

Note to Reader

“Elements of the UN Women Strategic Plan (2011-2013)” provides an extract of key elements of the draft version of UN Women’s first Strategic Plan. It was prepared to initiate discussions with UN Women’s Executive Board and to inform partners at all levels about the strategic priorities of UN Women in the coming years while the full Strategic Plan is being prepared.

For this reason, the “Elements” document does not include all aspects of the draft Strategic Plan (see text box for the full Outline), but rather provides extracts of the key development and management results which UN Women is proposing to contribute towards in the coming three years. The final and full Strategic Plan of UN Women, which will include more detailed results, indicators and targets, will be submitted for consideration to the Executive Board by mid-May 2011.

This document was presented to the UN Women’s Executive Board on 20th April 2011 during the second Informal Session on the Strategic Plan. Based on the guidance and recommendations received from the Executive Board, the full draft Strategic Plan is now being revised.

UN Women has made the Elements document paper available to partners so as to secure inputs and feedback on the proposed Strategic Directions of the Entity.

Please submit comments to the UN Women office nearest to you, or to christine.arab@unwomen.org by Monday, 2 May, 2011.

Thank you.

Elements of the UN Women Strategic Plan 2011-2013

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) was created in July 2010 by UN General Assembly resolution 64/289 to assist countries and the UN system itself to progress more effectively and efficiently toward the goal of achieving gender equality, women’s empowerment and upholding women’s rights.

*UN Women’s **vision** is a world where societies are free of gender-based discrimination, where women and men have equal opportunities, where the comprehensive development of women*

Outline of the Strategic Plan:

- Summary;
- Introduction;
- Context
 - Assessment of Progress and Challenges ahead;
 - Strengthening UN System support for Gender Equality;
 - Consultations and Lessons Learned;
 - Pathways to Change
- Strategic Directions
 - Vision and mission;
 - Principles;
 - Priorities
- UN Women Results Frameworks
 - Contribution to Development Results;
 - Management Results Framework
- Mobilisation and management of financial resources
- Integrated Financial Framework
- Implementing and Managing the Strategic Plan
- Annexes (including summaries of Partner Consultations and Field Capacity Assessment, indicators and targets to measure progress)

and girls is ensured so that they can continue to be active agents of change, where gender equality and women's empowerment are achieved and where women's rights are upheld in all efforts to further development, human rights, peace and security.

*UN Women's **mandate** brings together those of the four pre-existing entities, calling on the Entity to have universal coverage, strategic presence and ensure closer linkages between the norm setting inter-governmental work and operations at the field level. Central to UN Women's mission is its role in leading and coordinating UN system efforts to ensure that commitments on gender equality and gender mainstreaming translate into concrete action at the country level.*

This Strategic Plan, developed pursuant to paragraph 77 of A/RES/64/289 – the first Plan of UN Women – presents the context and the organization's vision and priorities in contributing to this goal in its first years of its existence. Emerging from the founding resolution, the Strategic Plan builds on the broad consensus that numerous consultations have demonstrated for the priority areas outlined in the Executive Director's Vision and 100-Day Action Plan. The Strategic Plan brings to life UN Women's mandate to support countries to eliminate discrimination against women and girls and place women's rights at the centre of all its efforts. To this end, the Plan highlights UN Women's central role and action in ensuring a more coherent UN system response to advance gender equality throughout the world.

The Plan focuses on six thematic priorities: (1) to expand women's leadership and participation; (2) to end violence against women; (3) to strengthen the implementation of the women, peace and security agenda; (4) to enhance women's economic empowerment; (5) to make gender equality priorities central to national planning and budgeting at all levels; and (6) to ensure that inter-governmental decision-making of the United Nations contributes to strengthening the normative and policy framework for gender equality at country level.

