Strategic Plan 2018-2021

June 12, 2017
UN-Women Strategic Plan (Draft 1)

- Following the informal briefing on May 19\textsuperscript{th}, this first draft SP aims to integrate comments and feedback from Member States on the zero draft, as follows:
  - Highlights more clearly the mutually reinforcing nature of UN Women’s \textit{composite mandate}
  - Further spells out UN-Women’s \textit{comparative and collaborative advantages}
  - Underscores principle of “leaving no one behind”
  - Refined \textit{Integrated Results Framework (IRRF)}
  - Elaborates UN-Women’s role in \textit{humanitarian action}
  - Expands on \textit{Implementation}, outlining:
    - Means of Implementation (FPIs, single agency projects and grant making)
    - Organizational design and field presence
    - Risk Management
  - Outlines \textit{methodology to link results and resources}
Guiding Principle – Leaving No One Behind

- Strategic Plan recognizes and responds to the circumstances of poorest and most excluded women;
- Addresses multiple and intersecting forms of discrimination and marginalization;
- Work with women’s organizations facilitates access to those most like left behind.
UN-Women’s Comparative and Collaborative Advantages

- Capacity as a **composite Entity** to:
  - Support the strengthening of norms and standards at global and regional levels;
  - Promote UN-system accountability to these normative advances;
  - Integrate them into legislation, policies, and development plans at national and local levels.

- Capacity to apply gender analysis to the mandate of UN partner agencies and supplement their action to ensure that it benefits women and men equally

- Longstanding **relationship with the women’s movement** to reach and give voice to those who are the most likely to be left behind

- Ability to bridge **human rights, development, peace and security and humanitarian action** for GE/WE
**UNDS Efforts to Promote GE/WE through collaborative advantage**

**ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS, INCLUDING FULL ENJOYMENT OF THEIR HUMAN RIGHTS**

**Achieving SDG 5 and ensuring that the entire 2030 Agenda delivers for women and girls**

<table>
<thead>
<tr>
<th>Leadership and participation</th>
<th>Education and economic empowerment</th>
<th>Health</th>
<th>Eliminating harmful practices</th>
<th>Ending violence against women and girls</th>
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</thead>
</table>
| - Institutions of democratic governance that are conducive to women’s participation (UNDP, UN Women)  
- Leadership training (UN Women, UNDP)  
- Women’s active participation in political processes, including elections as candidates and voters (UNDP, UN Women)  
- Promotion of gender balance, including through temporary special measures (UN Women)  
- Leadership of young and adolescent girls (UNICEF, UNFPA) | - Eliminating structural barriers and adopting enabling policies for the participation of women in the economy (UN Women, UNDP)  
- Better educational outcomes for girls (UNICEF)  
- Improved institutional capacity and individual skills for sustainable livelihoods (UNDP, UN Women), including for adolescents (UNICEF)  
- Access to financial and other productive assets, such as land, energy, etc. (UNDP, UN Women)  
- Addressing unpaid care and domestic work (UN Women)  
- Equal sharing of responsibilities (UNFPA, UN Women) | - Maternal health (UNICEF and UNFPA)  
- Sexual and reproductive health and reproductive rights (UNFPA and UN Women)  
- Access to family planning (UNFPA)  
- Engaging men and boys (UNFPA)  
- Strengthening health systems (All)  
- HIV prevention and response (All)  
- H6 partnership (UN Women, UNFPA, UNICEF, World Bank, WHO, UNAIDS) | - Child, early and forced marriage (UNFPA, UNICEF, UN Women)  
- Female genital mutilation/cutting (UNFPA, UNICEF, UN Women)  
- Sex selection (UNFPA) | Prevention:  
- Joint UN Prevention Framework (All)  
Essential services package  
- Health (UNFPA)  
- Justice and police (UNDP, UN Women)  
- Social services (UNICEF, UNFPA, UN Women)  
- Coordination and governance (UN Women, UNDP, UNFPA)  
Awareness raising (all)  
- UNITE campaign  
Data (All) |

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Women’s leadership and protection in humanitarian, conflict-affected and transitional settings
Collaborative Advantage:
Applying gender analysis across SDGs
Refined IRRF

