—	—	—	—	147.3	2.8	150.1
Travel of representatives	84.5	102.3	—	—	—	—	—	102.3	1.9	104.2
Travel of staff	10.6	33.3	—	—	—	—	—	33.3	0.7	34.0
Contractual services	81.8	117.7	—	—	—	—	—	117.7	2.2	119.9
General operating expenses	164.6	161.5	—	—	—	—	—	161.5	3.1	164.6
Hospitality	—	1.2	—	—	—	—	—	1.2	—	1.2
Supplies and materials	—	6.8	—	—	—	—	—	6.8	0.2	7.0
<b>Total</b>	<b>9 525.7</b>	<b>9 741.4</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>9 741.4</b>	<b>290.3</b>	<b>10 031.7</b>

Table 17.6

#### Post changes

	Number	Level
Approved for 2020	49	1 USG, 1 ASG, 3 D-2, 4 D-1, 7 P-5, 8 P-4, 8 P-3, 5 P-2/1, 12 GS (OL)
Proposed for 2021	49	1 USG, 1 ASG, 3 D-2, 4 D-1, 7 P-5, 8 P-4, 8 P-3, 5 P-2/1, 12 GS (OL)

Table 17.7

#### Post resources

Category	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	2021 proposed
<b>Professional and higher</b>						
USG	1	—	—	—	—	1
ASG	1	—	—	—	—	1
D-2	3	—	—	—	—	3
D-1	4	—	—	—	—	4
P-5	7	—	—	—	—	7

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

**Part IV International cooperation for development**

<i>Category</i>	<i>2020 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>2021 proposed</i>
P-4	8	–	–	–	–	8
P-3	8	–	–	–	–	8
P-2/1	5	–	–	–	–	5
<b>Subtotal</b>	<b>37</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>37</b>
<b>General Service</b>						
Other level	12	–	–	–	–	12
<b>Subtotal</b>	<b>12</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>12</b>
<b>Total</b>	<b>49</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>49</b>

17.47 The distribution of resources is reflected in tables 17.8 to 17.10 and figure 17.VI.

17.48 As reflected in tables 17.8 (1) and 17.9 (1), the overall resources proposed for 2021 amount to \$9,741,400 before recosting and reflect no change to the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

### **Extrabudgetary resources**

17.49 As reflected in tables 17.8 (2) and 17.9 (2), UN-Women receives cash contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates. In 2021, projected extrabudgetary resources of \$485,000,000, including 465 posts, will be focused on providing for support for the overall executive direction and management, including the planning, coordination, management and assessment of the programme of work/strategic plan of the programme and the achievement of its deliverables; the engagement with intergovernmental bodies and support for its processes; and providing support to Member States, at their request, in the implementation of their national commitments to eliminating discrimination against women and girls, empowering women and achieving equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Extrabudgetary resources represent 98.0 per cent of the total resources for this programme. The estimates for extrabudgetary resources include the core requirements and programme support functions of UN-Women. The integrated budget for the biennium 2020–2021 for UN-Women was submitted to the Advisory Committee on Administrative and Budgetary Questions for its consideration in June 2019 and approved by the Executive Board of UN-Women at its second regular session, in September 2019.

Table 17.8  
**Evolution of financial resources by component and subprogramme**

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
A. Policymaking organs	84.5	102.3	—	—	—	—	—	102.3	1.9	104.2
B. Executive direction and management	936.5	978.6	—	—	—	—	—	978.6	30.0	1 008.6
C. Programme of work										
1. Intergovernmental support, coordination and strategic partnerships	4 418.1	4 562.2	—	—	—	—	—	4 562.2	138.2	4 700.4
2. Policy and programme activities	3 443.3	3 414.5	—	—	—	—	—	3 414.5	102.6	3 517.1
<b>Subtotal, C</b>	<b>7 861.4</b>	<b>7 976.7</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>7 976.7</b>	<b>240.8</b>	<b>8 217.5</b>
D. Programme support	643.4	683.8	—	—	—	—	—	683.8	17.6	701.4
<b>Subtotal, 1</b>	<b>9 525.7</b>	<b>9 741.4</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>9 741.4</b>	<b>290.3</b>	<b>10 031.7</b>