Introduction and context

1. In the wake of the worst economic crisis in 40 years, the global economy has officially recovered – global growth is projected to be 4 per cent in 2011, led by emerging economies.¹ For jobs and livelihoods the picture is less promising; employment is stagnant in most of the developed world, and job growth elsewhere is mostly in informal work, lacking security or benefits and often poorly paid, particularly for women. For women, in addition to lost jobs and falling household incomes, the crisis has also been felt in terms of rising food and commodity prices. The World Bank estimates that rising food prices have pushed 44 million people into poverty since June 2010.² The situation is aggravated by the impact of climate change, which poor women experience as a daily reality, especially in rural areas. In its latest State of Food and Agriculture report, the Food and Agriculture Organization (FAO) notes that investing in women farmers and closing the gender gap in agricultural productivity would reduce the number of

¹ IMF, World Economic Outlook Update, January 26, 2011

² World Bank, Food Price Watch: see

http://www.worldbank.org/foodcrisis/food_price_watch_report_feb2011.html

under-nourished people by 12 to 17 per cent. That translates into 100 to 150 million fewer people living in hunger.³ Despite the potential role of women in combating food insecurity and poverty, which is often acknowledged in donor policies, funding streams have not matched policy commitments. The Organisation for Economic Co-operation and Development (OECD) statistics show that of the US\$18.4 billion spent on agricultural aid between 2002 and 2008, donors reported that 5.6 per cent included a focus on gender.⁴

2. Against this backdrop, governments are increasingly recognizing that they cannot develop and prosper without fully engaging one half of their population. Where women have access to good education, good jobs, land and other assets, growth and stability are enhanced, and there is lower maternal mortality, improved child nutrition, greater food security and less risk of HIV and AIDS. The World Economic Forum's Gender Gap Report calculates that in 134 countries for which data is available, greater gender equality correlates positively with higher GNP.⁵ This makes sense: as the World Bank and others have shown, increasing women's labour force participation and earnings generates greater economic growth. A study of Fortune 500 companies found that those with three or more women board members outperformed others by 53 per cent.⁶

3. Despite the compelling evidence of the links between gender equality and all aspects of development, gender inequality continues in many crucial areas, whether in developed or developing countries. For example, women still earn on average 17 per cent less than men, constitute two-thirds of the world's illiterate people, and have too slowly reached a worldwide participation rate of 19 per cent in the world's legislatures. Despite the impressive progress countries have made in reforming their constitutions and legal codes to uphold gender equality, many laws remain which sanction discriminatory practices. Although women's rights advocates have successfully placed violence against women on public policy and global security agendas, the rates of violence that women and girls face at home and in public places too often reach pandemic proportions, including when sexual violence is used as a tactic of war.

4. The launch of UN Women and this Strategic Plan is informed by a year of reviews and reflections on progress toward gender equality. Since 2009, countries worldwide commemorated the 30-year anniversary of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the 15th anniversary of the Beijing Platform for Action, and the 10-year anniversaries of Security Council resolution 1325 and the Millennium

³ Food and Agricultural Organization (FAO). "Food and Agricultural Report 2010-2011: Closing the gender gap for development". Rome, 2011.

⁴ UN Women calculations based on the OECD Creditor Reporting System (CRS) database <http://stats.oecd.org>; extract from UN Women Publication "Gender Justice: Key to Achieving the Millennium Development Goals" September 2010, page 9.

⁵ World Economic Forum, Gender Gap Report, 2010

⁶ Catalyst, The Bottom Line: Corporate Performance and Women's Representation on Boards," 2007

Declaration. These documents frame the normative basis for UN Women's and the UN system's support to countries to overcome the challenges of achieving gender equality.

5. The establishment of UN Women is also a response to significant gaps in the ability of the UN system to respond to country demand for support to advance gender equality. These gaps *inter alia* include fragmentation between normative and operational activities, a pressing need for improved coherence and accountability towards gender equality within the UN system, and insufficient authority and resources for the organizations and programmes intended to lead the way on gender equality.