- Highlights interconnection between areas of work
- Outlines required institutional capacities to deliver outputs
- Methodology developed for optimized allocation of resources by Outcome area

Features:
- Methodological Notes for Indicators
- Harmonization across UN agencies
- Alignment with 2030 Agenda for Sustainable Development
## 2018 – 2021 Strategic Plan: Development Results

**Achieve gender equality and empower all women and girls, including full enjoyment of their human rights**

### Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened

- **Output 1.1** Enhanced capacity of governments and stakeholders to assess progress in implementation of the BPfA and other global normative and policy frameworks for gender equality and the empowerment of all women.
- **Output 1.2** Intergovernmental processes supported through convening of Governments, civil society, UN and other relevant partners, and facilitation of evidence-based dialogue
- **Output 1.3** Expanded knowledge on gender perspectives through provision of substantive inputs and dialogues to global and regional intergovernmental processes

<table>
<thead>
<tr>
<th>Outcome 2: Women lead, participate in and benefit equally from governance systems</th>
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<tbody>
<tr>
<td><strong>Output 2.1</strong> More national and local plans and budgets are gender-responsive</td>
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<td><strong>Output 2.2</strong> More justice institutions are accessible to and deliver equally for women and girls</td>
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<tr>
<td><strong>Output 2.3</strong> More women of all ages fully participate, lead and engage in political institutions and processes</td>
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<tr>
<td><strong>Output 2.4</strong> More and better quality of data and statistics are available to promote and track the progress of gender equality and women's empowerment</td>
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<tr>
<th>Outcome 3: Women have income security, decent work and economic autonomy</th>
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<tr>
<td><strong>Output 3.1</strong> More policies promote decent work and social protection for women</td>
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<tr>
<td><strong>Output 3.2</strong> More women own, launch and/or better manage small, medium and large enterprises</td>
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<tr>
<td><strong>Output 3.3</strong> More rural women secure access to productive resources and engage in climate smart agriculture</td>
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<th>Outcome 4: All women and girls live a life free from all forms of violence</th>
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<td><strong>Output 4.1</strong> More countries and stakeholders are better able to prevent violence against women and girls and deliver quality essential services to survivors</td>
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<td><strong>Output 4.2</strong> More cities and other settings have safe and empowering public spaces for women and girls</td>
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<tr>
<th>Outcome 5: Women and girls contribute to building sustainable peace and resilience, and benefit equally from crisis prevention and humanitarian action</th>
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<tr>
<td><strong>Output 5.1</strong> Gender equality advocates effectively influence peace and security processes</td>
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<tr>
<td><strong>Output 5.2</strong> More women play a greater role and are better served by humanitarian response and recovery efforts</td>
</tr>
<tr>
<td><strong>Output 5.3</strong> More women play a greater role in and are better be served by disaster risk management processes</td>
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**DRR as Usual versus GIR**

- **Does not fulfill the promise of Sendai**
- **Reduce loss of lives**
  - Achievement of Sendai targets and SDGs
- **An innovative and powerful partnership for cost-effective transformative change**

**Less effective in saving lives and reducing loss and damage; do not leverage women’s leadership and strengths**

- **Lack of understanding and evidence**
- **Lack of substantive participation and leadership of women in DRR**
- **Lack of resources/institutionalization of gender capacity in DRR**
- **Not building women’s resilience**

**Gender responsive risk governance**

- Women’s leadership in DRR strengthened
- Women’s capacity to prep and recover

- Gender dimensions of risk are understood
2018 – 2021 Strategic Plan: Organizational Efficiency and Effectiveness

Achieve gender equality and empower all women and girls, including full enjoyment of their human rights

**Output 1:** Enhanced coordination, coherence and accountability of the UN system for gender equality commitments

- UN accountability for gender equality commitments;
- UN coordination for programming;
- Gender parity

**Output 2:** Increased engagement of partners in support of UN Women’s mandate

- Alliance building and movement for change;
- Youth engagement;
- Partnership;
- Public advocacy;
- Corporate communications and brand awareness;
- Resource mobilization

**Output 3:** Enhanced quality of programmes through knowledge, innovation, RBM and evaluation

- Innovation and technology;
- South-south cooperation;
- Knowledge and data;
- RBM;
- Evaluation