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
A. Policymaking organs	711.9	803.4	803.4
B. Executive direction and management	10 578.4	11 937.7	11 937.7
C. Programme of work			
1. Intergovernmental support, coordination and strategic partnerships	18 788.7	21 203.0	21 203.0
2. Policy and programme activities	367 338.1	414 540.9	414 540.9
<b>Subtotal, C</b>	<b>386 126.8</b>	<b>435 743.9</b>	<b>435 743.9</b>
D. Programme support	32 357.2	36 515.0	36 515.0
<b>Subtotal, 2</b>	<b>429 774.3</b>	<b>485 000.0</b>	<b>485 000.0</b>
<b>Total</b>	<b>439 300.0</b>	<b>494 741.4</b>	<b>495 031.7</b>

Table 17.9  
Evolution of post resources by component and subprogramme

(1) Regular budget

	2020 Approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	—	—	—	—	—	—
B. Executive direction and management	4	—	—	—	—	4
C. Programme of work						
1. Intergovernmental support, coordination and strategic partnerships	24	—	—	—	—	24
2. Policy and programme activities	18	—	—	—	—	18
<b>Subtotal, C</b>	<b>42</b>			—	—	<b>42</b>
D. Programme support	3	—	—	—	—	3
<b>Subtotal, 1</b>	<b>49</b>			—	—	<b>49</b>

(2) Extrabudgetary

	2020 estimate	2021 estimate
A. Policymaking organs	—	—
B. Executive direction and management	23	23
C. Programme of work	386	386
D. Programme support	56	56
<b>Subtotal, 2</b>	<b>465</b>	<b>465</b>
<b>Total</b>	<b>514</b>	<b>514</b>

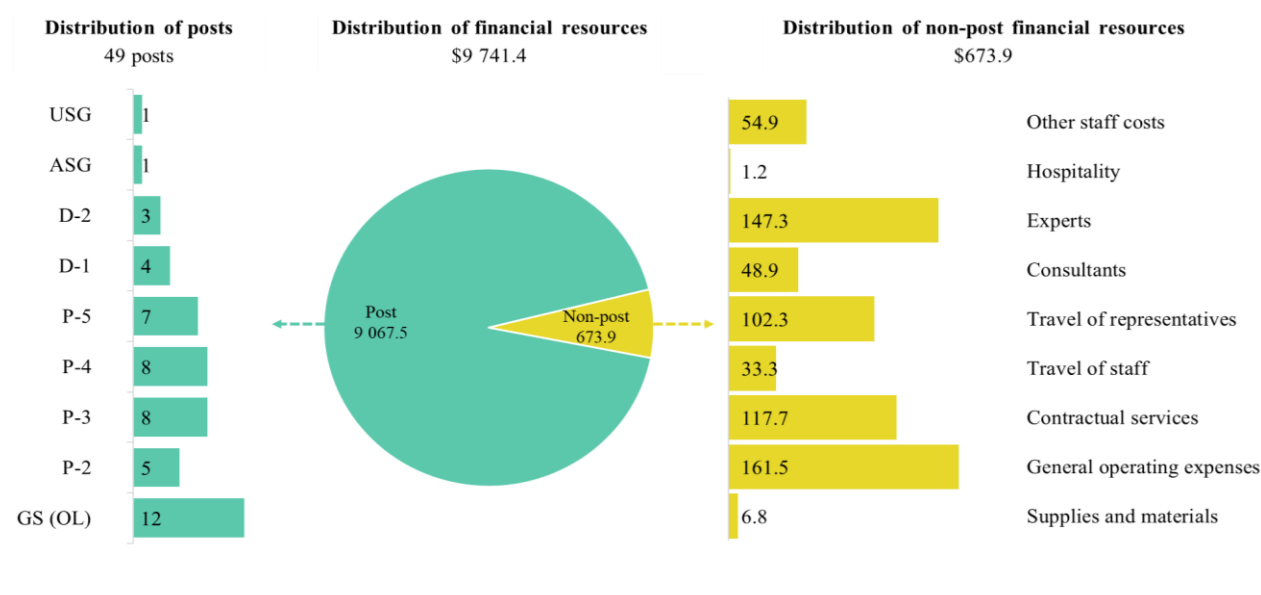
Table 17.10  
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	8 980.4	9 067.5	—	—	—	—	—	9 067.5
Non-post	545.3	673.9	—	—	—	—	—	673.9
Total	9 525.7	9 741.4	—	—	—	—	—	9 741.4
Post resources by category								
Professional and higher		37	—	—	—	—	—	37
General Service and related		12	—	—	—	—	—	12
Total		49	—	—	—	—	—	49