Development of the Strategic Plan

6. In line with guidance from its founding General Assembly resolution⁷ and from the UN Women Executive Board, the UN Women Strategic Plan 2011–2013: (1) *builds on* the considerable advances and knowledge which a wide range of partners and experts in countries and regions worldwide bring to collective efforts to advance gender equality and women's empowerment; (2) *incorporates* the assets of the pre-existing entities and creates new synergies that will propel significant change in how the UN responds; (3) *focuses* on results, indicators and targets that will enable UN Women to measure its performance and contributions; and (4) *is aligned* in both its periodicity and structure with those of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF).⁸

7. This Plan incorporates the strategic elements of the Executive Director's "*Vision and 100-Day Action Plan*" which was presented at the first regular session of the Executive Board in January 2011. This includes further developing the strategic priorities that UN Women will take leadership on in the UN system, identifying those areas in which it will take a supportive role, outlining the actions it will take to contribute to strengthened UN system performance on gender equality, and the key steps that the organization is taking to build its own institutional capacity.

8. This Plan results in large part from an analysis of partners' expectations of UN Women in the coming years. The analysis builds on a country-level Field Capacity Assessment (FCA) undertaken in December 2010 to February 2011, followed by over 120 consultations in 71 countries. A global partner survey with Government, NGO and UN partners was carried out with over 1000 responses, covering over 60 countries in all five regions. In total, UN Women

⁷ Developed pursuant to paragraph 77 of A/Res/64/289: "... *Requests the Under-Secretary-General/head of the Entity to submit a report to the Executive Board, including the organizational chart referred to in paragraph 76 above, together with a revised draft strategic plan and proposal for the use of voluntary resources for the support budget for the biennium 2010–2011*".

⁸ Alignment is the reason that UN Women is projecting an abbreviated Strategic Plan period to 2013, so that it can prepare its next four-year plan in accordance with those of its sister organizations in order to secure alignment across the Executive Boards, as well as with the Quadrennial Comprehensive Policy Review (QCPR) for Development (cite reference (will need to be modified once decision is made re: 6 year DRF)).

secured input on the Strategic Plan from approximately 5000 partners. Many of the strategic priorities, lessons learned, and gaps to be addressed that drive this Plan emanate from and are validated by these consultations.

9. The Plan will be implemented through support provided to UN Women's close partners and constituencies, including Member States, women and women's organizations, and UN organizations. UN Women's key partners at country level include national machineries for women, ministries of finance and planning, electoral commissions, ministries of labour, health and justice, and law enforcement systems. UN Women will also work closely with the media, private sector, foundations, academic institutions, religious and traditional leaders, and men and boys whose attitudes and behaviours are an essential determinant of the lives women and girls lead. UN Women will ensure an inclusive approach to partnership development. UN organizations will be key partners. Policy guidance and benchmarks for UN Women's support will come from bodies such as the Chief Executives Board (CEB) and UN Development Group (UNDG). Inter-agency initiatives and joint programmes will be key to leveraging greater support for gender equality from the UN system. Partnerships with individual UN organizations in their areas of comparative advantage are essential to UN Women's success and for sustainable change on the ground.

Strategic Directions

10. UN Women is guided by a vision, mission, principles and priorities that build on those articulated in its founding General Assembly resolution, the Secretary-General's Comprehensive Proposal for the Gender Entity (A/64/588), and the elements highlighted in the Executive Director's Vision and 100-Day Action Plan.

11. **Principles:** To respond to the *demand-driven* priorities of national partners in order to enhance their capacity to implement international agreements and standards; to be a strong advocate in support of a refreshed and invigorated inter-governmental arena for the advancement of gender equality and women's empowerment; to ensure a strong voice for women and girls as agents of change in all areas that affect their lives, including through strong partnerships with women's organizations and networks at all levels; to highlight the crucial role that men and boys play as actors and partners for women's rights and gender equality; to promote and contribute to *UN system coherence* (national ownership, using core comparative advantages, and assuring maximum effectiveness, accountability, transparency and performance measured by results and outcomes) in order to enhance their responsiveness to demands for support on gender equality; where appropriate, to dedicate UN Women's efforts towards those that are most marginalized and on the poorest women. It is crucial to highlight the overriding principle that the establishment of UN Women does not relieve any other part of the UN system from their responsibility for contributing to the promotion of gender equality and women's empowerment and for addressing women's rights and needs.