**Output 4:** Improved management of financial and human resources in pursuit of results

- Stewardship of resources;
- Human resources;
- Risk management and accountability;
- ICT;
- Staff premises and security
Advocacy and Campaigns

- Campaigns underlined UN Women’s advocacy and social mobilization function to engage people – in particular the youth- and effect behavioral and social change.
- They also sharpen the public image of UN Women and its partners and are essential for policy support and fund mobilization.
- Work on **masculinity, discriminatory norms, stereotypes and societal pressure** and their impact on GE/EW as well as the importance of GE/EW to achieve the 2030 agenda will be continued through HeForShe, UNiTE, and Step It Up.
- Investment in digital platforms will be continued.
Means of Implementation: Programming Modalities

- **Flagship Programme Initiatives (FPIs)**
  - Focus on limited number of transformative initiatives
  - Supported by robust Theories of Change
  - Better leveraging UN-Women’s composite mandate

- **Grant-making mechanisms**
  - Direct support to women’s organizations
  - Piloting of innovative approaches
  - Swift implementation of field-level activities

- **Project modality**
  - Targeted requirements
  - Embedded within a broader transformative approach
### II. Theory of Change: Women's Political Empowerment and Leadership

**Key Indicators:**% women in local governments; % women in national parliaments

<table>
<thead>
<tr>
<th>Goal/TOC Statement</th>
<th>Output</th>
<th>Outcome</th>
<th>MOIs and Output TOCs</th>
</tr>
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<tbody>
<tr>
<td>Electoral frameworks and arrangements promote gender balance in elections. Key indicators: % of countries with electoral frameworks that promote gender balance</td>
<td>Women from diverse groups have enhanced capacity to seek leadership and have skills to mobilize resources, then (2) more women will be nominated as political candidates because (3) there is a sufficient number of skilled women for gatekeepers to select from</td>
<td>Women are empowered by institutional reforms and (2) women's leadership is promoted then (3) women will encourage women into leadership because (4) they are role models</td>
<td></td>
</tr>
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#### 1. Electoral frameworks and arrangements promote gender balance in elections.

- Women's participation is enabled through policy and legal frameworks, electoral arrangements and selection processes and if VAW is mitigated, then (3) women will run for election because (3) there is a higher level of gender equality.

- Women lead in political decision-making.
  - Key indicators: % women in local governments; % women in national parliaments
  - A cadre of interested, diverse and capable women political leaders is formed.
  - Women are perceived as equally legitimate and effective political leaders as men.
  - Women are promoted as leaders in gender-sensitive political institutions.

#### 2. Enhance women's capacity to conduct competitive, well-resourced and innovative campaigns.

- Capacity development of women aspirants; public speaking; constituency engagement; transformative leadership training, including of young and marginalized women.

#### 3. Diverse networks of support for women leaders create opportunities.

- Women lead in political decision-making.
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#### 4. Institutions are receptive to women leaders' family-friendly policies: child care/hours of operation; unmet needs of women; accountability for gender equality commitments.

#### 5. Women are engaged in political decision-making.

- Women lead in political decision-making.
  - Key indicators: % women in local governments; % women in national parliaments
  - A cadre of interested, diverse and capable women political leaders is formed.
  - Women are perceived as equally legitimate and effective political leaders as men.
### Organizational design and field presence

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<th>Highest</th>
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<th>Medium</th>
<th>Low</th>
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<tr>
<td>Low</td>
<td>IGS, C, ASM, IPA, CD, TA</td>
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<td>Medium</td>
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<td>High</td>
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IGS = Normative support  
C = UN system coordination  
IPA = Integrated Policy Advice  
CD = Capacity Development  
ASM = Advocacy and Social Mobilisation  
TA = Technical Assistance for Essential Services
Risk Management

- Risk Management is embedded in key planning process
- Constant monitoring of Enterprise Risk Management model
- Timely implementation of UNBoA and AAC recommendations to remain a priority
- Corporate Risk Register
- Field offices maintain and reflect key risks and mitigation measures in their Strategic Notes
Next Steps

- **Overarching Theory of Change** currently under development (will be ready by the Annual Session)
- Theory of change developed for each **output**
- **Baselines, milestones and targets** currently under development