Figure 17.VI  
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



## Policymaking organs

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

Table 17.11  
Policymaking organs

(Thousands of United States dollars)

Policymaking organ	Description	Additional info	2020 appropriation	2021 estimate (before recosting)
Commission on the Status of Women	The Commission has a central role within the United Nations system in monitoring the implementation of the Beijing Declaration and Platform for Action and in advising the Economic and Social Council thereon. The Commission holds a ministerial segment, including interactive high-level round tables in parallel chambers, two interactive expert panels on the priority theme of each session, a panel on an emerging issue, an interactive dialogue to review a theme from an earlier session and other high-level interactive dialogues. Under Council resolutions 76 (V), 304 (XI) and 1983/27, the Secretary-General is mandated to prepare lists of confidential and non-confidential communications on the status of women for submission to the Commission.	Mandate: Economic and Social Council resolutions 11 (II) and 1989/45  Membership: 45 government officials  Number of sessions in 2021: 1 (sixty-fifth session)	102.3	102.3
<b>Total</b>			<b>102.3</b>	<b>102.3</b>

- 17.51 The proposed regular budget resources for 2021 amount to \$102,300 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 17.12.

Table 17.12

**Policymaking organs: evolution of financial resources**

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Non-post								
Travel of representatives	84.5	102.3	–	–	–	–	–	102.3
<b>Total</b>	<b>84.5</b>	<b>102.3</b>	–	–	–	–	–	<b>102.3</b>

**Executive direction and management**

- 17.52 The Under-Secretary-General/Executive Director is responsible for the overall direction and management of UN-Women in the implementation of its mandates and approved programme of work. The Under-Secretary-General/Executive Director provides policy advice to the Secretary-General on all issues pertaining to the promotion of gender equality and women's empowerment, participates in the work of the United Nations System Chief Executives Board for Coordination and leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and women's empowerment.
- 17.53 The core functions of the Office of the Under-Secretary-General/Executive Director are to: (a) assist and support the Under-Secretary-General/Executive Director in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work of the Entity; (b) facilitate inter-office cooperation in the implementation of organizational priorities, workplans and administrative matters; and (c) ensure the timely implementation of decisions and coordination of input from all organizational units to the activities of the Office. The Under-Secretary-General/Executive Director is assisted by the Assistant Secretary-General/Deputy Executive Director for Normative Support, United Nations System Coordination and Programme Results and the Assistant Secretary-General/Deputy Executive Director for Resource Management, Sustainability and Partnerships. The Director, Independent Evaluation and Audit Services, provides independent assurance and advice to the Under-Secretary-General/Executive Director on UN-Women programmes, controls, business systems and processes.
- 17.54 The Office of the Under-Secretary-General/Executive Director also coordinates and provides guidance for the support of the intergovernmental process, operational activities in the field and United Nations system coordination efforts. It also provides strategic policy support and support in managing communications with Member States, the United Nations system and civil society. Furthermore, it coordinates organizational efforts for advocacy, expanding partnerships and seizing new opportunities to promote gender equality and the empowerment of women.
- 17.55 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), UN-Women is integrating environmental management practices into its operations. In 2019, UN-Women continued to use its PaperSmart tool, which enables delegations to download documents electronically and substantially reduces the printing of documents, while still allowing for printing at the request of delegations. The Entity also continued to leverage



videoconferencing and other online collaboration tools for meetings involving remote offices to help to reduce travel. In 2021, the Office of the Under-Secretary-General/Executive Director will enhance its e-filing system by developing guidelines to reduce the use of paper and ink and eventually roll out the practice to field offices.