12. **Priorities:** As noted in the Executive Director's "*Vision and 100-Day Action Plan*" five programmatic priorities will drive the development results framework in this Strategic Plan. UN

Women is also guided by a set of internal institutional priorities that will ensure that it has the capacity to deliver on its mandate. Although the time-frame of this Strategic Plan is 2011-2013, the programmatic priorities extend well beyond 2013, and will most likely continue to be reflected in the next programming period, since they derive from country-defined results and inter-governmental agreements. Internal institutional level priorities focus on the 2011-2013 timeframe and are highlighted in the Management Results Framework.

13. *At the programmatic level*, the five priorities that drive the development results framework are: (1) to expand women's voice, leadership and participation; (2) to end violence against women; (3) to strengthen the implementation of the women, peace and security agenda; (4) to enhance women's economic empowerment; and (5) to make gender equality priorities central to national planning and budgeting at all levels. High-quality support for inter-governmental and UN coordination results are priorities in their own right and fundamental to the achievement of the five programmatic priorities. These priorities are the basis of the goal statements that frame UN Women's Development Results Framework.

14. *At the internal institutional level*, UN Women's priorities are: (1) to build a field-focused organization with robust capacity at country and regional levels, including the decentralization of many business processes to achieve greater efficiencies and alignment with the UN system; (2) to drive more effective and efficient UN system coordination on gender equality; (3) to develop a strong culture of results-based management and reporting; (4) to mobilize and leverage significantly greater resources for gender equality and women's empowerment.

15. UN Women recognizes that there are some important longer-term actions that may not be accomplished during the 2.5 years of this Strategic Plan. Steps will be taken to lay the groundwork for these to move forward in the four-year plan that will start in 2014. UN Women will build on the effective past practices of its predecessor organizations and build internal capacity in a select number of areas to improve strategy implementation.

UN Women results frameworks, 2011-2013

16. In line with the results frameworks of other UN organizations, this Strategic Plan presents a unified results framework comprised of two inter-related components: a Development Results Framework (DRF) that includes country-owned development results plus relevant coordination and inter-governmental results, and a Management Results Framework (MRF).

□ Contribution to development results (DRF)

17. The DRF highlights the substantive goals, outcomes, and outputs to advance gender equality that UN Women's programmes and services are intended to support. There are indicators and targets for each of the results in the Plan, including those that have a basis in inter-governmental agreements and are country-owned. UN Women will contribute to the capacities of governments and other national partners – or in the case of global and regional

results, to the capacities of designated partners – to achieve these results, with the leadership being taken by the partners. The results related to UN coordination and inter-governmental support are integrated throughout, and are critical to all components, given their centrality to the achievement of Development Results.

18. The DRF builds on an understanding that the pathway to change towards gender equality and women’s empowerment is different for every country and context. Gender equality requires strong legal and inter-governmental norms and standards. But the past several decades – during which time the normative environment for gender equality has improved significantly – have shown that laws and policies are not sufficient. A stronger focus on implementation of commitments, and particularly on supporting countries and communities to build capacity to provide the services and resources that are mandated by improved laws, is essential. Strengthening support for women’s organizations and networks, from the grassroots to those working globally, is crucial to continuing to build the demand side of efforts to advance gender equality and to ensure that new or under-recognized issues make it on to public policy agendas. Finally, building political will and shifting entrenched attitudes that perpetuate gender discrimination – from using popular culture to engage youth to making visible the roles that men’s groups are playing in defending women’s rights – is essential to future progress.

19. The six Strategic Plan goals described below are inter-linked and inter-dependent. Progress on enhancing women’s leadership and participation is crucial to advancing a gender-responsive peace and security agenda. Expanding women’s access to economic opportunities underpins their ability to participate, actively, in public life and to strengthen their alternatives when they confront violence in the private domain. Institutional accountability for introducing laws and policies that align with internationally-agreed commitments and for implementing these at national and local level is crucial to progress around all goals within the Plan. While UN Women will pay particular attention to supporting the UN system to provide coherent support in these six goal areas, it will also utilize a holistic approach, working in partnership with other UN organizations on other goal areas crucial to women’s empowerment. UN Women will join partners to advocate on all issues that are fundamental to advancing women’s human rights.

20. Of the six Strategic Plan goals highlighted below, the first four focus on *increasing access* for women and girls to resources, services and support for enhancing their leadership and representation, increasing their economic power, or ending the different forms of violence that they confront. Progress tracking at the goal level will analyze changes in the extent to which women and girls are seeing concrete benefit from the visionary commitments made at global, regional and national levels. The remaining two goals pertain to *strengthening institutional accountability for gender equality*, including for those who formulate national, regional and global plans, budgets and data, as well as interlocutors in the inter-governmental process.

21. ***DRF Goal 1: To increase women’s leadership and participation.*** This goal aligns with both the Millennium Development Goals (MDGs) and scores of resolutions that have emerged from inter-governmental processes on the importance of enhancing women’s representation and achieving gender balance in all spheres of decision-making. While the MDGs highlight

women's representation in national legislatures as a key indicator, UN Women will have a broader focus, including multiple dimensions of women's political participation – from local to global level – as well as to support and monitor changes in women's leadership and influence in other areas of civic, cultural and economic engagement. The Plan envisions more coherent UN system support to engage women in electoral processes as candidates and voters, in close partnership with relevant UN organizations and strengthened efforts to enhance women's access to justice. Specific areas of leadership that UN Women will track women's representation in will be determined during the first six months of implementation of this Plan, and will include a focus on excluded women, including HIV+ women, indigenous women and rural women, and women in the informal sector.

22. ***DRF Goal 2: To increase women's access, especially for the poorest women, to economic empowerment and opportunities.*** This goal aims at reversing the inadequate representation of women in economic decision-making, expanding women's access to land, property and inheritance, and enabling those who are most marginalized to enhance their access to economic opportunities and social protection. In terms of coordination, the Plan envisions agreement in the CEB and implementation across the multilateral system of a coordinated effort to enhance women's economic opportunities and rights. This initiative would involve UN and International Financial Institutions, with a view toward generating far greater involvement of and investment in women from mainstream multilateral organizations focused on economic policies and programmes.

23. ***DRF Goal 3: To increase access to response services and prevention strategies to end Violence Against Women and Girls (VAWG) in the private and public spheres,*** the focus of which is twofold: (1) expanding access to service and support for women and girls who are survivors of or at risk of violence; and (2) interrupting cycles of violence by developing more robust preventive strategies that range from involving youth and adolescents to end violence against women, to campaigns that build massive awareness and action that violence against women, in any form, is unacceptable. Inter-governmental and coordination results include securing implementation of a planned system-wide strategy on ending violence against women as requested by the Secretary-General's policy committee, securing greater involvement by UN organizations in the UN Trust Fund to End Violence against Women, as well as ensuring that the Secretary-General's UNiTE campaign is making progress on the five results that define it.

24. ***DRF Goal 4: To increase women's leadership in peace and security*** which encompasses UN Women's contributions to efforts to implement broad-based women, peace and security agenda, including implementation of relevant Security Council resolutions as well as global and regional commitments to gender equality in early recovery, peace-building, and security sector reform. UN Women will provide demand driven support to countries to expand and improve survivor-centered reparations and redress programmes, to improve the gender-responsiveness of transitional justice mechanisms, and to increase the proportion of women in parliaments and the percentage of beneficiaries of UN-led temporary employment programmes who are women. Inter-agency coordination results build on commitments: in the agreed seven-point action plan that it is supporting the partnership with the Peace-building Support Office (PBSO);

the draft roadmap for implementation of Security Council resolution 1325 which involves many parts of the UN system; UN Women's strong participation in UN Action to End Sexual Violence; and its partnership with the Special Representative of the Secretary-General on Sexual Violence in Conflict.