- 17.56 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 17.13. Senior management is committed to the implementation of the advance purchasing and travel policy. In 2019, UN-Women achieved a 90 per cent compliance rate through the advance planning of travel during the formulating of each division's annual workplan. The 10 per cent gap accounts for ad hoc requests in which UN-Women responds to stakeholder demands, such as government counterparts, civil society and other such partners, to attend meetings and workshops or where UN-Women officials are requested, at the last minute, to attend an outside event. In 2021, UN-Women management will continue to reinforce the importance of the policy and push units to work more closely with partners to avoid last-minute travel plans.

Table 17.13  
**Compliance rate**  
(Percentage)

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

- 17.57 The proposed regular budget resources for 2021 amount to \$978,600 and would provide for four posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 1 D-2 and 1 General Service (Other level)) and reflect no change in the resource level compared with the appropriation for 2020, as reflected in table 17.14.

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

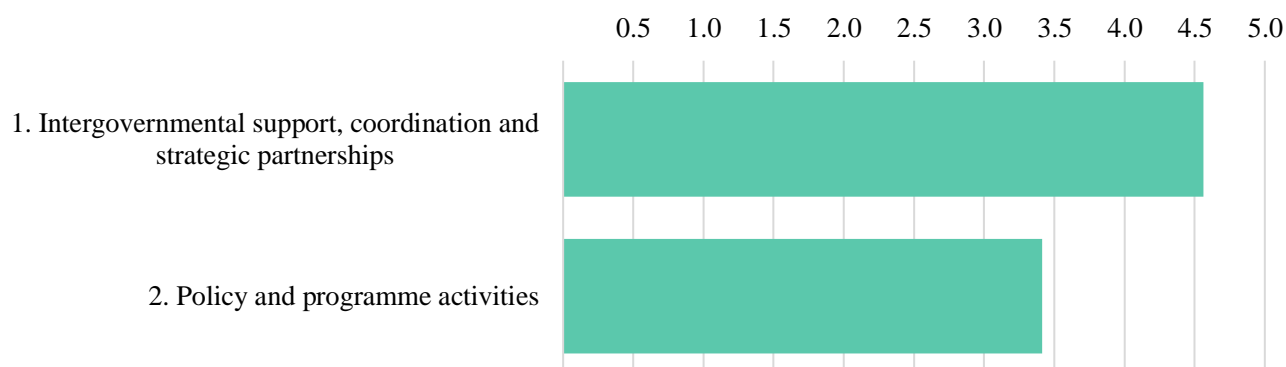
	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	936.5	978.6	—	—	—	—	—	978.6
Total	936.5	978.6	—	—	—	—	—	978.6
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

## Programme of work

- 17.58 The proposed regular budget resources for 2021 amount to \$7,976,700 and reflect no change compared with the appropriation for 2020. The distribution of resources by subprogramme is reflected in figure 17.VII.

Figure 17.VII  
Distribution of proposed resources for 2021 by subprogramme

(Millions of United States dollars)



### Subprogramme 1 Intergovernmental support, coordination and strategic partnerships

17.59 The proposed regular budget resources for 2021 amount to \$4,562,200 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 17.15 and figure 17.VIII.