25. ***DRF Goal 5: To strengthen the responsiveness of plans & budgets to gender equality at all levels*** requires that systematic capacity and monitoring systems are institutionalized to ensure that budgets, national plans and the evidence base for gender equality are adequate to implement visionary legal and policy frameworks. Planning processes targeted under this goal range from Poverty Reduction Strategies to national and local five-year development plans that many countries devise. UN Women will build on its history of support to gender responsive budgeting initiatives in nearly 70 countries over the past decade, as well as on the experience of many partners in devising markers to track financing of gender equality, such as the OECD-DAC gender marker system, to enhance regional, national and local capacity to account for allocations and expenditures to gender equality. Proposed coordination results include: s United Nations Development Assistance Frameworks (UNDAFs) more strongly reflecting normative commitments to gender equality; implementation of a coordinated gender mainstreaming strategy across the UN system; and improved coordination results on gender equality in the context of UNAIDS.

26. ***DRF Goal 6: To ensure that inter-governmental decision-making processes of the United Nations contribute and respond to priorities for strengthening the normative and policy framework for gender equality at country level.*** The *inter-governmental* results respond to significant opportunities emerging over the next two years. These relate particularly to the Commission on the Status of Women, the second and third committees of the General Assembly, the Development Cooperation Forum, and a number of special sessions, including those on Rio +20, the UN General Assembly Special Session on HIV and AIDS.

27. The *coordination* results interwoven in the DRF and MRF highlight the concrete changes that UN Women hopes to catalyze to enhance the UN system response at the global, regional and country levels. These results are derived from inter-governmental reports and decisions, the FCA, as well as the CEB, the High-Level Committees on Programming and Management (HLCP and HLCPM) and the undg reviews of system-wide progress. Concrete areas that have been prioritized in consultations with UN Country Teams and decision-makers include: support to drive implementation and accountability for the UN's policy commitments towards gender equality, including those that are sectoral (e.g., in peace and security or on planning and budgeting), as well as those that are over-arching (for instance, in relation to a system-wide strategy on gender equality and gender mainstreaming); improving the effectiveness of coordination mechanisms that focus on gender equality, from gender thematic groups at country and regional levels to organization-wide mechanisms, such as the Inter-agency Network on Women and Gender Equality (IANWGE); expanding the availability of high-quality, on-demand technical resources to support stronger action by the UN on gender equality, including through mapping and making accessible the considerable expertise that exists within

the system, as well as through providing more consistent and reliable analysis of progress on gender equality at country, regional and global levels.

□ Contribution to management results (MRF)

28. The Strategic Plan is the primary accountability mechanism for UN Women as it relates to major stakeholders, particularly Member States. Accountability for contributing to the goals and outcomes of the Plan is shared among the pertinent development partners in accord with results-based management principles. As such, UN Women will be directly and fully accountable for: (1) delivering on outputs of the development results framework; (2) delivering on the management results; (3) stewardship of resources with which it is entrusted; and (4) monitoring and reporting on achievements and challenges. UN Women will strengthen its monitoring capacity to attain a more efficient, effective system to track cumulative progress towards outcomes and outputs.

29. The MRF aims to transform the organization and to bring its institutional capacities to a level commensurate with the consolidated mandates and functions that it has inherited and the additional functions and roles mandated by its founding resolution. The MRF's structure aligns with those anticipated by UNDP, UNFPA and UNICEF in their next plans. The Development Effectiveness section focuses on enhancing UN Women's results-based culture and capacity, as well as its work on monitoring and evaluation. The risk management section highlights the special steps that UN Women will take to reduce personnel and financial management risk. This section contains results related to finance, human resources and procurement. UN Women is fully accountable for delivering on the output-level results in the MRF.

30. The MRF prioritizes three system-level changes that are essential to enable UN Women to support the DRF, with emphasis given for the period 2011-2013: (1) strengthening a culture of *results based management* and results-based reporting and provision of high quality UN system-wide coordination support at all levels of the organization; (2) re-organizing and strategically upgrading UN Women's *field structure* to enable a stronger presence and support to Member States and UN Country Teams at the country level, as well as decentralization that will support greater efficiency and effectiveness based on standards and practices with other UN organizations; and (3) leveraging and *managing adequate resources* to enable UN Women to strengthen its institutional capacity in line with the vision's ambition leading to its creation.

(1) Managing for results, coordination and partnership

31. ***MRF Output 1: To ensure that a results orientation is embedded in UN women's practices for programming and budgeting.*** Strengthening implementation of a results-based management (RBM) approach is a priority for UN Women during its upcoming formative years. Work in this area will build on past efforts by the pre-existing entities, including the updating of an electronic results tracking system and linking results with budgets in ATLAS, and responding to past assessments and evaluations. The aim will be to establish an integrated RBM culture and support system to deliver on UN Women's mandates at all levels, while ensuring coherence

and synergy among the various levels. UN Women will promote RBM throughout its management, monitoring, reporting and evaluation practices, the roll out of clear policies and systems that build on and consolidate lessons from earlier work and the continued building of staff capacity in RBM, including dedicating more resources to establishing baseline data necessary to track progress and to placing dedicated staff in the field responsible for monitoring.

32. ***MRF Output 2: To establish an evaluation function and culture that generates evidence on SP implementation for learning, decision-making, and accountability in all areas of UN Women's work.*** UN Women's evaluation function is governed by the Evaluation Policy, which establishes the types, mandatory nature, roles and responsibilities for evaluation within the organization with respect to its normative and operational work. UN Women's evaluation strategy will be in compliance with United Nations Evaluation Group (UNEG) norms and standards for evaluation. All evaluations support the identification of areas for further research and feed into knowledge management systems. UN Women's evaluation strategy will aim to promote coordination and accountability in the UN system through: fostering joint evaluations on gender equality and serving as a repository of evaluations in the UN system on gender equality and women's empowerment; drawing upon the opportunities offered by UN system-wide evaluation processes for generating evaluative information on UN system contribution to gender equality; and actively contributing to the work of UNEG for the inclusion of a gender equality perspective in UN evaluations.

33. ***MRF Output 3: To foster the role of UN Women as a global broker of knowledge on Gender Equality and Women's Empowerment.*** A key function of UN Women is to serve as the hub/centre of knowledge and experience on gender equality and women's empowerment from all parts of the United Nations. With strong support from Headquarters and the regional level, and drawing on the experiences of other entities of the UN system, UN Women will exercise its mandate to become a key repository and provider of knowledge on gender equality and women's empowerment at the country level and of practices that have proved successful in advancing gender equality. UN Women will support local cutting-edge research and evaluation, identify the best technical expertise from within and outside the UN system and support South-South exchange, and link national research institutions with regional and global gender equality research and evaluation agenda. UN Women will work with national partners to ensure that, in every country in which it has presence, partners have capacity to undertake regular assessments of progress toward gender equality based on national analysis and baseline data.

34. ***MRF Output 4: To develop UN Women's capacity to lead and coordinate stronger and more coherent United Nations System support to countries in implementing national and international commitments to gender equality.*** One of UN Women's key mandates is to lead and coordinate issues on gender equality and the empowerment of women and to promote associated accountability within the UN system. This mandate will be carried out at the global, regional and country levels. While the DRF lists UN coordination outcomes in the different priority areas of UN Women's work, MRF Goal 3 focuses on how UN Women will both participate as well as lead in partnerships with different UN agencies. This will involve, for

example, the use of different joint programming and inter agency coordination processes at different levels, and the assurance that the UN system has clear guidance, tools, strategic programmes and accountability mechanisms to better deliver on gender equality.

35. ***MRF Output 5: To promote strong partnership and linkage of UN Women with civil society.*** Civil society organizations (CSOs), particularly women’s organizations and coalitions, will continue to be critical and effective partners of UN Women. In coordination with UN partners, UN Women will develop mechanisms for meaningful and constructive partnerships with civil society, including women’s rights networks, religious and traditional leaders and youth groups, as well as other non-governmental and grass-roots organizations and men and boys. UN Women will facilitate the effective participation in and contributions of non-governmental organizations (NGOs) to inter-governmental processes and key international gatherings and policy-making forums, including the Commission on the Status of Women, the UN Women Executive Board, and other inter-governmental processes such as Rio+20.