Table 17.15  
Subprogramme 1: evolution of financial and post resources

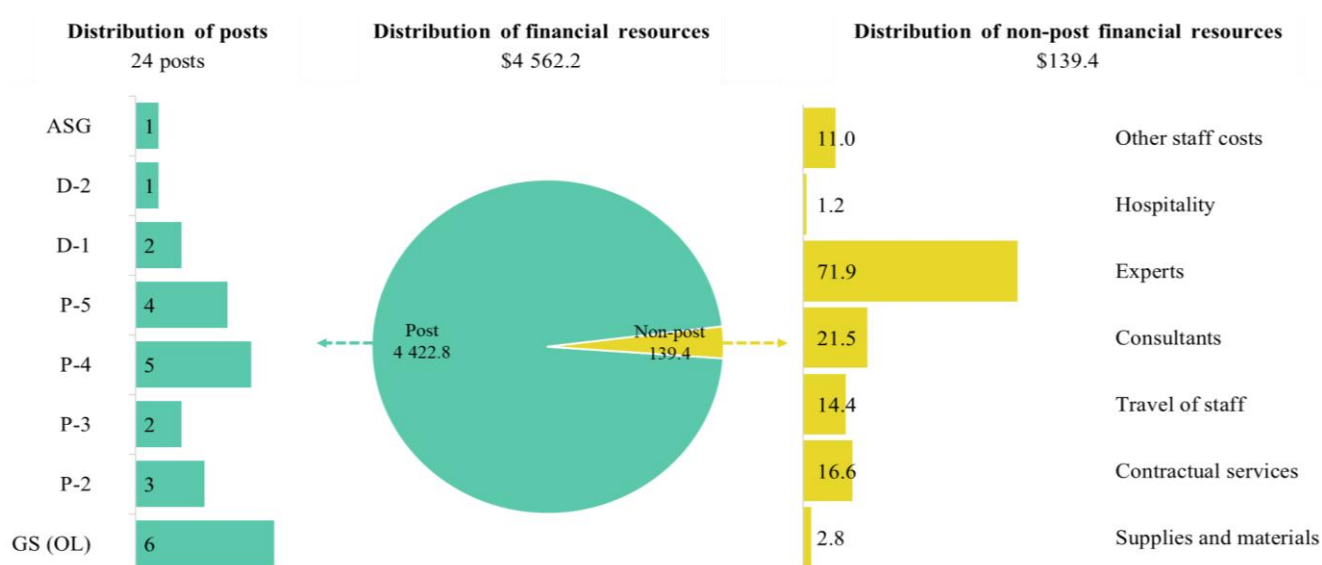
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 309.6	4 422.8	—	—	—	—	—	4 422.8
Non-post	108.5	139.4	—	—	—	—	—	139.4
Total	4 418.1	4 562.2	—	—	—	—	—	4 562.2
Post resources by category								
Professional and higher		18	—	—	—	—	—	18
General Service and related		6	—	—	—	—	—	6
Total		24	—	—	—	—	—	24

Figure 17.VIII

**Subprogramme 1: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Subprogramme 2

### Policy and programme activities

- 17.60 The proposed regular budget resources for 2021 amount to \$3,414,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 17.16 and figure 17.IX.

Table 17.16

**Subprogramme 2: evolution of financial and post resources**

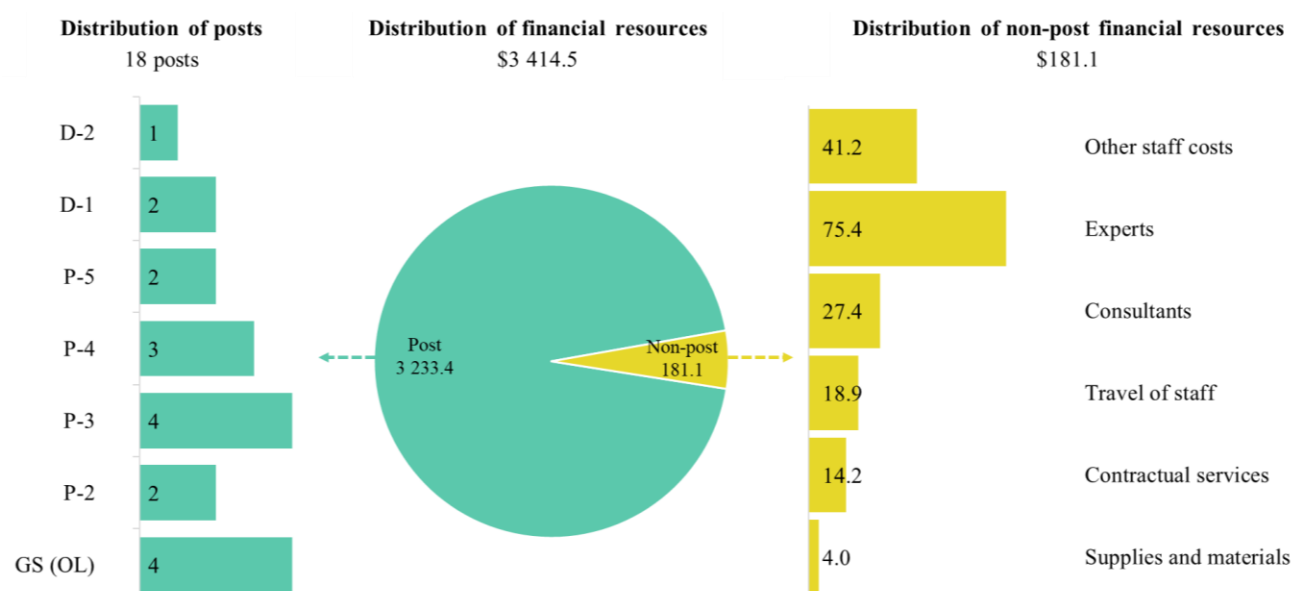
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 308.1	3 233.4	—	—	—	—	—	3 233.4
Non-post	135.2	181.1	—	—	—	—	—	181.1
Total	3 443.3	3 414.5	—	—	—	—	—	3 414.5
Post resources by category								
Professional and higher		14	—	—	—	—	—	14
General Service and related		4	—	—	—	—	—	4
Total		18	—	—	—	—	—	18