(2) Strengthening field focus

36. ***MRF Output 6: To build UN Women as an effective, field-focused organization.*** Responding to the demands of countries for support to implement their international and national commitments to gender equality and the empowerment of women is a central role of UN Women. In line with the findings and recommendations of the country-level FCA conducted during the first quarter of 2011, UN Women will further institutionalize its field presence. It is critical to commit resources to support country operations by securing funding from the Support Budget for core staff capacity in the programme countries where it will have country offices. The drive in this direction has already started with the Support Budget for 2011 approved by the Executive Board in January 2011. The proposals for the Support Budget for 2012-13 will further strengthen and institutionalize field presence in light of the recommendations of the FCA and to best implement this Strategic Plan. UN Women proposes that a minimum capacity model be endorsed for those countries where UN Women will have a government-agreed country programme, is a full member of the UN Country Team, and is headed by an accredited international representative. This minimum capacity would enable national partners to depend on UN Women for the following Standard Model of Support at the country level, as per UN Women’s founding documents:

- Supporting development and implementation of evidence-based laws, plans, policies and budgets, including in post-conflict and humanitarian contexts, in line with international and national commitments on gender equality and the empowerment of women and girls;
- Supporting gender equality advocates, both within government and non-governmental organizations, to have a stronger voice in decision-making processes that shape the lives of women, including those relating to post-conflict and humanitarian context, while adding UN Women’s advocacy and voice to their efforts;
- Supporting the development and strengthening of knowledge and expertise on gender equality and the status of women and girls, including through South-South learning and exchange; and,

- Leading coordination, within the RC system, to promote enhanced coherence and accountability within the UN Country Team in providing effective support to countries in advancing gender equality and the empowerment of women.

37. Based on partner feedback, the FCA proposed that UN Women move to a country programme model comparable to other UNDG agencies, in order to ensure that cooperation is not ad hoc or donor-driven, that there is space for partners to discuss and agree overall orientation of UN Women's cooperation, and that UN Women can better operate with a medium to long-term perspective within an overall strategic UN Programme or UNDAF. Such country programmes will require appropriate delegation of authority to the country level and an internal control framework for implementation. UN Women also proposes full country representatives who are members of UN Country Teams.

38. ***MRF Output 7: To strengthen policy, oversight and monitoring capacities support to delegated authority.*** To ensure alignment and relevance of programmes and to optimize performance effectiveness and impact, UN Women will sustain oversight and monitoring through the application of risk management, internal audit, monitoring and evaluation, transparent reporting, and the use of UNDP systems to monitor the implementation of audit recommendations. In addition regular and periodic audits, independent administrative and programme-related internal audits and investigations of alleged fraud, misconduct, harassment, abuse and/or other wrongdoing will be carried out to ensure integrity, efficiency and continuous performance improvement throughout UN Women.

(3) Leveraging and managing resources

39. ***MRF Output 8: To improve UN Women stewardship of resources.*** UN Women will manage the resources entrusted to it in accordance its Financial Regulations and Rules adopted by the Executive Board. This will be achieved through: (1) strengthening and maintaining cost-effective and transparent systems of financial management and accountability for the use of resources and assets; (2) supporting results based budgeting of resources; (3) timely allocation and distribution of programme and administrative budgets; and (4) managing and reporting on financial transactions. UN Women will strengthen its capacity for mitigating risks and ensuring associated accountabilities through forecasting, data compilation, analysis and oversight.

40. ***MRF Output 9: To expand and diversify the resource base to meet the demand for UN Women's catalytic country-driven programming and technical support and strategic grant-making.*** Activities for resource mobilization and fund raising will be guided by a strategic partnership/ resource mobilization strategy that involves raising, leveraging and diversifying the funds. These funds will enable UN Women to meet demands for its technical and programmatic support and presence in countries worldwide. UN Women is currently finalizing its resource mobilization strategy, which encompasses core and non-core resources, with the goal of securing a predictable multi-year core resource base for UN Women. The strategy encourages diversity in sources and modes of funding including non-traditional sources, the private sector, individual contributions, and the Trust Fund for EVAW, and thematic funds. UN Women will

prioritise timely and quality reporting to its donors, meeting both donor and UN Women's quality standards in accordance with the UN Women's Financial Regulations and Rules.

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