Figure 17.IX

**Subprogramme 2: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)

**Programme support**

- 17.61 Responsibility for this area is vested in the Division of Management and Administration of UN-Women. The Division assists the Under-Secretary-General/Executive Director in discharging responsibilities in the areas of human resources, finance and budget, administrative services, procurement and facilities management, information technology services, security, operational oversight and accountability, and audit. In addition, the Division provides administrative and operational support for the implementation of the programme activities of the Entity.
- 17.62 The proposed regular budget resources for 2021 amount to \$683,800 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 17.17 and figure 17.X.

Table 17.17

**Programme support: evolution of financial and post resources**

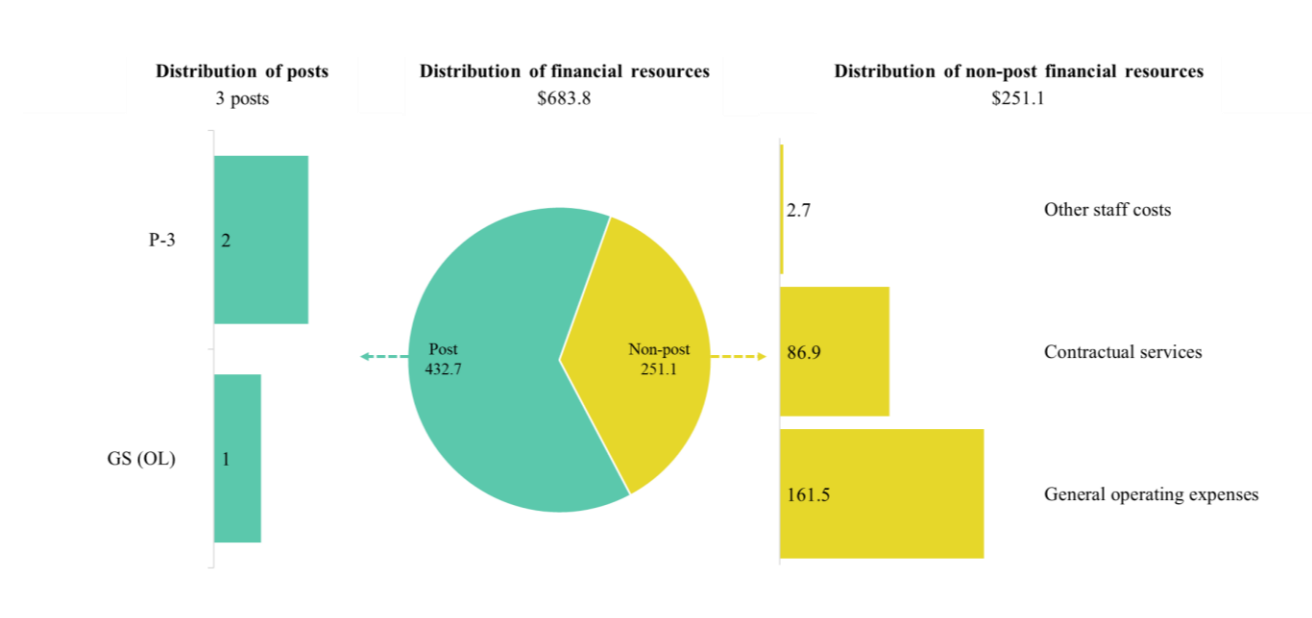
(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	426.2	432.7	—	—	—	—	—	432.7
Non-post	217.2	251.1	—	—	—	—	—	251.1
Total	643.4	683.8	—	—	—	—	—	683.8
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		1	—	—	—	—	—	1
Total		3	—	—	—	—	—	3

Figure 17.X

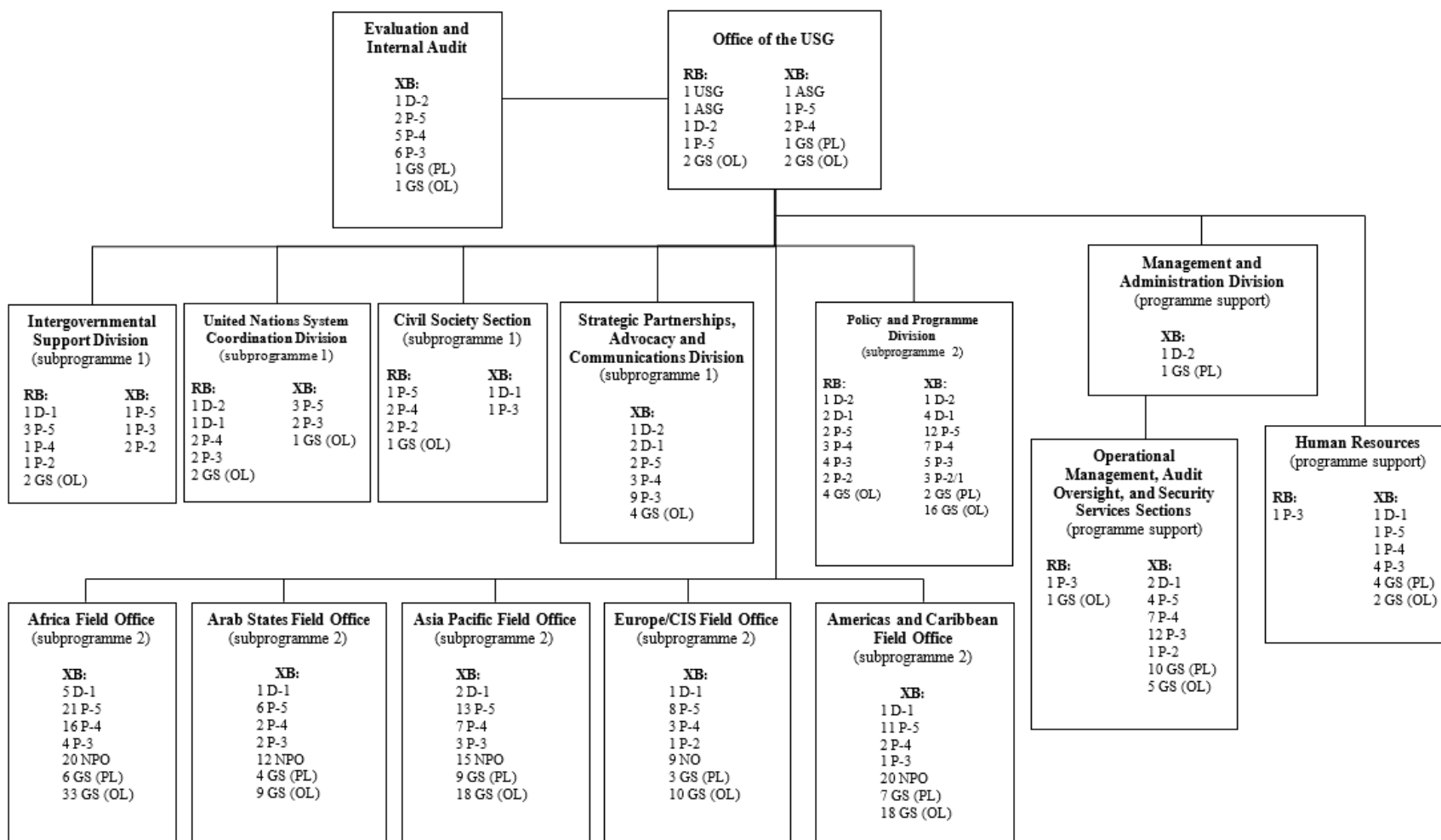
**Programme support: distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Annex I

## Organizational structure and post distribution for 2021



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

## Annex II

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

*Brief description of the recommendation*

*Action taken to implement the recommendation*

#### Board of Auditors

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

The Board recommends that the Mexico country office improve the processing timelines of the funding authorization and certificate of expenditure forms (para. 59).

The Mexico country office strengthened the guidance provided to implementing partners for the completion and submission of the funding authorization and certificate of expenditure forms by the relevant due dates. In addition, the Mexico country office has retrained its project managers on their accountability with regard to the requirements of the policy on cash advances and other transfers to partners to ensure their adherence to the policy, especially on the processing and approval, within 10 business days, of the funding authorization and certificate of expenditure forms submitted by implementing partners. This recommendation is implemented in accordance with the assessment of the Board of Auditors.

The Board recommends that the Mexico country office strengthen the training process of the implementing partners, with a focus on the processing of the funding authorization and certificate of expenditure form (para. 60).

The Americas and the Caribbean Regional Office and the Finance Section at UN-Women headquarters jointly provided training to implementing partners in July 2019 on the proper completion of funding authorization and certificate of expenditure forms and the provision of supporting documentation. The Mexico country office provided additional training for its implementing partners and other responsible parties to further clarify the importance and accountability of each party following feedback received from some implementing partners. This recommendation is implemented in accordance with the assessment of the Board of Auditors.

The Board recommends that UN-Women, when conducting assurance on the liquidation of advances to partners, determine a standard review format in order to ensure the validity of the selection process, while documenting any exceptions that could arise from the review (para. 64).

The revised cash advances and transfer policy was promulgated and includes the required standardized documentation for sampling and review when conducting assurance on the liquidation of advances to implementing partners. UN-Women awaits the final assessment of the Board of Auditors of this recommendation as “implemented”.

#### Board of Auditors

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

The Board recommends that UN-Women improve the link between the RMS tool and Atlas so that the information in RMS is up to date in order to facilitate timely and accurate decision-making (para. 27).

UN-Women determined that, for a seamless, reliable interface between Atlas and the results management system, the root causes of inconsistencies had to be addressed by fixing the fundamental structural issues between the two systems. The ongoing system

*Brief description of the recommendation**Action taken to implement the recommendation*

The Board recommends that UN-Women (a) strengthen its compliance with the implementing partners selection process and ensure that its field offices conduct capacity assessment of implementing partners in a proper manner, in accordance with the requirements of the programme and operations manual; and (b) perform partner risk rating to identify the score for each implementing partner against the tolerable risk levels (para. 36).

The Board recommends that UN-Women (a) work closely with the global auditors to review the audit process in order to ensure that project audit reports are submitted on time; and (b) strengthen accountability in field offices for the assessment and monitoring of implementing partners by endeavouring to include key performance indicators for the implementation of audit recommendations on financial findings as part of the country office assessment tool (para. 43).

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

enhancement work in Atlas and the results management system has required significant efforts and more resources than initially anticipated. The functional requirements are being gathered and will be followed by system development, testing and piloting. The full roll-out of the interface is expected to be completed by the third quarter of 2020.

The comprehensive due diligence procedure for implementing partners and responsible parties has been promulgated. UN-Women awaits the final assessment of the Board of Auditors of this recommendation as "implemented".

UN-Women has submitted to the Board of Auditors evidence to show the systematic monitoring of the status of resolving findings from implementing partners audits through the enhanced country office assessment tool that has been launched and is working. UN-Women awaits the final assessment of the Board of Auditors of this recommendation as "implemented".

UN-Women conducted a conclusive assessment of prior years' qualified audit report financial findings. A new procedure and guideline for the resolution of audit recommendations arising from project partner audits is being finalized. In addition, UN-Women has requested advice from both its Audit Committee and its Internal Audit Service on the proposed procedure and guideline. The draft policy and procedure are in the process of iterative quality assurance review prior to approval and promulgation.